

Analysis of planning, implementation, and evaluation of corporate social responsibility programs in Batam manufacturing companies

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Abstract

Economic actors are obliged to give their company responsibilities to the environment and society. Corporate Social Responsibility (CSR) is an important concept that needs to be developed and integrated by business actors. The realization of CSR itself is what the company does. The program that is designed must also have a good impact on the environment or the community itself. This is what makes the planning, implementation and evaluation of the program important. Good governance will produce good programs and of course will have a good impact and benefits. In this study, it aims to discuss starting from the planning, implementation and evaluation stages of the Blood Donation program carried out at PT. XYZ with the approach method of descriptive qualitative analysis. The results of the research at the planning stage are that PT. XYZ's CSR must ensure and determine the program master first and must be in accordance with the policies held. At the implementation stage, the activities run according to the plan and the problems that arise can be solved. Finally, at the evaluation stage, respondents who filled out the questionnaire admitted that they were satisfied with the activities that had taken place.

Keywords:

CSR, Planning, Implementation and Evaluation

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INTRODUCTION

This corporate responsibility is known as *Corporate Social Responsibility*, which is more familiar with the term CSR. CSR was already popular around the 1970s. The concept of thinking outlined in the book "*Cannibals With Forks: The Triple Bottom Line in 21st Century Business*, CSR is categorized into three component principles, namely: *Profit, Planet, and People (3P)*." (Elkington, 1998). From John Elkington's expression, it is understood that a good company is a company that prioritizes the environment (*planet*) and society (*people*), not just to improve the economy (*profit*).

CSR in Indonesia is regulated in Law Number 25 of 2007 concerning Investment, article 15(b) states that "every investor is obliged to carry out corporate social responsibility". This is motivated by the mandate of the 1945 Constitution regarding the national economy and social welfare must be regulated by the State. In line with that, Indonesia also participates in the UN agreement, namely, *The Sustainable Development Goals*. The *Sustainable Development Goals* are 17 goals that have been ratified by the United Nations (United Nations) as a global agreement that is the goal of the whole world. PT. XYZ also implements many CSR programs in the fields of health, education, and economy. In line with the CSR goals themselves, PT. XYZ also assists PMI in blood needs. During the Covid-19 pandemic, PMI Batam's blood stock plummeted by more than 50% compared to the normal situation. This is what makes the encouragement for PT. XYZ's CSR to come down in contributing to help meet blood needs. This blood donation activity is called *Blood Donation* which is carried out at PT PT. XYZ by inviting employees to contribute to donating blood which was held in June this year, 2022.

Based on the things that have been explained about the background of the existing problems, using the existing theoretical framework, the purpose of this research is to find out how to plan, implement and evaluate PTPT. XYZ Indonesia's CSR program in the *Blood Donation program* which is the responsibility of the company, which was carried out in June 2022.

LITERATURE REVIEW

1. Corporate Social Responsibility (CSR)

The milestone of the establishment of CSR was first brought by Howard R. Bowen in the 1950s. CSR is the responsibility of the company to formulate policies, contain decisions, or carry out desired actions with the purpose and still prioritize the values of the community (Bowen, 1953). Another view reveals that CSR is a commitment to business practices or companies as a contribution to the development of a continuous economy by paying attention to social responsibility and focusing on balance on social, environmental, and economic aspects (Marthin, 2017). It can be concluded that CSR is the responsibility of a company that is an obligation in carrying out all its economic activities but still pays attention to the environment, ethics, and law. It is not only about making a profit, but also having a good impact on the environment and advancing the welfare of the community.

2. Management

Management is a series of activity processes to organize something with the application of the process of planning, organizing, executing and organizing. This process is said to be the functions of the management itself. Functions include planning, organizing, implementing, and evaluating.

a. Planning

The formula of 5W + 1H can make it easier to make planning. There are usually 6 general questions that can be used as a guideline. 5W + 1H are as follows; *What* (about what is the purpose of the program/activity), *Why* (about why the program/activity is implemented), *When*

(about when the program/activity is implemented), *Where* (about where the program/activity is implemented), *Who* (about who the target of the program/activity is implemented), and *How* (about how the program/activity can be implemented) (Yunus, 2014).

b. Implementation

Implementation is providing all the necessary means to realize the plan that has been designed which can later cause consequences and impacts on something (Wester, 2006). The implementation consists of *staffing* and *motivating*. At the *staffing* level, the aim is to determine the needs of human resources, deployment, screening, training and workforce development. Meanwhile, at the motivating stage, this activity directs or channels human behavior towards goals (Terry & Rule, Fundamentals of Management, 2012).

c. Evaluation

Evaluation is an effort to assess the overall results of a development activity or program (Dale, 2004). This study uses the CIPP evaluation model in conducting an assessment of certain aspects. CIPP abbreviations include *Context Evaluation*, *Input Evaluation*, *Process Evaluation*, and *Product Evaluation*. The four points of the abbreviation of CIPP will be the components of an evaluation (Stufflebeam & Shinkfield, 2014).

d. Context evaluation

This evaluation is more related to providing information to set good goals, formulate a relevant environment and identify problems related to learning programs or activities, as well as educational activities. Context evaluation is also intended to provide information to formulate "*goals and objectives*".

e. Evaluation of input

Inputs are the raw materials that are put into the transformation. The main purpose of *input* evaluation is to determine how to utilize *inputs* in achieving program objectives. For this purpose, it is necessary to conduct an evaluation, in order to get *inputs* (humans and facilities) that are capable and useful in a field of work.

f. Process evaluation

Process evaluation seeks to find answers to the question of whether the program is being implemented. In the CIPP model, process evaluation is directed at how far the activities carried out in the program have been carried out according to the plan.

g. Product or product evaluation

Product evaluations are carried out at the end of a program or activity. This evaluation is intended to measure the achievement of pre-set goals, based on certain standards and criteria.

3. Blood Donation

Blood donation is a voluntary procedure that can help save the lives of others. Blood from each donor will be collected through disposable sterile needles, then stored in sterile blood bags. Blood donation in Indonesia is regulated by Government Regulation No. 2/2011 concerning blood donation services regulated by the Indonesian Red Cross (PMI) as a social and humanitarian goal. This procedure under the supervision of PMI is also guaranteed by Law No. 36/2009 on Health, that the government is responsible for the implementation of blood donation services that are safe, easily accessible, and in accordance with the needs of the community.

METHOD

The type of research that the author is currently conducting is *field research*. This is because the author uses field studies as a way for the author to know the planning, implementation and evaluation of CSR programs carried out by PT. XYZ. In this study, a qualitative method was used. The qualitative method used will produce descriptive data in the form of speech or writing as well as the behavior of the people observed (Rahmat, 2009).

The research instruments used were interviews, observations and questionnaires. Interview instruments will be used to analyze the planning stages, observation instruments will be used to analyze the implementation stages and questionnaire instruments will be used to analyze the evaluation stages. The interview uses the *interview depth* technique with reference 5W+1H.

Observation with 9 dimensions according to Spradley. Among them will be observing *place*, *actors*, *activities*, *objects*, *acts*, *events*, *time*, *goals*, *feelings* (Spradley, 1980). The questionnaire will use the evaluation of the CIP model.

The location of the research is at PT. XYZ which is located in Batu Ampar District, Tanjung Sengkuang Village. The questionnaire was distributed to donors who participated in the CSR Blood Donation program which was held in June 2022. The object of this study was the participants who participated in the *Blood Donation program*.

RESULTS AND DISCUSSION

The planning of *Blood Donation activities* held by PT. XYZ's CSR is the determination of the objectives of the program implementation. The *Blood Donation Program* is an elaboration of the CSR goals that have been set by PT. XYZ. PT. XYZ has a *policy* that is the foundation of the company in carrying out its social responsibility.

The *policy* embraced by PT. XYZ's CSR is relevant to the 3P concept (Elkington, 1998) which is an important milestone and foundation for the company. PT. XYZ does its business not only for *profit* but more than that is to uphold human rights with dignity and keep the environment comfortable and not cause damage or bad impacts to society and the world.

The purpose of the *Blood Donation* activity itself must be in line with PT. XYZ's CSR goals. The *Blood Donation* program is used as a form of CSR activities because this activity certainly has a direct impact on PMI, especially for people who need blood donations. This humanitarian assistance is considered important by PT. XYZ. This is also acknowledged by Mr. Jhonny as a CSR staff, as follows:

"The policy regarding CSR that can be accessed from the website is PT. XYZ.com, how the company's policy is towards the surrounding community. Globally, PT. XYZ adopted the world's long-term goal, namely the 17-point SDGs. So I think, almost all multinational companies consider this CSR to be an important thing for our earth and the surrounding society. In the context of PT. XYZ Batam, this is also implemented locally through officially issued policies. This is also certainly in line with the policies of the local governments. So because of this, CSR is seen as very important. Therefore, the Blood Donation activity is also one of the activities that we carry out to participate in helping fellow humans, especially in the need for blood in Batam. This Blood Donation activity is also of course in line with PT. XYZ's policy and global policies."

The motivation to carry out this *Blood Donation* program is because of the encouragement to help others, especially the people of Batam City who need help. This is also in line with the theory presented by Bowen or commonly called the Father of CSR regarding CSR, which is the responsibility of the company to formulate policies, make decisions, or carry out desired actions with the purpose and still prioritize the values of the community (Bowen, 1953). As for this matter by Mr. Jhonny, as follows:

"Talking about blood donation, the need for blood in the world, especially in Batam, is still

lacking. From month to month, many need blood help from others. So in this context, PT. XYZ's CSR involves his employees and invites them to volunteer themselves and be facilitated by the company. For this company, it is good, because we invite employees to help and distribute their blood to the people of Batam City through PMI. I think this context, both globally and in Indonesia itself, both have the same principle that this humanitarian aid is necessary, especially blood donation assistance. There are also many enthusiastic employees who have been doing it for several years until now."

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Activity Design

The Blood Donation program has been carried out for a long time, since 2011. This is what makes planning this program fairly easy for the Blood Donation Program because it has been routinely carried out for a long time. The cooperation between PT. XYZ's CSR and PMI has been established very well, this makes it easier for PT PT. XYZ's CSR in every process

activity planning. The planning process for these activities is as follows:

The Blood Donation Program is routinely carried out once every 3 months. Every year before starting the year, PT PT. XYZ's CSR designs a work program that will be carried out for a year. The Blood Donation program is always on the agenda. This matter was also explained by Mr. Jhonny as follows:

"The blood donation program was previously carried out once every 3 months. This has been made an annual program. Then determine the schedule when it will be held. For the schedule before the D-day, we have to contact PMI and talk about the schedule as well. Both match each other's empty schedules. After the schedule deal, I then submitted a proposal to the management that blood donation would be carried out on the specified day and the necessary needs. Like the donors in giving appreciation of memento, there are also details of needs such as drinks, or breakfast first. After everything is approved, then it is put into the system, and procurement will contact the vendor to make a PO, etc."

From Mr. Jhonny's explanation, it can be seen that planning activities does not require anything meaningful. PT PT. XYZ's CSR only contacted PMI by phone. Simply by contacting each other and adjusting the schedule of each agency, activity planning can be easily carried out.



Figure 1. Blood Donation Program Planning Process

Source: Processed for this article.

C. Planning of Implementation Mechanism

Planning the mechanism for the implementation of activities is also of course an important thing to be designed so that the implementation of activities becomes more regular and runs well as expected.

The socialization media of this activity is using *email*. The CSR announced the activity by *broadcasting* to all employees' emails. Employees who want to participate in this activity, can register themselves directly by replying to the email. For employees who usually work in the field, they do not have an *email address*, so the socialization medium for these employees is the superiors or department *admins* who directly notify and help to record every employee who wants to participate in this humanitarian activity. This was also explained by Mr. Jhonny, as follows:

"The medium we use internally is email. We made an announcement that the blood donation would be done via email. And those who want to register are welcome. Other media, usually two weeks before the Blood Donation activity, we give an announcement when the departments hold their weekly meetings. It is also to help field employees who may not have an email, so they can also know information that a blood donation program will be carried out. They can also sign up via email, by phone, or sign up with their admin department and have their names given to me."

The mechanism for implementing the *Blood Donation program* that has been designed is as follows, the first thing is that prospective donors register with the CSR team. Furthermore, there will be donor hours for each donor. Prospective donors will come at the specified time. Furthermore, prospective donors will register and fill out the attendance list, then get a queue number and *snacks* and fill out a form from PMI. After that, prospective donors will check Hb, Tension, etc. by PMI. If the prospective donor meets the dietary requirements, blood will be drawn. Furthermore, if you have finished taking blood, you will fill in the proof of blood donation, and after that it is finished. The planned implementation mechanism, as follows:

Implementation

a. Place

The place where the program is carried out is at PT. XYZ. The researcher observed that the implementation of the program in the hall was large enough and adequate for activities with a capacity of hundreds of people. The hall used is the Batam Club Hall, with a comfortable, shady atmosphere, and has facilities such as air conditioning that makes the room cooler. Donor beds, provided by PMI, are neatly arranged. The layout of the PMI team facilitates the process of *running Blood Donation activities*. Near the donor's bed, there is also an *ice box* for blood storage. The blood that has been taken will be put in a bag. The blood bags that have been filled with blood, are put into the *ice box*, and then the PMI team will take it to the PMI office located on Jl. Cemp., Tlk. Tering, Batam City District, Batam City, Riau Islands.

b. Actors

The actors involved include the CSR team. PT PT. XYZ's CSR is responsible for the entire series of activities. It can be seen that the CSR team takes their respective roles and works with each other. The other members of the team have good characteristics. They focus on the tasks that have been given to each team. Prospective donors were also seen fulfilling the implementation of the activity. There are employees of PT PT. XYZ, there are also *clients*, there are also *sub-contractors*.

c. Activities

Seen at the door before entering the hall, the CSR team welcomed the registered blood

donor candidates. The activity here is directing prospective donors to sign the attendance list, after which they provide a queue number and PMI form to be filled out by each prospective donor, as well as providing *snacks* and mineral water for prospective donors before the turn of the queue for blood collection. The other team also called the prospective donors according to the queue number. Prospective donors will be called every 10 people so that the blood donation process is not messy and runs well.

Other activities, it can be seen that prospective donors are waiting

Outside the hall, there are also those waiting in front of the entrance of the hall. The place provides chairs that can be used for waiting areas. The activities that are seen are, the implementation mechanism is in accordance with the plan.

d. Object

Researchers observed that many objects were contained in *Blood Donation* activities. Among them are the facilities used. All objects are well organized and support the smooth implementation of activities. The air conditioner operates well, and provides cool air so that the room does not feel hot. Inside the hall, the objects were dominated by the PMI team. Seen on the table of two PMI officers, there is a device to check blood pressure, and a device to check the hemoglobin level of prospective donors. Donor beds numbered 8, neatly arranged. Next to the donor bed there is a refrigerator to store blood bags that have been taken. In front of the ice box, there are also chairs for PMI officers on duty and several tools in front of the officers that are used to draw blood. All objects are neatly arranged and do not feel cramped because the hall used is quite spacious and adequate.

e. Act

The behavior of the CSR team that the researcher observed during the activity was that the team on duty seemed to focus and carry out its duties.

The behavior that the researcher observed from the PMI team was, it also appeared that the PMI team was in charge of checking the health of prospective donors before blood collection, the PMI team interacted with prospective donors and asked several things related to health. The PMI team in charge of the blood collection department also focuses on their work because the blood collection process also requires high concentration so that officers can do their job well.

The behavior that the researcher observed from the potential donors was that the prospective donors arrived at the same time as their colleagues. It can be seen that there are potential donors waiting while chatting with other potential donors. There are also those who seem busy looking for a pen to fill out the PMI form. It was also seen that the prospective donors asked each other about how and what parts of the form needed to be filled. The behavior of the perpetrators seemed normal and everything went well.

f. Event

The events that the researcher observed during the activity process occurred several problems. The problem is that the name of the prospective donor is not on the attendance list, while the prospective donor admits that he has registered via *email* or through the admin of their respective departments. This is a bit of a problem because the data doesn't match. One of the CSR staff responsible for this activity also made a good decision. Prospective donors who do not come while the schedule has passed, causing a vacancy in the slot. Prospective donors whose names are not recorded will then fill the slots of prospective donors who do not come. There are also prospective donors who do not meet the donor requirements, and prospective donors whose names are also not registered can fill in the part

of prospective donors who do not meet these requirements.

g. Time

The activity took place on Wednesday, June 15, 2022. At that time, it also coincided with World Blood Donor Day. This also creates an encouragement for PT. XYZ employees to participate in this humanitarian activity.

This activity aims for humanity in accordance with the initial goal. Donors also do this on a voluntary basis and without coercion. This humanitarian activity aims to assist PMI in getting blood to help people who need blood. PT. XYZ has participated in this activity to help others and it has been proven that the goals of this program have been achieved.

h. Feeling

The researcher observed the feelings of each activity actor. The CSR team seemed happy and satisfied with the program that took place, the PMI Team also looked happy to be able to collaborate with the CSR team of PT. XYZ because it could help them in getting blood needs to help people in need. Researchers also looked at donors. The donors who have succeeded in donating their blood, they seem happy because they have participated in this blood donation activity and are able to help fellow human beings

Evaluation

The analysis of the evaluation stage in the *Blood Donation program* is in accordance with the evaluation of CIPP (*Context, Input, Process, Product*) (Stufflebeam & Shinkfield, 2014). The results of the questionnaire that the researcher shared with all donors participating in the *Blood Donation program*. Of the 152 respondents who participated in this program, as many as 145 respondents filled out the questionnaire that had been distributed.

This Blood Donation program takes place starting at 08.00 WIB. The duration of the activity lasts 3-4 hours. The researcher observed that the *Blood Donation implementation activity* was completed until $\pm$ 12.00 WIB. The blood collection process also takes 10-15 minutes for one donor.

a. Goal

The eighth analysis is the goal. The researcher observed that the goal of this activity was achieved.

No	Category	Diagram	Remarks
1	Age	Usia 145 jawaban	
2	Sex	Jenis Kelamin 145 jawaban	This program is dominated by men with a percentage of 80.7% and the rest are women

No	Category	Diagram	Remarks
3.	Education and Last Blood donation	Pendidikan Terakhir 140 jawaban Legend: SMA/Setingkat (Blue), D-4/S1 (Red), D-4/S1 (Orange), S2 (Green)	The last education of the respondents, data acquisition at the point of statement, the most programs are many as 49.7% of D-4/S1 agreed and the other 49% agreed. While the rest Percentage 38.6% said they disagreed. This, almost all participants saw that the implementation of the program was going well.
4.	Status	Status 140 jawaban Legend: Karyawan PT/Isi Domot (Blue), Ekspat (Red), Client (Orange), Sub-kontraktor (Green), Warga (Purple)	Participating donors dominated by PT PT. XYZ employees with a percentage of 81.4%, and the rest are expats, clients, subcontractors and others.
5.	Blood Type	Golongan Darah 140 jawaban Legend: B (Blue), A (Red), AB (Orange), O (Green)	Blood Types of Donors, Most Blood Donation Many are motivated to help others. This has blood type B, with explained by Mr. Jhonny at the 34.5% percentage stage. Interview on planning analysis.

b. Context Evaluation

Results of the questionnaire that has been filled in by 145 respondents that, the purpose of the implementation of this program Reached. Respondents agree that this activity is useful to help fellow humans. The donors also doing this voluntarily without any encouragement and any coercion from the other party. Needs of The implementation of the program has also been fulfilled.

The implementation of the program went well. In this statement, almost all participants agreed that the needs of the participants were met during the program. This also shows that PT's CSR PT. XYZ Indonesia has prepared well for the things needed during the program.

Saya mendonorkan darah saya tanpa adanya paksaan apapun

145 jawaban



Blood donation is basically carried out without any coercion. This is in line with the purpose of blood donation itself that all donors do it voluntarily without any encouragement from any party. All participants agreed that they were not forced to participate in this *Blood Donation* activity. As many as 31.7% agreed and the remaining 68.3% strongly agreed.

c. Input Evaluation

The input at this evaluation stage is the human resources and facilities used. The result of the respondents was, all respondents agreed that the team in charge was a skilled team and mastered the field so that the implementation of the program ran as expected. This is also in accordance with the results of observations observed by the researcher, that the PMI team and the CSR team are teams that are well-served and skilled in accordance with their respective fields of work. This is acknowledged by the participants who fill out this questionnaire. It is shown in the diagram below.

Tim yang bertugas pada saat program Blood Donation adalah tim yang terampil

145 jawaban



Of the 145 participants who filled out the questionnaire, as many as 48.3% agree and 51% strongly agree. The facilities used by the CSR team are also adequate and complete. Of the total respondents, only 4.8% disagreed with adequate facilities. The rest agree that the facilities used are complete. It is also supported by the tools brought by PMI, so that the blood collection process becomes comfortable and calm. The result of the percentage chart in this statement is as shown below,

Fasilitas yang digunakan pada pelaksanaan program Blood Donation sudah memadai dan lengkap

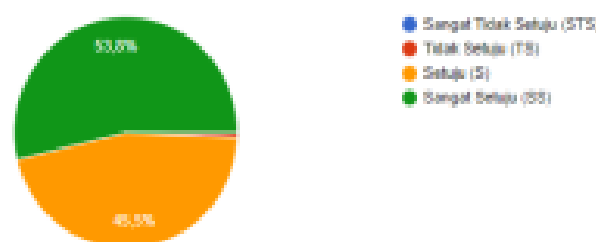
145 jawaban



Input evaluation is to evaluate human resources. In the questionnaire's statement about the PMI Team explaining the health condition [of prospective donors before donating blood, as many as 45.5% agreed and 53.8% admitted that they strongly agreed with the statement. The percentage chart in the statement is as follows:

Tim PMI menjelaskan mengenai kesehatan saya sebelum saya mendonorkan darah

145 jawaban



As many as 46% agreed and 52.4% strongly agreed, that the PMI Team and the CSR Team were friendly to the participants. The percentage chart is as follows:

Tim PMI serta tim CSR PT McDermott bersikap ramah pada saya

145 jawaban



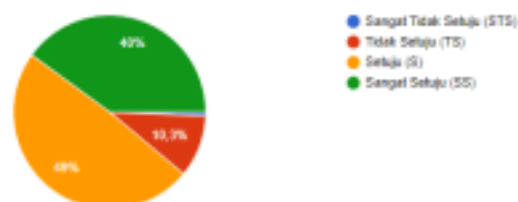
d. Process Evaluation

In the results of the questionnaire, 49% of respondents answered yes, then 40% answered strongly agreed and the rest answered that they did not agree with the statement that the implementation of the program was in accordance with the schedule. The percentage chart is as follows:

However, in the process of implementing the program, half of the respondents admitted that there were obstacles in the implementation of the program, and the other half admitted that there were no obstacles to the implementation of the program. The percentage chart is as follows:

Pelaksanaan program sudah sesuai dengan jadwal

145 jawaban



The implementation of the program has also followed health protocols for the prevention of Covid-19. The team in charge also conveyed the mechanism of the activity well to the prospective donors who attended the activity. The percentage chart is as follows:

e. Product Evaluation

Respondents who participated in the *Blood Donation* program as many as 97% agreed that this activity increased the knowledge of the respondents about blood donation.

Other things also have a good impact on respondents in terms of health. This made the respondents admit that they agree and are willing to share with others and apply the knowledge they have gained in their daily lives. As many as 98.6% of respondents were satisfied with participating in this program.

CONCLUSION

The Journal of *Blood Donation* Activities is going well. The planning stages carried out by PT. XYZ's CSR went well, as evidenced by the smooth implementation and the evaluation of activities based on questionnaires filled out by 145 participants stating good things in the implementation of the program.

At the planning stage, PT's CSR PT. XYZ first determines the program objectives and ensures that the program is in accordance with the CSR policy of PT. XYZ. The planning of this activity program does not require a long time and process because this program has been implemented since 2011 and is a routine program of PT. XYZ's CSR. The implementation of the *Blood Donation* program carried out by PT PT. XYZ's CSR with PMI Batam City. The implementation of the program is also good and in accordance with the plan. The cooperation between PMI and CSR of PT. XYZ is going well and is mutually beneficial. The employees who

participated in the activity were also happy to be able to participate in this humanitarian activity. However, in the implementation of the program there are obstacles that cannot be denied its existence, including the names of potential donors not appearing in the attendance list. But PT. XYZ's CSR team managed to handle this well and provide the highest quality of service.

The results of the evaluation of this program showed that the donors who were respondents in this research questionnaire were satisfied with the *Blood Donation* program. From the context evaluation, this program is in accordance with its goal of helping fellow humans. In the evaluation of inputs, the *Blood Donation program* utilizes complete facilities and has skilled and qualified human resources to achieve the program's goals. In the evaluation of the process, this activity went smoothly. The implementation mechanism is in order. On the evaluation of the results, respondents admitted that they felt satisfied and increased their knowledge about health. They are also willing to apply and share the knowledge they have gained in Accounting, Economics, and Business Management.

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