

CSR Partnership Model for Sustainable MSMEs Development: A Case Study of the Partnership Program at PT Jasa Marga (Persero) Tbk

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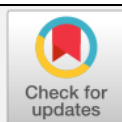
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ABSTRACT

This research aims to examine Corporate Social Responsibility (CSR) Partnership Program to find an optimal and sustainable partnership model between State-owned Enterprises (SOEs) and Micro Small and Medium Enterprises (MSMEs) to advance the people's economic sector. This research was qualitative research with a case study approach. Data collection techniques used in this research were in-depth interviews, observation, and literature studies. In-depth interviews were conducted with 3 informants chosen as representatives of PT Jasa Marga (Persero) Tbk and 6 informants were taken as participants in Focus Group Discussions representing MSMEs fostered partners in the Jagorawi - Cikampek Toll network area. Informants were selected using a purposive sampling technique. The results showed that the CSR partnership model between SOEs and MSMEs is based on mutual respect, transparency, good communication and trust, mutual benefit to those involved, and has a consistent commitment from both parties.

Keywords: CSR; Jasa Marga; MSMEs; Partnership; SOEs

1. Introduction

Micro, Small, and Medium Enterprises (MSMEs), in their development, are an important and reliable part of Indonesia to improve the economy. Based on data from the Central Statistics Agency and the Ministry of Cooperatives Small and Medium Enterprises of the Republic of Indonesia, the MSMEs sector contributed Rp8,400 trillion in Gross Domestic Product (GDP) during 2018-2019. The contribution rate is equivalent to 60% of Rp14,000 trillion of total Indonesian GDP in 2018 (Haryanti & Hidayah, 2018). However, despite contributing greatly to GDP, MSMEs are still constrained by competitiveness issues. The Deputy for Coordination in the Creative Economy, Entrepreneurship, and Competitiveness of Cooperatives Small and Medium Enterprises said that the problem was the low quality of human resources that affected the quality of productivity (Kontan.co.id, 2019). Similarly, Sudaryanto & Hanim (2002) also suggested that MSMEs were faced with many problems in increasing their productivity such as lack of technology use, low quality of human resources in organizational management, and marketing.

The partnership program can solve MSMEs problems. Rahayu (2019) stated that the partnership program can encourage MSMEs in business development such as market expansion, technology access, or capital. Kurniasari (2015) also said that the partnership system was used to resolve MSMEs' problems. Also, the Government through Law Number 20 of 2008 stated that a partnership system is needed for the development of MSMEs. McDowel et al., (2009) revealed that the important objective of the partnership was to enhance the role of MSMEs, for example, partnerships through joint ventures, strategic alliances, or other partnership models.

However, the partnership model in Indonesia is difficult to realize. Sukada et al., (2007) revealed several obstacles, 1) The company has interests in getting recognition of their respective businesses. Also, there are other interests, the partnership is used as a public relations tool to meet the interests of corporate publications and imaging, not for national development. 2) The design of cooperation in partnership is not based on careful planning. 3) Excessive domination of one party often occurs. 4) Horizontal conflict and lack of communication which leads to distrust. In fact, according to Suparno et al., (2013) companies that carry out economic activities with the community have a reciprocal relationship, and both are in a state of interdependence. Also, the partnership program between the government and the private sector has many obstacles and failures because most of the partnership models that have been implemented so far are still based on the cooperation model on infrastructure provision. This often creates various conflicts of interest in achieving program goals or community goals.

Ghassani & Wardiyanto (2015) stated that the implementation of MSMEs partnerships often failed. Partnership failures are generally caused by the weak foundation of partnership relationships and differences in attitudes or business ethics, as well as organizational cultural inequalities in partnerships.

CSR programs can be an alternative to developing partnerships. Through partnership-based CSR, the program can help overcome partnership problems (Kurniasari, 2015). Ghassani & Wardiyanto (2015) also revealed that partnership-based CSR has greatly contributed to the improvement of MSMEs, especially in productivity, efficiency, quality assurance, quantity, and competitiveness at national and international levels.

An observer of the CSR program, Jalal, said that CSR fund management depends on programs created by the company. CSR programs should be carried out in a partnership manner if the program is intended to help the community around the company (Republika,

2016), with the expectation that these funds are following the needs of the community around the company. This aims to equalize the interests of the company and the community. State-owned Enterprises (SOEs or *Badan Usaha Milik Negara* or BUMN) have the responsibility to provide partnership program funds to the fostered partners and funds for the community development program (Kementerian Badan Usaha Milik Negara Republik Indonesia, 2007). The regulation indicates that the Partnership and Community Development Program is the main target of CSR implementation conducted by PT Jasa Marga (Persero) Tbk.

In a global context, the term CSR began to be used since the 1970s and is increasingly popular, especially after the publication of the book "Cannibals With Forks: The Triple Bottom Line in 21st Century Business" in 1998 by John Elkington. Also, the Government of Indonesia through Presidential Decree Number 127 of 2001, which regulates the types of businesses those are reserved for small businesses and types of businesses, those are open to medium or large businesses with the terms of partnership to support the MSME partnership program (Republik Indonesia, 2001).

PT Jasa Marga (Persero) Tbk since 2014 has implemented a CSR partnership. The company has implemented a Partnership Program and Community Development Program. The success factor of PT Jasa Marga (Persero) Tbk in implementing the UMKM partnership program during 2014-2018 through CSR program activities can be proven by the increasing number of fostered partners (Jasamarga.com, 2018a).

The success of PT Jasa Marga (Persero) Tbk was also marked by several awards as a company that successfully supported the development of MSMEs. For example, in 2018 PT Jasa Marga (Persero) Tbk was awarded for the commitment of environmental development at the 2018 Indonesian Green Awards initiated by La Tofi School of CSR (Jasamarga.com, 2018b). Furthermore, the award from Warta Ekonomi to SOEs, for the success in implementing the activities of the Partnership and Community Development Program in 2018 as the Best Partnership Program and Community Development in Transportation and Warehousing Category (Prayogo, 2018; Jasamarga.com, n.d.a).

The CDP (Community Development Program) Unit at PT Jasa Marga (Persero) Tbk implements policies in the operational area which consists of the Head Office and eight Branch Offices. The aim is to provide loans for capital to MSMEs (Jasamarga.com, 2018a).

PT Jasa Marga (Persero) Tbk fostered partners are the community who live around the company's operational areas. The Community is fostered in the development of MSMEs businesses, which are engaged in various businesses, ranging from plantations, agriculture, trade, industry, services, fisheries, plantations, agriculture, and animal husbandry. The partnership program that is planned is oriented towards sustainable activities and has a multi-year period. Distribution of the Partnership Program through working capital loans managed by the CDP Unit at PT Jasa Marga (Persero) Tbk from 2014 to 2016 has reached Rp17,427,000,000, with a total of 672 fostered partners. Distribution of the Partnership Program through training, promotion, and exhibition assistance have reached Rp661,173,091 (Jasamarga.com, n.d.b).

For this research, it is specifically limited to 1) to find the level of success of CSR partnership programs at PT Jasa Marga (Persero) Tbk in the Jagorawi - Cikampek Toll network area in developing sustainable MSMEs, 2) to determine the partnership model implemented by PT Jasa Marga (Persero) Tbk to develop sustainable MSMEs in the Jagorawi-Cikampek Toll network area, and 3) to find the right partnership model to support sustainable MSMEs.

2. Literature Review

2.1. Partnership

The partnership development implemented by PT Jasa Marga (Persero) Tbk branch Jagorawi branch continues to be managed with the concept of voluntary relations and cooperation between various parties. MSMEs, which are part of the fostered partners of PT Jasa Marga (Persero) Tbk, agree to work together in achieving a common goal or performing certain tasks and sharing risks and responsibilities, resources, and profits. Selsky & Parker (2015) explained that an ideal partnership is when an organization has the goal of joint activities to overcome challenges such as economic development, education, and health. Also, Reed & Reed (2009) stated that poverty alleviation and capacity development are objectives of activities to be completed. However, it is not a simple thing to achieve this goal, because many processes must be passed and carried out.

According to Steger et al., (2009), the basis for understanding the purpose of partnership cooperation requires a secretariat whose main activity is to formulate and hold consultations between partner members from various sectors in conducting communication, fundraising, and evaluating each activity. Based on the results of research conducted by Tennyson (2003), the basic principles of partnership that must be developed are mutual respect, transparency, effective communication, mutual benefits with clear objectives, and also sharing roles and responsibilities in partnerships listed in a mutually agreed agreement. Rollin (2011) concluded that the success factors for developing partnerships were clarity of objectives, inclusive local business and the presence of collective leaders, contributing equally to each activity, risk sharing, monitoring and evaluation of each activity, and also handling conflict management.

Sulistiyan (2004) stated in another perspective that the partnership model was illustrated as a biological phenomenon in the life of organisms, consisting of:

- 1) Pseudo-partnership, the collaboration between two or more parties, but does not do a balanced partnership;
- 2) Mutualistic Partnership, the collaboration between two or more parties that are mutually beneficial for the same purpose.
- 3) Conjunction Partnership, the collaboration between two or more parties through merger and development. In the process of life, “*paramecium*” does conjunctions to get energy and then separate to further can divide.

Kolk et al., (2008) stated that to build partnerships requires a foundation of cooperation that understands the position, tasks, functions, and structure of each party, described as follows:

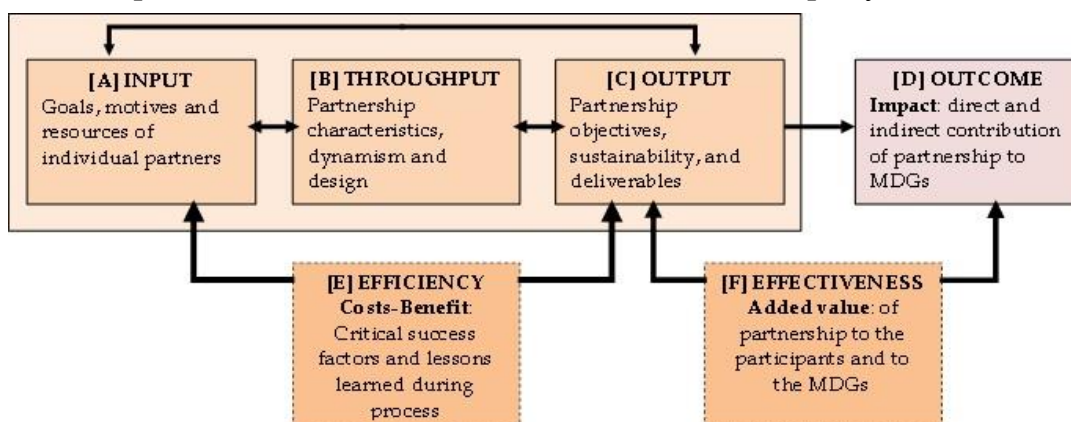


Figure 1. The framework of analysis for partnerships

Source: Van Tulder & Kostwinder (2007) as cited in Kolk et al., (2008)

Figure 1 shows an overview of the analytical framework for partnership, which consists of (a) input; (b) throughput; (c) output; and (d) outcome. Furthermore, partnerships are evaluated based on (e) efficiency; and (f) effectiveness. Each partnership has differences, starting from different partners, different locations, and different goals. However, most partnerships go through almost the same stages, making it possible to carry out comparable analyzes of various process dimensions (Van Tulder & Kostwinder, 2007 as cited in Kolk et al., 2008).

2.2. Corporate Social Responsibility

Corporate Social Responsibility (CSR) is increasingly becoming a concern among companies. Carroll (1999) revealed that CSR is an important part of business practices and corporate communications. CSR for companies is not just behavior in responding to market pressures. However, it is a response to institutional pressure, for example, the Government, Non-Governmental Organizations (NGOs), the Media, and especially the community around the company. Albareda et al., (2007) revealed that the transformation of CSR from a previous voluntary act into a responsibility regulated by the government.

In Indonesia, Corporate Social Responsibility (CSR) in general, regulated by Law Number 40 of 2007 concerning Limited Company, Article 1, Number 3, which states:

"Social and Environmental Responsibility is the Company's commitment to participate in sustainable economic development to improve the quality of life and the environment that is beneficial, both for the Company itself, the local community, and society in general" (Republik Indonesia, 2007).

In detail, regulated in Article 74 Number 1, which states:

"Companies that carry out their business activities in the fields and/or related to natural resources are required to carry out Social and Environmental Responsibility" (Republik Indonesia, 2007).

Furthermore, this obligation must be budgeted and calculated as company costs. Thus, the activity must be planned manner, as stated in Article 74 Number 2. However, this Law does not provide specific types of sanctions if the company does not carry out Social and Environmental Responsibility, as stated in Article 74 Number 3 (Republik Indonesia, 2007).

The government monitors and determines CSR criteria that the companies should do. This indicates that CSR is very important. This is because CSR activities can influence the relationship between companies and stakeholders (Albinger & Freeman, 2000).

3. Research Methodology

This research used a qualitative research method with a case study approach. According to Robert E. Stake, as cited in Denzin & Lincoln (2009, p. 300), case study means reviewing the case as well as the results of the case review process. Through a case study approach, this research is expected to obtain a deeper and specific study in examining the CSR Partnership Model for the sustainable development of MSMEs.

This research was conducted in February - August 2019. Data collection techniques used in this research were in-depth interviews, observation, and literature studies. In-depth interviews were conducted with 3 informants chosen as representatives of PT Jasa Marga (Persero) Tbk and 6 informants were taken as participants in Focus Group Discussions representing MSMEs

fostered partners in the Jagorawi - Cikampek Toll network area. Informants were selected using a purposive sampling technique.

Analysis of the data in this research used a pattern matching technique. Matching patterns is done by comparing patterns based on empirical observations with predicted patterns, if the results are appropriate it will further strengthen internal validity (Yin, 2003). While the results of this research use a comparative structure. Yin (2003) argued that this structure is a form of repetition of a case study, very illustrating the pattern matching, and this structure shows the level of facts following the pattern matching model.

Through this approach, the design of various cases in this study was carried out by following a phase consisting of 1) understanding the characteristics of partnerships; 2) case selection; 3) selection of data collection and analysis in all cases; and 4) discuss cases with stakeholders. In this phase, a case analysis is carried out, discussing case issues, gathering ideas about partnerships in the development of MSMEs, and the process of collaboration between stakeholders and fostered partners of PT Jasa Marga (Persero) Tbk.

The results of this discussion are then linked to concepts, approach theories, and comparing existing patterns with patterns in partnership-based CSR programs. This can provide an in-depth understanding between the company and the fostered community in developing MSMEs as input in developing a CSR partnership model for MSMEs development in Indonesia. The model framework of Van Tulder & Kostwinder (2007) as cited in Kolk et al., (2008) in this research, has been adjusted and developed based on a partnership analysis of CSR programs at PT Jasa Marga (Persero) Tbk with the community in the Jagorawi - Cikampek toll road network as MSMEs fostered partner. This framework illustrates how to identify the partnership process through CSR case studies at PT Jasa Marga (Persero) Tbk to support the people's economic sector within a framework of sustainable development.

4. Results and Discussion

The framework of analysis for partnerships from Van Tulder & Kostwinder (2007) as cited in Kolk et al., (2008) provides the basis for analyzing types of cooperation or partnership systems through CSR programs. Actual dynamics, implementation processes, and procedures as shown in Figure 1 in point (B) seem to depend on 1) the number and character of participants, (2) the roles that can be applied by the participants, (3) the restructuring and degree of internal dependence chosen, which in turn is influenced by (4) the participant's position as the main or secondary interest party in this project.

Whereas in point (F) the activities carried out by the partners produce Output (C) such as goods and/or services. For development partnerships, the number of process outcomes is assessed by direct and indirect effects on the objectives of Sustainable Development. In terms of efficiency, in point (E), it is seen as an internal value-added partnership, this can be assessed using a cost-benefit analysis.

4.1. CSR Partnership Program

The implementation of CSR programs by PT Jasa Marga (Persero) Tbk is the company's commitment to the community. The legal basis is the Decree of the Directors of PT Jasa Marga (Persero) Tbk Number 230/KPTS/2007 concerning the Partnership Program with Small Businesses and the Community Development Program. The Partnership Program is a program of providing financial assistance with low interest for micro-businesses and home industries that focuses on aspects of initial capital and current working capital and business investment.

Based on interviews with informants, the CSR implementation of PT Jasa Marga (Persero) Tbk consists of the Partnership Program and the Community Development Program (PKBL) which are managed by the Community Development Program Unit (CDP). CDP Unit policies within the Company are carried out through operational areas consisting of the Head Office and eight Branch Offices. The CSR program has been implemented by PT Jasa Marga (Persero) Tbk since 1992. At that time, the CSR program was under the management of the Head Office. However, since 1996, the implementation of CSR has been carried out by the branch office by continuing the program from the head office.

In 2014, PT Jasa Marga (Persero) Tbk had cooperated with several MSMEs in the Jagorawi-Cikampek Toll Road area. As of June 30, 2019, PT Jasa Marga (Persero) Tbk has provided a capital loan assistance of Rp64,723,740,890 to 1,407 fostered partners, which are located at several points in the Jagorawi-Cikampek Toll Road network consisting of Bekasi City, Bekasi Regency, Karawang Regency, and Purwakarta Regency. Even in the latest developments in implementing this partnership program, PT Jasa Marga (Persero) Tbk has allocated CSR funds of Rp2,000,000,000 in one semester to provide a much larger portion of MSMEs development.

The funds are used to provide capital assistance to newly fostered partners or to extend loans to existing partners. PT Jasa Marga (Persero) Tbk refers to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number Per-05/MBU/2007 related to the lending limit of funds, which is Rp75,000,000/partner. Also, fostered partners are considered capable and can apply for loans to banks if they meet the capital limit provided by PT Jasa Marga (Persero) Tbk.

The accuracy of choosing potential partners is important in implementing the PT Jasa Marga (Persero) Tbk Partnership Program, at the Jagorawi Branch Office. Business capital loans are given to MSMEs who need funds for additional business capital. The selection of potential partners must meet the following requirements:

- 1) The maximum net worth of Rp200,000,000, excluding land and business premises.
- 2) Maximum annual sales results of Rp1,000,000,000,000.
- 3) Owned by Indonesian Citizens.
- 4) Stand-alone business, not a subsidiary or branch company owned, controlled or affiliated, either directly or indirectly with medium or large businesses.
- 5) Individual's business, non-legal business entities, or legal business entities, including cooperatives.
- 6) The business has been running for at least 1 (one) year and has the potential and prospects for development.
- 7) Not being a fostered partner of another State-Owned Enterprise (SOE or BUMN).
- 8) It does not meet bank requirements (non-bankable business).
- 9) Fill out the application form.
- 10) Collateral. It aims to monitor the development of the business and the commitment of the fostered partners to develop their business.

PT Jasa Marga (Persero) Tbk maintains core business relationships well through trustful communication by building a shared commitment to the partnership process with 1407 fostered partners. This is the difference between PT Jasa Marga (Persero) Tbk and other State-Owned Enterprises (BUMN) in carrying out partnership-based CSR activities. The social philosophy carried by PT Jasa Marga (Persero) Tbk is sincerity. This is influenced by the culture of PT Jasa Marga (Persero) Tbk, which is not doing publications and imaging on a large scale and

everywhere. The publication is only limited to socialization to the community around the company, through local newspapers. In other terms, it is called Running with Silent.

PT Jasa Marga (Persero) Tbk wants to continue to maintain the authenticity of the CSR philosophy, which is socially sincere. The Board of Directors wants the publication of CSR activities but not accompanied by branding activities. Publications made by PT Jasa Marga (Persero) Tbk are more emphasized through a strategy of cooperation with the Regional Government. That is the responsibility of the Regional Government to socialize the CSR programs to the public.

4.2. Sustainable MSMEs Development

Following the general purpose of the activity, the implementation of the partnership carried out by PT Jasa Marga (Persero) Tbk with the fostered partners in the Jagorawi - Cikampek Toll network area is to develop the community economy around the operational area of PT Jasa Marga (Persero) Tbk. [Selsky & Parker \(2015\)](#) explained that an ideal partnership is when an organization has the goal of joint activities to overcome challenges such as economic development, education, and health, one of them is the economic problem of the surrounding community. The partnership was formed and formalized through a letter of cooperation between the two parties, PT Jasa Marga (Persero) Tbk and MSMEs as fostered partners, to develop MSMEs in the Jakarta-Cikampek Toll network area.

Mutual trust and mutual understanding continue to be built into a commitment. This is the basic principle of partnership that has been developed in the CSR and MSME partnership program in the Jagorawi-Cikampek Toll network area which consists of mutual respect, transparency, effective communication, mutual benefits with clear objectives, also sharing roles and responsibilities in the partnerships listed in a mutual agreement ([Tennyson, 2003](#)).

In implementing CSR, PT Jasa Marga (Persero) Tbk from the beginning involved all parties, especially the company and the community. The company and the community are met face-to-face in the process of signing a letter of cooperation. Signing a letter of cooperation becomes a sign of agreement on the new roles and responsibilities of both parties for a commitment, achieving a common goal or carrying out a specific task and sharing in risk and responsibility, resources and profits ([Martens, 2007](#)).

Subsequent data analysis has also been carried out to find out whether CSR programs are carried out jointly by the company and the community as fostered MSMEs partners. Some informants stated that during the process of program planning to evaluation, PT Jasa Marga (Persero) Tbk always involved the fostered partners through open discussions or coordination to find out the problems faced by the fostered partners.

The fostered partner program is carried out with various activities. PT Jasa Marga (Persero) Tbk through its CSR program takes a role in training fostered partners for development or efforts to maintain business consistency and loan repayment sustainability. Fostered partners are given skills training (accountancy and packaging), and involvement in national-level product exhibition activities. The MSMEs exhibition agenda, which was held in several regions, aims to help promote the results of the efforts of the fostered partners. Fostered partners who participated in the exhibition presented handicraft products made from stingray skin, cowhide, herbal medicines, and so on.

One of the informants, who was a fostered partner of PT Jasa Marga (Persero) Tbk at the Jagorawi Branch Office, said that the informant's business was greatly helped by the partnership-based CSR program. The informant has received a business capital loan for the third time starting in 2011 of Rp11,000,000 and increasing to Rp30,000,000. Some of the fostered

partners have implemented partnership programs for nine years. The informant also revealed that PT Jasa Marga (Persero) Tbk is committed to the development of sustainable MSMEs through the CSR partnership program.

The achievement of PT Jasa Marga (Persero) Tbk through CSR partnership programs received appreciation from various parties. The CSR partnership program is considered successful in sustaining sustainable MSME empowerment, as evidenced by the achievement of several awards. For example, in 2019 won an award at the BUMN Binocular Award (TBA) for the Pro MSME category. Also, based on the results of interviews with CSR Managers of PT Jasa Marga (Persero) Tbk, the Partnership Section and CSR Staff of the MSMEs section explained that the award given to the Cooperative of PT Jasa Marga (Persero) Tbk with UMKM fostered partners in the Jagorawi Toll network area Cikampek has a positive impact on the sustainability of partnerships. PT Jasa Marga (Persero) Tbk often gets awards and serves as a role model for other cooperatives through empowerment in the rest area.

Some of the awards above are an indicator of the success of the CSR partnership program at PT Jasa Marga (Persero) Tbk. This is following Rollin (2011) which stated that the success factor in developing partnerships is focused on clear outcomes (goals), which are benchmarks of success, and program effectiveness. MSMEs fostered partners feel the benefits and great profits of this program. Inclusive local businesses can be reviewed by developing sales channels, to market the products of fostered partners, which are facilitated through the Minimarket Rest Area, and Employee Cooperatives located in KM. 33A, KM. 50A, KM. 71B. As well as the collective leader, the MSMEs business owners make an ongoing effort to their employees to leave the business and are directed to join the PT Jasa Marga (Persero) Tbk partnership program to become the business owner. Thus, all contribute equally to each activity, risk sharing, monitoring, and evaluation of each activity and conflict management.

4.3. The SOEs CSR Partnership Model in the Development of MSMEs in Indonesia

The partnership model of [Van Tulder & Kostwinder \(2007\) as cited in Kolk et al., \(2008\)](#) was the basis for analyzing the development of partnership models implemented in the CSR partnership program of PT Jasa Marga (Persero) Tbk. This means that the partnership process implemented by PT Jasa Marga (Persero) Tbk through CSR represents the [Van Tulder & Kostwinder \(2007\) as cited in Kolk et al., \(2008\)](#) model. This research designs a model of CSR partnership program of PT Jasa Marga (Persero) Tbk based on the situation and needs as well as the input of MSMEs fostered partners.

This research is expected to help produce a guideline that can be used by CSR program implementers and all stakeholders, especially companies, government, and the community so that they can contribute to organizations in realizing CSR that supports the people's economy through the development of MSMEs.

The use of this model will illustrate the form of partnership to maximize stakeholder collaboration through CSR activities to support sustainable MSMEs in Indonesia. CSR activities are aimed at solving problems and joint development goals. The object is to develop and carry out activities that contribute to completion, awareness, and activities that support and accompany this initiative.

Therefore, the partnership model of [Van Tulder & Kostwinder \(2007\) as cited in Kolk et al., \(2008\)](#) in sustainable development implemented incorporate CSR partnerships in the economy as a practical guide to the company, and the community, especially to the development Sustainable MSMEs can be described as follows:

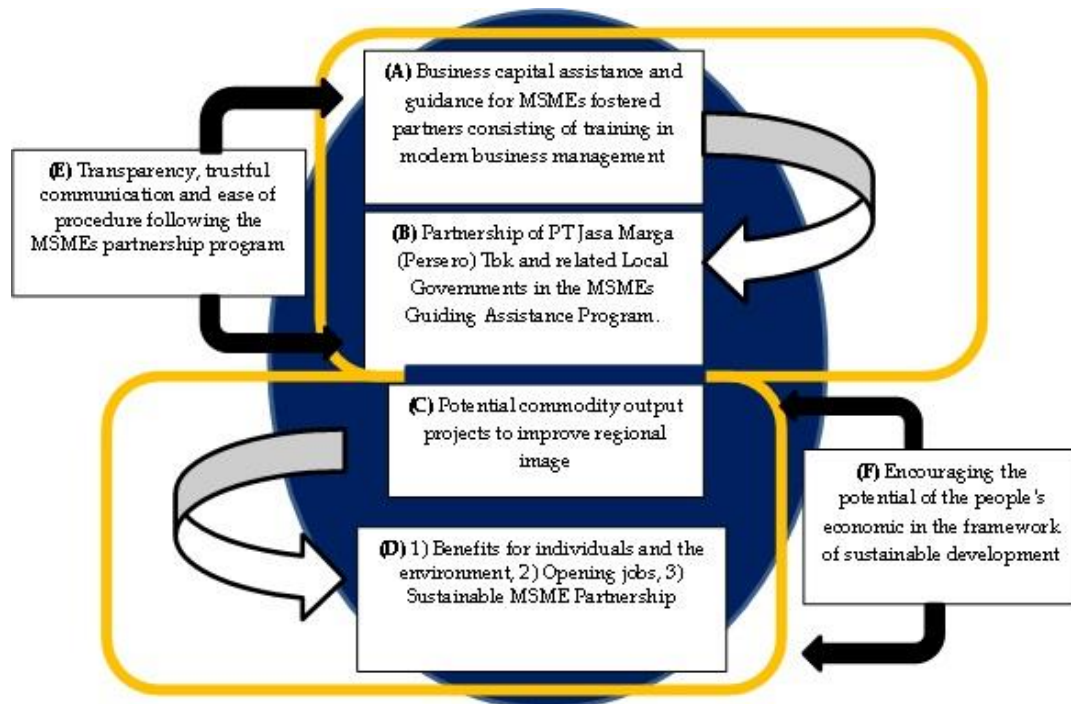


Figure 2. The partnership model for sustainable MSMEs development

Figure 2 describes a model developed in this study that refers to the partnership model of Van Tulder & Kostwinder (2007) as cited in Kolk et al., (2008) based on the implementation of the CSR partnership program of PT Jasa Marga (Persero) Tbk.

1) Point A

According to the partnership model, developed based on the input from the partnership shown above as point (A), providing business capital and organizing assistance programs for business actors aimed at increasing the acceleration of MSME performance and productivity. This program is fully facilitated by PT Jasa Marga (Persero) Tbk, which includes a program for providing education and training for small business management. Through education and training programs, it is expected that MSMEs will gain knowledge and inspiration about modern business management.

2) Point B

This assistance program is organized by PT Jasa Marga (Persero) Tbk in cooperation with the Regional Government. The program consists of seminars and training once a year. Potential partners in their business activities will be involved in training activities. The requirements for partners involved in this activity are assessed through loan repayment records and the scale of business that continues to grow. This is a commitment of training participation, with the consideration that the MSMEs concept and business level are still “vulnerable”. In other words, the average business scale of MSMEs with less stable business stability. This seems to depend on:

- a) The number and character of the participants were recorded as many as 300 fostered partners from 1400 fostered partners.
- b) The role can be applied by the participants, who are considered active in developing their business.
- c) Restructuring and the degree of internal dependence chosen, which in turn is influenced by other forms of coaching. The commitment of PT Jasa Marga (Persero) Tbk is to involve

fostered partners in exhibitions and promotions at home and abroad. One of them is involving fostered partners to attend craft exhibitions, such as Indocraft.



Figure 3. Participation of fostered partners in the exhibition

Source: PT Jasa Marga (Persero) Tbk (2020)

- d) The position of participants as the main or secondary interest in this project. The fostered partners were stimulated by being included in the exhibition. Fostered partners who can participate are specially qualified fostered partners, which is expected to stimulate other fostered partners. All fostered partners have the opportunity to be involved in the exhibition. Activities carried out by the fostered partners produce an output project.
- 3) Point C
Assumed like goods and/or services, the opportunity to elevate product characteristics becomes a potential commodity to promote the regional image. For development partnerships, the number of process outcomes is assessed by direct and indirect effects on sustainable development goals.
- 4) Point D
Benchmarks for the success and effectiveness of this program lies in several factors. MSMEs fostered partners feel the benefits and great profits of this program. Based on the results of focus group discussions with fostered partners of PT Jasa Marga (Persero) Tbk at the Jagorawi Branch Office which was considered successful in business development agreed that the procedure for participating in the partnership program was not difficult. It only fulfills the specified requirements and fills out the proposal and loan form. Interest rates on capital loans are not high, which allows the fostered partner to have the ability to pay installments every month.
- 5) Point E
The capital loan program, training, or developing sales channels, to market the products of fostered partners, which are facilitated through the Minimarket Rest Area, and Employee Cooperatives located in KM. 33A, KM. 50A, KM. 71B. As well as the collective leader, the

MSMEs business owners make an ongoing effort to their employees to leave the business and are directed to join the PT Jasa Marga (Persero) Tbk partnership program to become the business owner.

The impact that occurs with the existence of the program is the availability of jobs in line with business improvement and progress. Other successes of the CSR partnership program; and MSME is a good liability. The repayment of loans from fostered partners to PT Jasa Marga (Persero) Tbk is considered quite good, based on the results of interviews with the informant, which is based on monitoring the balance sheet.

If the business carried out by the fostered partners has increased, then they will be directed to carry out development with capital loans from banks. At present, the percentage of partner awareness is quite good and there is no miscommunication regarding this program.

6) Point F

A concrete manifestation of the successful development of PT Jasa Marga (Persero) Tbk is how the fostered partners can provide maximum benefits for their businesses and the community in their environment. The ultimate goal of the SOEs and MSMEs Partnership Program is to encourage economic growth by empowering the people's economy through expanding business opportunities and employment opportunities, by cooperating with micro and medium scale businesses as fostered partners. The program is expected to be able to encourage people's economic potential within the framework of equitable development.

The results of data collection that have been carried out using interview techniques and focus group discussions show that the partnership model implemented by PT Jasa Marga (Persero) Tbk is a Mutualistic Partnership, the collaboration between two or more parties that are mutually beneficial for the same purpose. This partnership, referring to [Sulistiyan \(2004\)](#), has also reached the Conjunction Partnership stage, the collaboration between two or more parties through merger and development. In the process of life, "*paramesium*" does conjunctions to get energy and then separate to further can divide. The MSMEs business owners make an ongoing effort to their employees to leave the business and are directed to join the PT Jasa Marga (Persero) Tbk partnership program to become the business owner. The impact that occurs with the existence of the program is the availability of jobs in line with business improvement and progress.

5. Conclusions

PT Jasa Marga (Persero) Tbk has reached the ideal partnership concept which is implemented through a partnership-based CSR program. A concrete manifestation of the successful development of PT Jasa Marga (Persero) Tbk is how the fostered partners can provide maximum benefits for their businesses and the community in their environment. The ultimate goal of the SOEs and MSMEs Partnership Program is to encourage economic growth by empowering the people's economy through expanding business opportunities and employment opportunities, by cooperating with micro and medium scale businesses as fostered partners. The program is expected to be able to encourage people's economic potential within the framework of equitable development. The Partnership Model which is a collaboration between a State-Owned Enterprise through CSR, the Government, and the community are equally aware of the importance of doing partnerships by giving each other more benefits to achieving goals optimally. Partnership PT Jasa Marga (Persero) Tbk has also reached the stage of conjunction partnership, conducting conjunction through self-division efforts. Ongoing

efforts from MSMEs owners to their employees to leave the business and are directed to join the PT Jasa Marga (Persero) Tbk partnership program to become a business owner.

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7. Declaration of Conflicting Interests

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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