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Management System of Community Development and Corporate Social Responsibility (Study Case : Pt. Toba Pulp Lestari. Tbk)

RUSTAM EFENDI SIREGAR	Natural resources and environmental management doctoral study program of North Sumatera University
ABDUL RAHIM MATONDANG	Department of Industrial Technology, Faculty of Engineering, North Sumatera University
SUWARDI LUBIS	Department of Social, Faculty of Social Politic North Sumatera University
RETNO WIDHIASTUTI	Department of Biology, Faculty of Mathematics and Natural Sciences, North Sumatera University

ABSTRACT

Since 2003 PT. TPL, Tbk had provided the society development fund for 1% of the net sales to the society .the problem is how many people live around the factory who can be local people relatedto the net sales of the company? What about the accuracy of the society development program.How far the influence of the society development to the local people? The And what is the suitable model of the society development?. The location of research is province North of Sumatera. PT. TPL, Tbk and area that receive the society development program. The duration of research is 12 months since January 2012 up to December 2012. The population of this research are the local people,company, government. The number of population is 558.976. while the sample of research is took by krejcie and morgan sampling method for 452 respondents. The problem is analyzed by rank spearman correlation statistic analysis and paired samples T-Test by structure class and the type of analog model in flowchard. Conclusion : PT.TPL,Tbk had employ the local people in the number and composition than another companies. The society development fund of PT.TPL,Tbk is higer than the number of CD 1% of net sales. The suitability level of the society development fund (CD 1% of net sales) by the society need is not suitable, the income of the society indicates the significant difference. The business opportunity has a diference before and after the implementation of society development. The model of society development program (CD 1 % net sales) is not in volves the subsystem of the society and company. Suggestion : the recruitment of the labor by cross check on the accuracy of the domicile of the people. The number of the society development program fund on internal PT.TPL.Tbk must be formulated in written form as well the basic of carculation. It need involvement of the society who use the society development program and the assistance of the technical staff of the company, to in crease the program covers the society directly. For the followed up researcher, it is suggested to do the research about the society development program fund by the detail and type of cost.

KEYWORDS :

INTRODUCTION

PT. Toba Pulp Lestari, Tbk (called PT. TPL Tbk) is a pulp industry at Distric Porsea in North Sumatera. For several years, the company has pulfilled it's Corporate Social Responsibilities (CSR) to the people living around the location of the company.

According to a report made by PT. TPL. Tbk that the company has provided as much as 1% CSR from the net sales to the community since 2013 and the amount tends to increase every year. In 2003, the CSR was Rp 3.1 Billion, in 2004 was Rp 7.03 Billion, in 2005 was Rp 8.11 Billion, and in 2006 was Rp 7.8 Billion. (based upon a report by PT. TPL, Tbk, 2006). Furthermore, the company also employs around 319 people from the local in the facrory location, which equals to 31.75% of the total employees consisting 102 workers from 5 villagers nearby, 71 workers from Distric Porsea (outside the 5 villagers nearby), and 146 workers from outside Distric Porsea. (based upon a report by PT. TPL, Tbk, 2006)

According to a report made by Panggabean (2006), the reforestation project carried out in 6 (six) Distric at Municipal Humbahas as part of CSR, has indeed impacted to the community. In 2003, the average income of the community was only somewhere around Rp7.200.00 per year. Since the forestation project, the average income of the community has increased between Rp 2.718.750 up to Rp 9.062.500. So, in 2004, the average income of the community has become and started from Rp 9.918.750 to Rp 16.262.500 per year.

However, a research by Tambunan (2001), concluded that only a small part of the community around the industry gained a direct impact of CSR, nether in partnership, nor in employment and nor in other part of CSR. Most of the people living around the facrory have in fact suffered from air pollution which in turn produces bad smell, infertile land and in several case, death to local animal. PT. TPL, Tbk has not been fully accepted by the community, the people rejection can clearly be seen that there are so many banner signed "Reject TPL" at the front of people houses, in particular at Siraituruk village. The banner indicates the rejection of the community to TPL operation in that area (Hutagaol P. 2001). The community rejection might be caused by lack of communication, CSR not at the right courses or simply more involvement of the community to decide what is best for community. The problem and solution to the matter needs to be addressed clearly for mutual benefit among the community and the company.

METHODOLOGY

II.1. Research Location and Schedule

Research were at three (3) different locations, first location was at PT. TPL, Tbk factory site at Porsea town, North Sumatera province, second location was at the community nearby around the factory location and last location was at other area outside the nearby community. The research was scheduled for 12 calendar months, started from January 2012 until December 2012.

Number of population used in this research was the people of municipal areas that received community development program in North Sumatera Province. The name of municipal areas were Tobasa, Samosir, Taput, Simalungun, Humbahas, Dairi, P,Bharat and Tapsel. The number of family in all municipal areas were 552.726 families. (North Sumatera in number, 2010). The total number of research sample was based upon the sample by Krejcie dan Morgan (Sugiyono, 2004). In this research, the total sample were 452 respondents, consisted of 10 respondents from PT. TPL, Tbk, 40 respondents from the municipal staffs and 402 respondents from the community. The sample was arranged as shown in Table 1.

Table 1. Research Sample Used.

No	Respondent Origin	Amount	Percent (%)
1	Community	402	88,93
2	PT. TPL, Tbk	10	2,22
3	Municipal Staffs	40	8,85
	Total	452	100,00

II.2. Source of Data

Data gathering used was as follows :

- Field Research, that was by providing questionaires to respondents and field observation at location site. This way was to obtain primer data.
- Research by Library, that was by reading literatures, reports and documents related to environment, socio-economy and culture of the community. This way was to obtain secondary data.

Data primer was compiled from: 1 Goverment, 2 Company, 3, Community and 4 Factory Environment.

Data secondary was compiled from : 1 Municipal goverment of Tobasa, Samosir, Taput, Humbahas, Simalungun, Dairi, P Bharat, and Tapsel, 2 Statistic Center of North Sumatera Province, 3 PT. TPL, Tbk, 4 Head of Villagers.

II.3Data Analysis

The employee of the factory from the community nearby was analised using mathematical analysis. (Siegel, 1994).

$$\text{Percent (\%)} = \frac{\text{Employees recruited from nearby}}{\text{Total employees}} \times 100\ \%$$

Tabel Analysis was used to measure how big was the CSR given by PT.. TPL, Tbk to the community around the factory. Rank scale Analysis was used to measure the CSR acuracy of PT. TPL, Tbk, based upon the following formula:

$$X = \frac{P - Q}{Y}$$ (Sudjana, 1992)

where X is rating scale

Q is lowest score

P is highest score

Y is number of category

The following tabel shows Rangk Scale Category to decide the category of CSR program accuracy.

Table 2. Rank Score of CSR program Accuracy Community Needs

No	Category	Rank Score
1	Perfect	1900 - 2260
2	Good	1538 – 1899
3	Average	1176 – 1537
4	Less Needed	814 – 1175
5	Not Needed	452 – 813

The infact of CSR given by PT. TPL, Tbk against what are needed by the community nearby can be analised using corrolation statistic rank spearman and Paired Samples T-Test (Nazir, 1998), with a little help from SPSS (Statistical Package for Social Sains) computer program, then the following equation can be made:

Rank Spearmen Equation.

$$r_s = 1 - \frac{6\Sigma d_i^2}{n(n^2 - 1)}$$

where r_s is the Rank Spearman coefficient

d_i is coupled observation

n is the total sample

RESULT AND DISCUSSION

PT. TPL, Tbk was intially named PT. Inti Indorayon Utama, Tbk to produce raw paper pulp and viscose fiber for textile raw material. The facrory location was at Pangombusan village (called Sosorladang), Distric Porsea, Municipal Tobasa, North Sumatera Province, Indonesia. PT. Inti Indorayon Utama, Tbk was established in 1983. The company status was changed from private company to foreign company in 1990. The shares was offered to public and foreign investors at Bursa Efek Jakarta (BEJ) and Surabaya (BES) (1992). The shares were also offerred at *New York Stock Exhange* (NYSE) America in 1995 (PT. TPL, Tbk , 2006).

Paper Pulp was produced for the first time in 1989, viscose feber was then produced in 1993. Around 70 % of the production is exported abroad and the other 30 % was used for domestic market (Panggabean, 2006)

The community was involved in the operation of PT. TPL,Tbk, as partner and employees, and the company also provides 1% from the net sales for CSR. The CSR was meant to help the community development as a new paradigm in the form of

The use of Enviromental Friendly Technology

- Forrest Reserve Sustainability,
- CSR in the form of:
- Workers and Employee Position Reserve for local people based upon ability and professionalism.
  - *Business partner with local community*
  - *Provide 1% from net sales for CSR.*
  - *Independent Stake holders acceptance to monitor and evaluate the execution of company new paradigm.*

III.1. The Social Responsibility of PT. TPL, Tbk

III.1.1. Work Force

Table 3 Total Employee PT. TPL, Tbk in 1998 (Toba-Lestari, 2000)

No	Employee	Batak	Java	Chinese	Others	Total
1	Facrory	880	386	97	95	1.458
2	Forest	2.850	734	20	532	4.136
	Total	3.730	1.120	117	627	5.594

In 2006, out of 1.007 total employees working for PT. TPL, Tbk, there were 319 or equals to 31.75% coming from municipal Tobasa, the detail as follows:

- There were 102 workers coming from 5 villagers nearby which were only 1 km from the mill
- There were 71 workers coming from Porsea Distric outside the nearby vilaagers.
- There were 146 workers coming from municipal Tobasa which were outside Porsea Distric.

III.1.2. Community Development Program (CDP) PT. TPL, Tbk

CDP PT. TPL, Tbk was embedded in CSR program and the Governor of North Sumatera formed an independent team, with responsibilities were mainly:

1. To monitor and evaluate the smoothnes operation of PT. TPL, Tbk based upon the company new paradigm.

2. To gather, collect and filter complaints or reports from community for potential problem and then identify, analise and find the mutual beneficial solution for individual problem
3. To provide a recommendation to PT. TPL, Tbk or other stake holders to eliminate and minimize potential problem(s).
4. To file reports with opinion and recomendations to North Sumatera governor and other goverment bodies necessary, regarding the excution of the company new paradigm, stumble stones and solution taken to reduce and rectify problems.

Corporate Social Responsibility of PT. TPL, Tbk. consisted of the following.

III.1.2.1. Partnership Program

Several activities outside company main business was done together in partnership with community, such as to supply timber, transportation and forestry nursery and other factory requirement. The partnership employed almost 6.000 workers as shown in Kusumastuti (2008). The partnership becomes an essential ingredient to the company to be accepted by the community.

III.1.2.2. Community Developmen Program (CD)

The Community Development Program of PT. TPL, Tbk devided into 2 (two) :

Internal Community Development

As an additional to CSR program (worth 1% of net sales), the company also provides an extra contribution for internal community development program to support and help the following activities:

Integrated Farming System (IFS) in the form of Snow Ball System or Profit Sharing

The format of IFS is a program to combine farming, fisheries and agriculture in an integrated system to the community. There were already 107 families from the community that took part in this program. After the member of the community received a proper training and excercises, the company distributed 3 cows (1 male and 2 female) and pigs. Other contributions were in the form of agriculture and vegetable seeds, grass seeds for animals and fishes.

Infrastructure Program

The contribution in infrastructure was in the form of opening a new road to villagers, roads repair and improvement, sports area development, electricity and irrigation. The road development had reached around 14.500 meters in length.

Education Program

The company also provided help in formal education such as giving scholarship at Akademi Teknologi Pulp dan Kertas (ATPK) in Bandung, Universitas Sumatera Utara, Institut Pertanian Bogor, and Institut Teknologi Bandung. The company also hold a coorperation with Universitas Sumatera Utara for Bachelor, Master and Doctoral education to do study excursion and research.

In 2006, the company also provided help to 10 local youngsters nearby to get apprenticeship training as welders and in 2005, the company also provided help to another 10 youngsters from the village nearby to get apprenticeship training as bricks layer and carpenters. This was part of Small Medium Enterprise (SME) program.

Other social Help Program

Other social help provided by the company was in the form of free medical help, natural disasters, seminars and religion activities/celebrations.

2, External Community Development (1% Net Sales per year)

The company had committed the management to execute the new company paradigm seriously and provide 1% pulp net sales to support External Community Development.

III.1.3. Total Amount of Community Development Program

Table 4 Showed The Total Amount of Community Development Program of PT. TPL, Tbk (report by PT. TPL, Tbk , 2007)

No	Community Development (CD)	Total Amount		
		2003 (Rp)	2004 (Rp)	2005 (Rp)
1	CD Internal	882.451.857	507.504.650	2.097.312.544
2	CD 1 % Net Sale	3.107.812.050	7.030.393.350	8.114.080.607
	Total	3.990.263.907	7.537.898.000	10.211.393.151

Table 5 Showed The Total Amount of External Community Development Program of PT. TPL, Tbk (report by PT. TPL, Tbk , 2012)

No	District	Total Amount			
		2006	2007	2008	2009
		(Rp)	(Rp)	(Rp)	(Rp)
1	Taput	547.496.658	857.143.703	776.837.645	406.323.228
2	Humbahas	639.840.307	983.455.003	1.249.318.556	700.222.431
3	Dairi	324.255.242	631.243.449	431.109.081	320.713.212
4	P Bharat	255.120.750	403.377.211	420.306.530	262.644.615
5	Simalungun	473.127.155	767.171.789	1.068.245.892	564.713.631
6	Tapsel	249.150.222	396.953.329	395.510.521	236.705.832
7	Tobasa	4.564.730.986	7.205.042.114	7.093.485.430	4.186.546.140
8	Samosir	771.348.429	1.277.800.439	761.972.070	427.281.836

Using Rangk Spearman, the correlation between community development program and community economic growth can be seen in table 6.

Table 6 Statistical Analysis Correlation Between Community Development Program And Community Economic Growth.

Correlations

			Correlation **CDP**	Economic
Spearman's rho	Correlation **CDP**	Correlation Coefficient	1.000	.891(**)
		Sig. (2-tailed)	.	.000
		N	452	452
	Economic	Correlation Coefficient	.891(**)	1.000
		Sig. (2-tailed)	.000	.
		N	452	452

**** Correlation is significant at the 0.01 level (2-tailed).**

The correlation can be proven using t_{calc} for 41,6235, and t_{table} (n=452; α = 0,05) for 1,970, the result was that $t_{calc} > t_{table}$

In the same way, the correlation of community development program and community health development can be calculated as shown in table 7.

Table 7 Statistical Analysis Correlation Between Community Development Program And Community Helth Development.
Correlations

			Correlation **CDP**	Health
Spearman's rho	Correlation **CDP**	Correlation Coefficient	1.000	.911(**)
		Sig. (2-tailed)	.	.000
		N	452	452
	Health	Correlation Coefficient	. 911(**)	1.000
		Sig. (2-tailed)	.000	.
		N	452	452

**** Correlation is significant at the 0.01 level (2-tailed).**

The correlation can be proven using t_{calc} for 46,8567, and t_{tabel} (n=452; α =0,05) for 1,970, the result was that $t_{calc} > t_{table}$

Again, in the same way, the correlation of community development program and community agriculture growth can be calculated as shown in table 8.

Table 8 Statistical Analysis correlation between community development program and community agriculture growth.
Correlations

			Correlation **CDP**	Agriculture
Spearman's rho	Correlation **CDP**	Correlation Coefficient	1.000	.935(**)
		Sig. (2-tailed)	.	.000
		N	452	452
	Agriculture	Correlation Coefficient	. 935(**)	1.000
		Sig. (2-tailed)	.000	.
		N	452	452

**** Correlation is significant at the 0.01 level (2-tailed).**

The correlation can be proven using t_{calc} for 55,9213, and t_{tabel} (n=452; α =0,05) for 1,970, the result was that $t_{calc} > t_{table}$.

III.1.4. Economic Growth.

III.1.4.1. Income Growth

The income growth was tested using Rangk Spearman with t_{calc} for 32,583, and $t_{tabel\ (n=452;\ \alpha=\ 0,05)}$ for 1,960, the result was that $t_{calc} > t_{table.}$ The result showed that there were a significant different in community income growth before and after the community development program. The community was better off in income growth after the community development program was introduced.

III.1.4.2. Business Opportunity

The business opportunuty was also tested using Rangk Spearman with t_{calc} for 13,743, and $t_{table\ (n=452;\ \alpha=\ 0,05)}$ for 1,960, the result was that $t_{calc} > t_{table.}$ The result showed that there were a significant different in community business oppurtunity before and after the community development program. The community was better off in business opportunity after the community development program was introduced.

III.1.5 Agriculture Result

Holticulture

The holticulture result was tested using Rangk Spearman with t_{calc} for 10,323, and $t_{table\ (n=452;\ \alpha=\ 0,05)}$ for 1,960, the result was that $t_{calc} > t_{table.}$ The result showed that there were a significant different in community holticulture result before and after the community development program. The community was better off in holticulture result after the community development program was introduced.

Forrest Result

The forrest result was also tested using Rangk Spearman with t_{calc} for 12,642, and $t_{table\ (n=452;\ \alpha=\ 0,05)}$ for 1,960, the result was that $t_{calc} > t_{table.}$ The result showed that there were a significant different in community forrest result before and after the community development program. The community was better off in forrest result after the community development program was introduced. These results were in line with Esmard Mohadin (2004), concluded that the community development program in the form of agriculture was intended to gain more income and profit for the community

III.1.6 Community Health Development

The community health development was tested using Rangk Spearman with t_{calc} for 25,235, and $t_{table\ (n=452;\ \alpha=\ 0,05)}$ for 1,960, the result was that $t_{calc} > t_{table.}$ The result showed that there were a significant different in community health development before and after the community development program. The community was better off in community health development after the community development program was introduced.

However, community development program distribution faced several stubling stones for PT. TPL, Tbk. This was caused by that the community development program proposed by the community or local municipal goverment of Tobasa was prepared in a very short time and delivered in a hurry to the independent body that managed all the proposals. As the result, several community development programs were not fully needed by the community and several members of the community commented that the community development program provided were wasting time and not appreciated.

The following was the result from the member community regarding community development program. There were 213 respondents (47,13%) said that the community development program was less in-line with what the community needed. There were 66 respondents (14,60%) said that the community development program was not in-line with what the community needed.

Using *rank scale* the above community opinion can be calculated to obtain the score as follows: (26 x5) + (62 x 4) + (85 x 3) + (213x2) + (66 x 1) = 130 + 248 + 255 + 426 + 66 = 1125. The score categorised as less needed according to table 2 (two) because the score (1125) was in the range of less needed (814 -1175)

III.2. C Management System of Community Development Program.

Management System of Community Development Program had been widely used in industry locally, regionally and internationally. The following steps were introduced in PT. TPL, Tbk.

Making Policy and Commitment

PT. TPL, Tbk had made policy and strong commitment to follow and execute guidance of the new company paradigm, The commitment was intended towards the community and the environment. The company motto was purposedly created to show the commitment, it was read: "Rises, Grows and Evolves with the community"

Planning

In order to execute and monitor the commitment to the community development program, PT. TPL, Tbk had developed a division called Corporate Social Rensponsibility. This was formed to make sure that the program would be properly planned and managed with the involvement of all stake holders.

Implementation

The internal community development program was entirely implemented by the company. Whilest, the external community development using 1% of net sales was implemented by the community through independent body.

Monitoring and Evaluation Program

The internal community development program was monitored and evaluated by internal staff of PT.TPL, Tbk, at Corporate Social Responsibility division. The external community development program was monitored and evaluated by independent body. The usage of 1% net sales according to the report in 2005 was not properly evaluated and audited and several of the usages were not accounted for. Further investigation was probably required.

Sharpen the saw.
Despite of all challenges, PT.TPL, Tbk through *Corporate Social Rensponsibility* division managed to improve several changes in the schedule of the community development program. The program was planned to end in 2006, it was then lengthened with more rigid regulation for more selective programs. Part of the reason was that the internal community development program was still needed according to company management report. Other changes made was that the contribution payment of 1% net sales was previously paid at the front of the program, changed to be paid twice in a year since 2006. This was in accordance with Management System of Community development theory, developed by Hadiwardjo (1997).

III.3 COMMUNITY DEVELOPMENT MODEL
The dynamic powersm model could be used to describe the community development model. This model determined the assumsion of community development entities. Different entities could be categorized and groped to the company, municipal goverments, independent team and the community. Several entities could be assumed to belong to company group, such as prices, prices fraction, production, production fraction, exchange rate, exchange rate fraction, raw materials, employees, etc. Entities belonged to goverment were municipal goverments of Tobasa, Samosir, Simalungun, Dairi, Humbahas, P Bharat, Taput and Tapsel. Other entities were contribution to internal and external community development. Independent team and the community. The entities could then be divided into several sub-system such as the following:

The company
All production activities and sales was carried-out by the company. The more the sales could be made, the more the company ability to contribute to community development program. It was then expected that the company should be able to run smoothly in order to produce and sale more products.

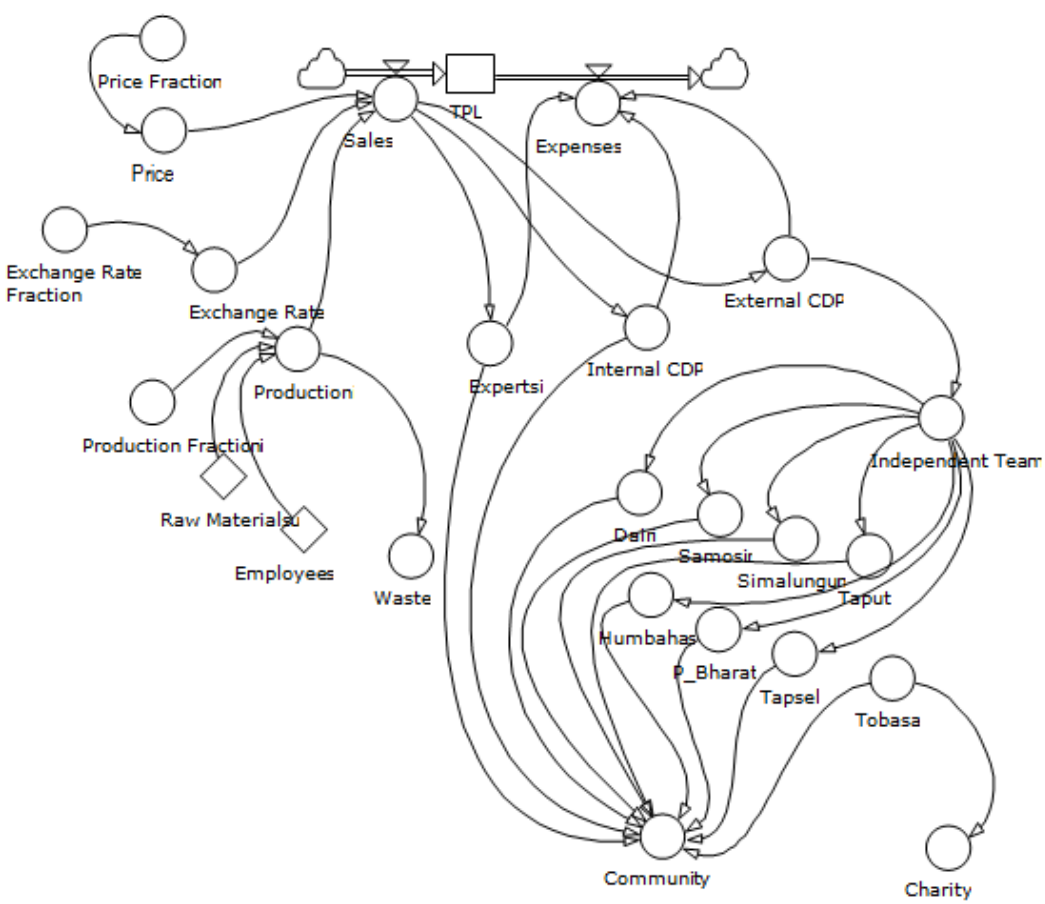
The municipal goverments.
The mayor of every municipal area compiled all community development requests from the community and selected the best community development program to be funded by PT. TPL, Tbk, The decision to prioritize the community development program should be inline with fund availability which was determined by independent team or public auditors.

Independent team.
The independent team responsibility was to select and filter all community development programs proposed by the municipal goverment. The independent team was also to decide the amount of the fund to be distributed to the community development program. The independent team would then make a recommendation to the company. The independent team was also responsible to monitor and evaluate the production sales of PT. TPL, Tbk,

The Community.
The community was to provide the community development proposal and handed the proposal to the municipal goverment. At the end, the community would be represented by the municipal goverment to implement the community development program under the supervision of independent team.

It was therefore imperative that all stake holders of community development program should be able to coordinate all the activities in order to achieve a mutual beneficial goals that was to increase community welfares via the community development program, (Simatupang, 1994).

Based upon the above entities, then the relationship among the entities of the community development model existing at PT. TPL,Tbk could be described as follows:



Picture 1 : The Community Development Model at PT. TPL, Tbk

The community development model used at PT. TPL, Tbk could be analized by tracing the fund used in the community development program. The fund distributed by the company was based upon 1% net sales per year. The amount of the fund was influenced by: (1) sales price for local and international, sales price would be fluctuative according to the market. (2) total production which would be depended upon raw materials availability and raw materials quality. (3) work forces that operated the factory (4) waste materials that needed to be handled properly. (5) exchange rate especially US dollar as almost 95 % of sales was conducted in US dollars.

The sales fund become the source for company expenses, internal and external community development program and also the salary of the experts that run the internal community development program. The external community development fund of 1% of net sales, was controlled and distributed by independent team to municipal goverment. The community development fund at municipal Tobasa was distributed through a charity formed by Tobasa municipal goverment.

The internal community development fund was managed by the expert staff of PT. TPL Tbk. The main responsibility of CSR staff was to compiled the community development needs directly from the community that in need of help. The help provided would generally be delivered as a rolled-over program. The help should be rolled-over from the member of community who had received the benefits of the internal community development fund, to other member of the community from different family.

The external community development fund provided by the company had positively impacted the community. However, several of the programs were not in line with what the community were needed. The reasons had been noted as follows: (1) the availability of the external community development fund was very much depended upon the policy from the municipal goverment or the charity and the independent team. (2) the community was not involved in making decision to the program needed due to lack of information regarding the community development program. (3) the fund provided for the external community development was annouced three months before the program would take place. The time given to prepare the program proposed was very limited. (4) The fund provided was not distributed evenly through the municipal community. (5) The fund usage was not monitored nor audited properly. The report showed that the fund used was forced to had the same amount provided by PT.TPL. Tbk. According to Djajaningrat, (2003) stated that the fund was provided to educate the community to execute community activities with the help of the company and it was not the company activities handed over to the community as a gift. The reality was that most of the fund were distributed by the same municipal goverment with the same community program although the program were not needed by the community.

The following were several suggestion and recommendation to make use the community development fund in a more properly managed ways:

- The external community development should be planned and based upon the discussion results amongs the company, village community, district government, and municipal goverment. The plan should be timed, budgeted and prioritized to produce a good manageble program .
- The execution of the plan should be assisted by expert from either a professional body or the company. The municipal goverment should only be acted as a facilitator to the external community development program.
- The community development should be concentrated to give a chance for the community needs to be sustained developed in order to improve and increase the life of the community in culture, economy and social life.

CONCLUSION

- Several conclusion had been drawn as the result of this study research.
- The local community from surrounding areas had been considerably employed and held several key positions in the company.
- The fund provided by the company to support external and internal community development program was higher then 1% net sales as committed by the company as the new paradigm. The internal and external community development program were generally not needed due to lack of discussion and involvement of the community. A major improvement and enhancement were required to develop a good manageble community development program in order to properly make used of the fund provided.

Despite of all mismatched programs, It was proven that the internal and external community development program were able to enhance and increase the life of the municipal community around and surrounds the factory. Income, business oppurtunities, forrest and agriculture, and the health of the community were better off after the program was introduced and implemented.

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