



Volume 1	Issue 1	February (2021)	DOI: 10.47540/ijias.v1i1.155	Page: 31 – 39
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Coastal Community Empowerment Strategy through PT. Antam (Persero) Tbk UBPN Southeast Sulawesi's CSR Program

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ARTICLE INFO

Keywords: Coastal Communities, Empowerment Strategy, Patron-Client.

Received : 14 November 2020

Revised : 27 January 2021

Accepted : 07 February 2021

ABSTRACT

This article attempts to analyze the coastal community empowerment strategy of PT. Antam (Persero) Tbk UBPN Sultra's CSR program. This research used a qualitative descriptive approach to examine the company, local government, Yayasan Bahari, and coastal community's beneficiaries as its unit analysis while also using data collection techniques such as interviews, observation, and documentation to filter the appropriate data. The sustainable economy-based coastal community empowerment program has been carried out since 2017 in three villages in Pomalaa District, Kolaka Regency, Southeast Sulawesi. The findings of this research are: a) there is social jealousy between groups of fisherman due to differences in ethnic identities of Bugis, Bajo, and Makassar tribes. This conflict is known as primordial conflict and can be reduced by the creation of trust via interaction between Yayasan Bahari and coastal communities; b) there is class conflict between the boss and labor fisherman. The interaction between the two is known as the patron-client relationship that has lasted for a long time and has to prevent the coastal communities to become self-sustaining.

INTRODUCTION

Corporate social responsibility (CSR) is manifested in the form of a high level of commitment towards tackling social problems around the company's surroundings. One can even argue that increasing a company's reputation can be done if said company's image and practice are also increased (Zoller, 2009). Departed from sustainable development theory which proposes a balance between three pillars of economics, social, and environment (Djajadiningrat, Hendriani, Famiola, 2011). In tune with sustainable development paradigm, through triple bottom line model (Elkington, 1997).

As one of the business entity which operates in mining industry, PT. Antam (Persero) Tbk UBPN Sultra (will be referred hereafter as "Antam" or "the company") have to be socially responsible to communities in the company's surrounding. Antam is located in Pomalaa district which 53% of its population lived in the coastal area while the other

47% lived in its mainland (Laporan BPS, Kecamatan Pomalaa Dalam Angka 2019).

Coastal communities around the company, especially those who lived in the villages of Dawi-Dawi, Hakatutobu, and Tamba have seen their income decreased due to the decline of its local fishing industry. Local people who once can bring home 30-40 sticks full of fish every day, now can only bring home 1-2 sticks daily. Eventually, that poor condition forced them to shifts their job from a fisherman to a mere laborer in a mining company to afford everyday necessities (www.kompas.com).

The result of social mapping done by Pemerhati Kemanusiaan Peduli Umat (PKPU) shows that there are various economic problems, such as decreasing amount of income, unemployment, and lack of small business funding in Pomalaa district. The rise of sustainable economy-based coastal community empowerment programs is expected to restore the ecological function of those areas. Moreover, improvement of community livelihood through fishery resources and

environmentally friendly fishing equipment provider business is expected to be able to be managed gradually (www.zonasultra.com).

The sustainable economy-based coastal community empowerment program has been carried out by Antam since 2017 as a form of corporate social commitment towards coastal communities. This program is collaboration between Antam and Yayasan Bahari (Yari), an organization that advocates for coastal and marine resources' sustainable management in Southeast Sulawesi. Antam trusted Yari for running one of its CSR programs which relates to local coastal economy empowerment. These empowerment initiatives achieve GOLD Award in "Indonesian Sustainable Development Goals Award 2018" for its contribution towards an improvement of the marine ecosystem's quality (SDG 14). Based on that fact, this research attempts to analyze the coastal community empowerment strategy through Antam's CSR program.

A conceptual framework is used as a frame of analysis so that the research question can be answered. To understand reality in the field, this research used Elkington's and Carol's Triple Bottom Line concept (Elkington, 1997; Carrol in Suharto, 2009). CSR as a form of company's concern towards society can't be separated from its three basic principles, which are Profit, People, and Planet. Each principle is interrelated to one another because a business entity can't neglect surrounding communities' level of wellness (People) and environmental effects caused by business' operation (Planet) if said business entity wants to obtain a sustainable earning so that it can sustain its operation (Profit).

According to Hadiyanti (2008), community empowerment should be done through several steps. First, select an area that suits to predefined criteria so that it can be right on the target. Second, community empowerment programs should be socialized so that communication towards the targeted community can be nurtured. In the third step, the empowerment process should be done to improve the targeted community's capability and self-sustainability. In the last step, the role of community companion can be fulfilled by the community organizer or the other party which is considered capable of doing so by the community.

There are four principles of community empowerment according to Najianti, dkk (2005), which one of them includes equality principle. This means that the position of community and institution is equal in economic activity and decision making, whether it is for men or women of any economic class. That principle should be enforced so that the society can actively participate and give stimulation to achieve self-sustaining in community empowerment program. This concept does not see the have-nots as an object who is not capable, but as a subject who is less capable. Community empowerment programs should be designed to be sustainable until said community can run its activities (Ramdani, 2008). Moreover, there are four accesses in coastal community empowerment, which are access to natural resources, access to participation, access to the market, and access to information and knowledge (Satria, 2015).

To analyze the life of coastal communities, this research used Satria (2009a) concept which classify coastal community's conflicts into seven different conflicts, which are:

1. Class conflict, dispute between fisherman's groups to fight overfishing ground. There is a certain kind of unfairness related to fisheries resources' exploitation due to the difference in capital possession according to some fisherman
2. Means of production conflict, a conflict which happens due to the difference in fishing equipments used between fellow traditional-equipment-using fishermen or between traditional-equipment-using fisherman and modern-equipment-using fishermen which hurt one of those party.
3. Environmental conflict, a conflict which happened due to the environmental damage caused by the fishing practice of one of the party. This conflict often happens between fisherman which already aware of environmental impact and fisherman which still practice fishing method which is not environmentally friendly and likes to damage both coral reefs ecosystem and its water.
4. Business conflict, a conflict which happens when there is a pricing mechanism or profit-sharing mechanisms that harm certain fisherman. Pricing mechanism conflict happens

between fisherman and fish trader or between fellow fishermen.

5. Resource ownership conflict, which happens between intra-class fisherman or intra-class fisherman. This conflict can also happen between fisherman and non-fisherman parties like local business entities, mining companies, or local government.
6. Resource management conflict, a conflict that is caused by the violation of regulation related to resource management, whether it is done by fellow fishermen or between fisherman and government.
7. Primordial conflict, which refers to certain perceptions related to identity, race, or religion as a form of recognition and appreciation towards the other group between fishermen that can cause conflict.

METHODS

This research uses a descriptive qualitative method to compile various data in the form of words or images, to develop a perspective to understand and to picture the reality related to coastal community empowerment through PT. Antam (Persero) Tbk UBPN Sultra's CSR program. Unit analysis and informants of this research are the company, local government, Yayasan Bahari, and coastal community's beneficiaries. The purposive technique is used to decide the appropriate informants. Data collection technique includes observation, interview, and documentation. Meanwhile, the data analysis technique is used in the steps of data collection, data reduction, data display, and conclusion (Miles & Huberman, in Upe, 2016).

RESULTS AND DISCUSSION

Mining activity can influence the life of surrounding communities. As a dominant population, the existence of Komunitas Manusia Perahu has become the company's priority to incorporate social responsibility programs. Komunitas Manusia Perahu is a community which lives in coastal or offshore area who makes living as a fisherman and is affiliated in fisherman community. In addition to the impact on the Komunitas Manusia Perahu, the company's activity can also have a chance to create patronage relationships towards coastal communities, which

becomes a challenge to attain a self-sustaining coastal community.

The existence of Komunitas Manusia Perahu

PT. Antam (Persero) Tbk Unit Bisnis Pertambangan Nikel (UBPN) Sulawesi Tenggara is one of the business units of PT. Antam Tbk which specialize in the nickel processing activity of turning nickel ore into ferronickel, a raw material to make stainless steel. The company located in twelve villages of Totobo, Tonggoni, Kumoro, Dawi-Dawi, Tambea, Sopura, Pomalaa, Pesouha, Pelambua, Oko-Okoko, Huko-Huko, and Hakatutobuin Pomalaa district. Meanwhile, its ferronickel factory is located at Pomala district of Kolaka regency and Tapunopaka village of North Konawe regency. Antam trusted Yayasan Bahari for running one of its CSR programs which relates to local coastal economy empowerment. Yayasan Bahari (Yari) operates in the fisheries and marine sector and possess a mission to empower Southeast Sulawesi's coastal communities. Therefore, the sustainable economy-based coastal community empowerment program facilitated by Yari aims to make local communities to be self-sustaining so that when mining activities eventually stop, surrounding communities do not rely on the company.

The existence of Komunitas Manusia Perahu in Pomalaa district is more dominant so the company has an obligation to empower coastal communities. The characteristics of coastal community are influenced by several factors, such as environmental, season, and market factor (Wahyudin, 2015). The sustainable economy-based coastal community empowerment program has been carried out since 2017. During the implementation process, it already formed five fisherman communities which spread in three different villages of Dawi-Dawi, Tambea, and Hakatutobu. There are three fisherman communities in Dawi-Dawi, namely: Kelompok Lintas Samudera, which consists of 68 fisherman from Bugis tribe; Kelompok Bahari, which consists of 43 fishermen of Makassar tribe; and Kelompok Sitabangang, which consists of 79 fisherman of Bajo tribe. Meanwhile there only one fisherman community nothin' both Tambea and Hakatutobu. Each community consists of 122 fisherman of Tambea's Kelompok Bahari Jaya and 110 fisherman of Hakatutobu's Kelompok Bunga Karang Mandiri.

Coastal community's empowerment strategy and its challenge

First, the coastal community empowerment strategy carried out by PT. Antam (Persero) Tbk UBPN Sultra's CSR program aims to do social mapping to map the problems which occurs in company's surrounding. Based on that mapping result which has been done by Pemerhati Kemanusiaan Peduli Umat (PKPU), there are several problems, such as:

1. Economic aspect (low income, unemployment, lack of small business funding, and fluctuating catching activities),
2. Health and environmental aspect (poor waste management system, lack of clean water, poor sanitation, waste problems, and sedimentation),
3. Education aspect (children experienced lack of motivation to go to school due to economic factor and their social circle),
4. Social aspect (conflict among villagers due to the different amount of received social aid).

The waste produced by the company's activity play a role in shaping those various problems. That condition is made worse by environmentally unaware villagers who like to damage coral reefs. This lack of awareness can cause harm to the environment which eventually affects the health of nearby communities. Moreover, the lack of attention towards education plus different perception among the tribes of Bajo, Bugis, and Makassar makes the coastal society more prone to disputes among one tribe to the other.

Second, the implementation process of coastal communities empowerment program in the villages of Dawi-Dawi, Hakatutobu dan Tambea which is facilitated by Yari consists of several steps as follows:

1. Identification of necessities should come first by approaching coastal communities. By prioritizing low-income earners, this identification aims to know what is the most important necessity do the people needed so that they can live a decent life (Soetomo, 2011)
2. Socializing the program aims to introduce the program that will be carried out participative and as an informal forum to discuss it. During the implementation process, the coastal community empowerment program helps shape fisherman groups which each of the group's selected chairperson comes from the elder or

respected member of the society. After five groups have emerged, they then should be institutionalized by Surat Keputusan (SK) or government decree. Yayasan Bahari socializing its program by paying a visit to the district leader, village leaders, elders, local public figures, and targeted beneficiaries who live in the villages of Dawi-Dawi, Tambea, and Hakatutobu. Socialization is a form of communication towards all members of the society so that the designated program can reach the real targeted beneficiaries and all members of the society can actively play a role and be responsible for the success of the program (Tryono, 2014). The socialization process is really important to draw the interest of local people so that they can actively participate in the program (Hadiyanti, 2008).

The partnership demands the establishment of collaboration among fellow principals and not a principal-agent relationship. Each involved party still has its autonomy. They agreed to work together because they have the same goal that can be achieved together (Dwiyanto in Paranginangin, 2014). The facilitator is provided with unique skills to approach and to accompany each community, especially for a community that is prone to conflict in Pomalaa district so that each community's empowerment program can continue safely.

Each facilitator has to be responsible for their field of work so each one can understand the potential economic and social conflict that might emerge in the community. Participation in the implementation of coastal community's empowerment can bring out the feeling of responsibility among each member to actively participate in the activity. It can also force community members to be self-sustaining through the community empowerment programs (Najiati et al, 2005).

The establishment of a fisherman group is a form of local people's participation and solidarity towards a sustainable economy-based coastal community empowerment program. Before the establishment, Yari as the facilitator seek and gather coastal people who want to change their life and environment. Then, those people would then be institutionalized into a

legitimate entity after the members choose its board of management. As the goal of empowerment is refers to the circumstances, the intended result of the program is for the targeted beneficiaries to have power, knowledge, and capability to fulfill their own physical and economic necessities while also have to be confident, able to deliver their inspiration, able to work, and able to participate in the social activities (Hamidah in Qonaah, 2018).

3. Implementation of the program by constructing fish apartment as a substitute for damaged coral reefs so that fishes can come back to local waters. The typology of the habitat is really important ecologically to sustain the local water ecosystem because it has the role of breeding, nurturing, and feeding area (Budiman, 2013). Hence, the construction of fish apartments is really important as an alternative fishing ground for fishermen and can prevent exploitation in conservative areas which can help damaged coral reefs to recover faster (Rusmilyansari, 2020).

According to Satria (2015), there are four accesses in coast community empowerment initiative, such as:

1. Access towards natural resources, which refers to the capability of coastal communities to harness the benefit of coastal, fisheries, and marine resources. The implementation process of the coastal community's empowerment initiative led by Antam and Yayasan Bahari helps local fishermen to reach marine resources by giving local people a boat so its beneficiaries can easily reach their fishing spot.
2. Access towards participation, which means that coastal communities receive an equal chance to participate in the implementation process which starts from the information, input process, until output and outcome, is delivered. Yayasan Bahari keeps each process to be as transparent as possible so both the company and coastal communities receive the same information.
3. Access towards information and knowledge, which includes knowledge related to environmentally-friendly fishing practice. Fisherman communities have already been provided with knowledge about environmentally-friendly

fishing practices, even though some people still like to use bombs and drugs to catch fish.

4. Access towards market, which means that the majority of coastal communities should be able to sell their catch. Some of the coastal communities are already able to sell their catch in the local market. Furthermore, Yayasan Bahari facilitated fishermen who catch lobsters to market their catch to another area. However, up until now, there are still so many fishermen who stay dependent on a middleman, which likes to buy their catch under the market price.

Challenges during empowerment process

There are several challenges found during the process of The sustainable economy-based coastal community empowerment program that has been carried out in three villages in Pomalaa District, Kolaka Regency, Southeast Sulawesi. Some of those are social jealousy and patron-client relationship in coastal communities' daily lives.

1. Social Jealousy of Dawi-Dawi Fisherman

Coastal communities of Dawi-Dawi held a demonstration on July 13th, 2017 as a protest towards Antam about the uneven share of boat motor aid among its beneficiaries which was caused by certain people who misuse the aid a year before. The demonstrations also try to reject the new facilitator to replace the previous one. Communities' skepticism rise due to nepotism that occurred in the program which is implemented by local institution. Consequently, this feeling of jealousy eventually sweep into ethnic identity which is developed and influenced by coastal communities' way of thinking. Ethnocentrism arises due to the absence of one party's or group's recognition and respect towards the other party or group, especially when it comes to the ethnic, racial, or religious identity. This phenomenon is called primordial conflict (Hali, 2006). The rise of rivalry among fellow individuals or between groups to reach a certain goal through every aspect of life will eventually lead them into competition, which ranges from economic competition, position and role competition, to racial competition (Soekarno in Satria, 2015).

2. Patron-Client Relationship

Patron-Client relationship has occurred between fisherman's middleman and labor fisherman in Pomalaa district. Patron in this

research refers to Fisherman's middleman, which are the ones who have wide access to domestic and export market and client refers to those labor fisherman who have large sum of loan towards the middleman so they obliged to sell their catch below the market price to the middleman. Patron has a higher social status than its client. Aside from being the ones who have the power to control the market, they also have a large sum of economic capital to help their clients with lending for everyday necessities. There are several professions among the clients which range from small-fish fisherman, squid-specialist fisherman, to lobster catcher.

According to Sinaga et al (in Satria, 2015), the Patron-Client relationship can influence two aspects of the relationship, namely the economic relationship and non-economic relationship. The economic relationship is an aspect which impacted by the livelihood-related relationship, while the non-economic relationship is an aspect beyond economic relationship, which includes social, cultural, political, and social security aspects. Patron-Client relationship within communities around the company happened due to several factors, as follows: (1) local fisherman do not have marketing network like the middleman do, so they have to be dependent on the middleman; and (2) fisherman's livelihood also have a high level of dependency towards natural seasons which makes their income uncertain. This is why they must receive basic life aid like food, healthcare, and education to sustain their life when an economic crisis appeared.

In reality, the patron-client relationship which happened in the coastal area near Antam's mining site is caused by two factors as follows:

1. Low income, uncertain economic condition hurt fishermen communities and makes it hard for them to fulfill their daily needs. One of the solutions of that problem is to take a loan from cooperatives or the middleman. Loan from cooperatives have the interest rates of 1,6%, while the middleman weighs its loan transaction with the obligation to buy fisherman's catch below market price which nurtures the patron-client relationship between the two.

Fisherman's incomes vary differently according to their type of job. For "Bubu" fisherman, it is Rp. 200.000,- per five days at best,

while "Pancing Rawai" fisherman can achieve 20-30 kg of fish at best. While it sounds a little bit decent, the cost of each sailing is up to 10 liters of diesel fuel which is about Rp. 200,000,- plus there is a burden to fulfill their family's daily necessities. This problem forced them to jump into a patron-client relationship and rely heavily on the middleman to sustain their life. This reliance makes the fisherman communities can't make any economic progress due to the obligation to sell their catch below market price which damages their income and make it harder for them to escape from the middleman's loan.

2. Changes of Wind Direction, which divided into three different wind directions, namely west wind, east wind, and transitional wind. West wind blows from December to April and the East wind blows from Mei to August, while transitional wind happens from September to November. Changes in wind direction are one of the factors that can trigger the emergence of the patron-client relationship. This is due to the uncertain changes of wind direction that eventually prevent them to go to the sea and stay on land without any additional income generated. To prevent more loss and seek additional income, the majority of fisherman who stays inland during certain times decided to make living by becoming a labor in mining sites.

According to Wahyudin (2015), the coastal community has certain characteristics that relate to its relationship with the fishing sector. Those characteristics are influenced by environmental, seasonal, and fisheries factors, which will be explained as follows:

1. Reliance toward Environmental Condition
The coastal community's success relies heavily on environmental conditions, especially water conditions. This reliance makes the community prone to economic disaster caused by environmental damage triggered by the mining industry's waste. As a result, the fisherman should go to a further fishing area where the water is still clean and the fish are still plenty.
2. Reliance toward Season
When it comes to the fishing season, fishermen from the coastal communities are busy catching a large sum of fish. Meanwhile, when it is not fishing season, most of them are being

unemployed and eventually come to the middleman to take a loan to sustain their life which makes them have the obligation to sell their future catch to the middleman. This kind of asymmetric relationship can lead to domination and exploitation.

3. Reliance on the Market

Another characteristic of the coastal community's fishing business is reliance on the market. This reliance is normal because their commodities should go to the market to earn some money. What makes this reliance risky is that the price of the commodities, in this case, is a fish, is very volatile due to the capacity of local market who can barely absorb all of the fisherman's catch and offerings of the middleman which is quite good because although it is below the market price, selling the fish to the middleman can prevent further loss of the rotten fish.

CONCLUSION

The coastal community empowerment strategy through PT. Antam (Persero) Tbk UBPN Southeast Sulawesi's CSR program is already been explained above, several conclusions can be made as follows: First, PT. Antam (Persero) Tbk UBPN Southeast Sulawesi as a business entity have to be socially responsible towards its surrounding communities. The company's waste which flowed into coastal waters caused the degradation of local water quality which in turn harm the livelihood of local fishermen. Due to that, surrounding communities are haunted by the high unemployment rate and health concerns related to waste and pollution produced by the company. This also implicated to the level of individual or communal power within the coastal communities.

Antam's sustainable economy-based coastal community empowerment program consists of several steps as follows: 1) Program development step which is based on Antam's CSR masterplan and the result of social mapping in Pomalaa district; 2) Planning step which is carried out after discussions in Pomala Development Planning Forum (Musyawarah Pembangunan Pomalaa or Musrenpom) which also involves Antam and local government; 3) Implementation step where the program is executed by Yayasan Bahari. The coastal community empowerment strategy can be

divided into seven different steps which include identification, socialization, training, forming and enhancing the group, constructing fish apartments, and forming fisherman cooperatives.

Second, various challenges were found in the process of implementing the coastal community empowerment program, including 1) the social jealousy between the fisherman, both in their fellow fisherman or other groups. This kind of conflict is called the primordial conflict can be spotted by examining the arising problems of the different perspectives towards ethnic identity in the Bajo, Bugis, or Makassar tribe. However, it is slowly calming down with the help of Yayasan Bahari by building trust among those three tribes, strengthening the relationship, and providing an insight that differences are not a barrier in the process of empowering coastal community. 2) The status conflict, indicated by the emergence of the patron-client relationship. Patron refers to Fisherman's middleman, which sits on the top of social status and client refers to those labor fisherman who have large sum of loan towards the middleman so they obliged to sell their catch below the market price to the middleman. This is a challenge for the lower class fisherman because patron-client relationships are hard to break.

Analysis result and findings in the field related to coastal community empowerment strategy through PT. Antam (Persero) Tbk UBPN Southeast Sulawesi's CSR program, there are several points for the stakeholders to note to maintain the positive impact for the sustainable economy-based coastal community empowerment:

1. For PT Antam (Persero) Tbk UBPN Southeast Sulawesi, the sustainable economy-based coastal community empowerment program has been running as planned. Nevertheless, the company needs to consider coastal community conditions directly by monitoring the internal of fisherman community. In the next term, the company through Yayasan Bahari should provide the coastal community the needed training to make and sell the coastal community's specialty brand fish dishes. Then in the next term, the company can increase the number of beneficiaries of this program.
2. The local government should assert the habit of not throwing garbage into the ocean/coastlines because it would damage the ocean ecosystem

and can also affect fisherman's income. As the authorities in the area, especially in the coastal community, it is better for the government to not altering unilaterally the people who are still in the process of empowerment just for personal interests.

3. For Yayasan Bahari as the facilitator for the community, it is better to focus on the empowering process. To strengthen the connection and trust of the coastal community, they need to spend time connecting with the people of the community, not only when there is a task to give fishing tools from their boss. It is better to connect as often as possible so the people of the coastal community will be transparent with the problems they have, like social jealousy or patronage.
4. For the coastal community as the beneficiaries of the sustainable economy-based empowerment program, it is better for the community if the people are aware of the priority scale and not always comparing one to the others. Be focused on their empowering progress, so there will be not a conflict that worries everyone, like the company, the government, Yayasan Bahari, Bhabinkamtibmas, and other coastal community in the area.
5. For future researchers, this research is still focused on the implementation of the ongoing program. It would be better if the next research focused on evaluating and monitoring the program so they can observe the community's self-sustaining level. The patron-client relationship will be interesting to observe deeper because, from the outside, this relation looks like some kind of social security. However, if we look deeper into the relation, it is more of exploitation, especially for low-class fisherman.
6. For the stakeholders, because this research already found about the existence of patronage relation, if it is being ignored, then it will become an obstacle for the coastal community to become a self-sustaining community. Therefore, the stakeholders need to provide understanding, knowledge, and build the awareness of the patron-client relationship toward all members of coastal communities, whether it is the middleman (or in this case is the patron) and also the fisherman or the laborer

should know about the danger which lurks behind it.

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