

THE IMPLEMENTATION OF THE STAKEHOLDER PERSPECTIVE TO SUPPORT SUSTAINABILITY ACTIVITIES AND THE ENABLING FACTORS

Retno Sri Handini

Universitas Paramadina
Retno.Handini@paramadina.ac.id

Iin Mayasari

Universitas Paramadina
iin.mayasari@paramadina.ac.id

ABSTRACT

Stakeholder interests have been taken as the important aspect and become the elements of the corporate environment. This study aimed at understanding the enabling factors of sustainability activity including internal aspects such as the role of vision and mission, top management, and value chain. The implementation of sustainability was also analyzed by the stakeholder perspective that consists of the orientation toward consumer, employee, supplier, government, environment, community, and government. This study also analyzed the types of sustainability activity of each company. The data were taken by having an interview with three big companies in Indonesia. They were from industry of mining, food and beverage and heavy equipment. The result showed that the companies implemented sustainability activities by focusing on stakeholder perspectives including consumer, employee, supplier, government, environment, community, government.

Keywords: Sustainability, Stakeholder approach

INTRODUCTION

The Sustainability at Glance

Long-term growth for organization entity requires that organization should be properly and better managed. The business strategy must be carefully planned in order to satisfy all stakeholder constituents. Sustainability orientation becomes the priority for organizations with a long term profitability. The Brundtland Report in 1989 defined sustainability as the capacity to meet the needs of the present without compromising those of future generations (Brundtland, 1987). It is outlined in great effort how organizations have tried to improve their impact business operations toward a triple bottom line including people, planet, and profit.

Sustainability development also aims to pursue the development that promotes the best possible quality of life over an indefinite period of time which can extend to the whole globe (Schaltegger & Burritt, 2005). Corporate sustainability has three dimensions of economic, ecology, and social. Economic capital consists of financial capital (equity, liabilities), tangible capital (equipment) and intangible capital (knowledge, reputation, leadership, culture); ecological capital consists of renewable and non-renewable resources; and social capital refers to security, social cohesion, or culture identity of human being (Kleine & von Hauff, 2009).

In the 1960s, the theme of sustainability was already discussed; however it was oriented through economic growth

a (Window on the World, 2011). In 1964, Udall (in Window on the World, 2011) has stated that –the long term measure of a society will not be found only in the yardstick of gross national, but more in the meaning of citizenship and the quality of individual life. Starting that period, there is discussion sequence highlighting of sustainability insights including environmental damages caused by development programs, ecology movements, protection of land and communities, inequality of economic, food, and environmental. In other words, organization or business sustainability is defined as the total effort of a company including its demand and supply chain networks and reducing its impact on ecosystem (Svensson and Wagner, 2011).

The emergence of the sustainability developments to be discussed further is driven by following aspects. First, ecological trends regarding natural resources are government priority. There is a wide consensus concerning on global warming due to climate change. The preserving energy, better raw materials sourcing and wasteful management must be managed (Høgevoid & Svensson, 2011). The depletion of natural resources and natural environment becomes the big agenda for organization entity including business entity and society (Belward et al.2009).

The great attention of climate change due to business process occurs around the world without any exception. It is supported by the United Nations Conference on Sustainable Development in June 2012. This conference pursues to focus on continuing Millennium Development Goals that have been implemented by all countries in the world (Lingán et al., 2012). Sustainable Development goals are intergovernmental goals that are open to all stakeholders. In the conference, the members have already elicited some key principles for implementing sustainable development including sustainable energy, food security, water and sanitation,

gender equality, climate change, green economy, and biodiversity protection. Government cannot work alone in implementing sustainable development including these vast areas, therefore the participation and contribution of business and social organizations and society are needed indeed in this process. This program acquires tremendous efforts because it has a wide scope impact.

The second, the attention to sustainability orientation is very important to discuss because business process and network have a complete path from supply chain management, transportation, manufacturing, engineering, design, logistic, channel management or distribution center. All have consequences related to natural environment. For example, when it comes to raw materials and energy from supplier side, it will be related to use renewable and recycled materials that can be recyclable or not. It has to work systematically and to minimize its carbon footprint on earth. At least, there is a strict environmental requirement for raw materials and product specification. On the following process, transportation for example is related to fuel consumption. A fully loaded truck bringing materials into production plant has the impact on the natural environment. Even employees in business process have the consequence on environment. Employees have to be well informed concerning product management and contributing business sustainability (Høgevoid & Svensson, 2011).

The third, the survivability of business entity must be coordinated with all aspects of environment both coming from internal and external. External resources are limited so the management has to well organize them by supporting them. Long term profitability cannot be achieved without focusing on the impact on the natural environment, carbon footprint, and top-level management commitment and employee socialization. Furthermore, business reputation is

appreciated if organization is socially conscious to corporate environmental programs and to invest portfolios including sustainable development and ecological conservation policies (Koellner et al., 2005).

The fourth, sustainability orientation cannot be achieved solitarily. Sustainability is an interdisciplinary area of study. It is not a discipline per se because it does not have an established theory and research method. Sustainability has its roots in the developing economy and has been adapted to meet the environmental and natural resources conservation (Sisaye, 2012). It has an orientation in many disciplines including anthropology, sociology, ecology, economics, and geography. The sustainability development programs should be sustained by involving cooperation, and interdependence of human and community as a continuous process. There is an integration of balance management between resource uses for protecting environment. Related to anthropology, it has to be understood that the policy of natural exploration and exploitation can have impact on social behavior and interaction among groups, physical adaptation and the social structure of organization (Gray, 2006). It has to examine the human adaption to the environment. Culture will determine the human behavior to adapt the changing environment.

To support the sustainability activities, organizations have to understand the enabling factors. First, the top management or the founder also has the critical role in emphasizing values and strong culture. The top management is also assumed to influence behavior of promoting environmental awareness. The top management is also reinforced to communicate about the company's corporate brand as socially and environmentally responsible (Elsbach & Sutton, 1992). The activity of sustainability is not only considered as a window-dressing. Corporate social responsibility for example, is

perceived as sincere by outsiders; it must be an integral part of company's business strategy and contribute developing positive corporate reputation (Hillestad, Xie, Haugland, 2010). Second, there must be internal resources that support the implementation of sustainability activities including vision and mission, core competence, and value chain.

Related to the development of sustainability, the stakeholder approach is a critical instrument to support the implementation of sustainability by organization. In the progress, stakeholder approach consists of the social dimension. This social dimension has been put as the center of interest of implementation of sustainability. In other words, it provides a broader spectrum of issues and the foundation for stronger partnerships with stakeholders. Stakeholder interests have been taken as the important aspect and become the elements of the corporate environment. In the World Summit on Sustainable Development (WSSD) in Johannesburg has confirmed the important role of partnerships between government, business, and society in general (Kleine & von Hauff, 2009). As Dyllick and Hockert (2002) stated that –corporate sustainability can be defined as meeting the needs of the direct and indirect stakeholders (such as shareholders, employees, clients, pressure groups, communities etc.), without comprising the ability to meet the needs of future stakeholders as well. In more detail, stakeholder approach is determinant for supporting sustainability development as follows.

First, the elements of sustainability development are ecological, social and economics. These elements are in line with the element of stakeholder perspective. Stakeholder perspective includes community, environment, employees, customers, suppliers, shareholders (Spiller, 2000). The objectives of sustainability can be supported by organizations that having orientation of stakeholder perspective. The elements of

stakeholder perspective also have contribution on the business operation. The goal of economic value in sustainability is supported by all elements in stakeholder approach; the goal of ecology value in sustainability is supported by environment element; and the goal of social value in sustainability is supported by community.

Second, besides the stakeholder constituents have contribution for business or organization entity, they also want something in the return for them. Based on stakeholder perspective, the obligation of corporate is to comprehend the improvement of stakeholder-company relationships by delivering benefits to stakeholders through a company's policies and activities (Post et al., 2002). Therefore, the goal of a corporation does not only generate profits for shareholders, but also includes a range of benefits that are valued by its stakeholders. The benefits are 1) functional, which are tangible and directly related to features of the product or service; 2) psychosocial, which are related to the psychological and sociological well-being of the individual; and 3) attributes can affirm the values of the individual (Bhattacharya et al., 2009). Related to investors for example, they will receive functional benefits in the form of ownership and manifested in increased stock returns (Luo and Bhattacharya, 2006). In turn, it may yield psychosocial benefits, in term of achievement. This study also discusses the type of sustainability activities. This study aims at analyzing the progress of sustainability orientation, therefore it can understand the progressive commitment of implementing sustainability activities. The sustainability activity is not only considered as a trend, but it is a real commitment from company to take care of stakeholder's need.

Importance of the Sustainability Analysis

The research has the implication for academics and managerial. In the perspective of academics, the research tries to elaborate the implementation of each perspective of

stakeholders. The stakeholders' perspective is supporting the sustainability of organization. In the perspective of managerial, the sustainability development still becomes the big agenda for government, especially for Indonesia. It is also supported by the fact that based on the 2013 Human Development Report presents Human Development Index (HDI) values, Indonesia still ranks for 121 of 187 countries. Through the Office of the Special Envoy on Millennium Development Goals, the government has initiated to support the achievement of sustainability development including eight goals: eradicate extreme poverty and hunger, achieve universal primary education, promote gender equality and empower woman, reduce child mortality, improve maternal health, combat HIV/AIDS, malaria, other diseases, ensure environmental sustainability, and global partnership for development. The Office of the Special Envoy on MDG in Indonesia has a partnership with Paramadina University to do a mapping of MDG implementation in Indonesia (2011, 2012). Many private corporates in Indonesia have run business activity with social orientation and tried to achieve MDG as the part of sustainability developments. Furthermore, the government has also initiated to continue Millennium Development Goals by initiating Post 2015 Development Agenda including reshaping and revitalizing global governance and partnership; protection of the global environment; sustainable, production and consumption; strengthening production and consumption; and strengthening means of implementation.

Sustainability development has to be enforced in order to sustain society welfare. The following agenda has to be reinforced including: supporting the private partnership between private organization, government, non-private organization, academician to have a good network for implementing sustainability development as stated in Rio+20 and Post 2015 Development Agenda; broadening the sustainability activities into

larger scope by not limiting on environment; reinforcing the commitment of all people in corporate to do social activities. At the end of the study, it will provide the mapping of sustainability activities in Indonesia.

The company has to realize the need of the elements to support the business process. It is not only understood by vision and mission, the top management, but it is also supported by business system as a whole including core competence and value chain. Understanding the responsibility of company is important, it is also necessary to analyze the business activities based on holistic approach. The holistic approach is the stakeholders' approach that consists of shareholder, employees, customers, suppliers, environments and the community. Furthermore, the implementation does not only focus on corporate social responsibility, but beyond that. It is very important to understand the type of business activities that include the sustainability activities in it. The problem formulations are as follows:

1. What enabling factors are important to support the sustainability activities?
2. How is the implementation of the stakeholder perspectives?
3. What type of sustainability development?

The Theoretical Framework

In the advance understanding of business development, environmental variable including social has been introduced as important aspects within business system. Environmental aspects as the part of sustainability development become the important aspect that must be determined in business process. Bernal and Edgard (2003) argued that there is a building on principles of ecological economics which provide open system of analysis to the biosphere and incommensurability of certain values such as zero price natural resources including air and also zero monetary cost waste. Ecological

economics has embraced the dynamics of economic, social, and environmental. This view gives the way that sustainability has a strong relation between human economic system and ecological system. Furthermore, it is also assumed that human life can continue indefinitely, human beings can prosper, and human cultures can develop (Robinson, 2004). In other words, there is a harmony between economics, social and environment that connect to human culture and interaction.

Vision and Mission

A corporate vision statement is a dynamic and compelling view of the corporation at some point in the future. It is an emotional driver to some challenges that drives those in the corporation toward it (www.bellevuechamber.org). It gives overall guideline the corporate to do all business activities. Meanwhile, mission statement is about what is organization's business, who is the organization's customer, what is the value to customer, what will the organization be, what should organization be (Drucker, 1973).

Related to sustainability, it is very important to guide corporates to do in line with vision statement. The mission statement can focus on a limited number of goals related to sustainability aspects. It also defines the long-term view of how organization has the future orientation. It specifies the industry and competence of organization.

Vision and mission must be socialized to all members in organization. Socialization the process by which a new member learns and adapts to the value system, the norms, and the required behavior patterns of an organization, society or group (Dose, 1997). Socialization of implementing sustainability orientation is the work value that both new employees and existing employees must learn because it is considered as shared values that represent a significant element of organization change. Socialization of sustainability orientation can be in the form of organizational programs. Organizations have

to establish programs that include some activities and sustainability based performance for employees to learn and understand the process. Organizations also provide guidance to employees; organizations have to make structural and procedural changes such as providing training, reward and punishment.

Top Leader

According to Hillestad, Xie, Haugland (2010), leadership can promote values to environmental awareness and corporate social responsibilities. The environmental awareness and corporate social responsibilities values and activity can be internalized in members of the company through culture. Schein (1983) also argues that leaders can influence the organizational culture in five ways through: 1) their attention; 2) their reactions and responses to crises and critical events; 3) their behavior as role models; 4) formal and informal rewards and recognitions; and 5) t influencing recruitment, reward systems, promotions and succession.

Hillestad, Xie, and Haugland (2010) adopted the process model of Elsbach and Sutton (1992). The process model of Elsbach and Sutton is adapted to role of leader in formulating and fostering new culture of sustainability awareness. They are:

- The top leader is culture architect. The top leader conducts leadership as an internal cultural architect by emphasizing core values, promoting innovative environmental awareness.
- The top leader can develop a strong culture and identity which can be internalized and influence and craft identity and behavior promoting innovative environmental awareness.
- The top leader can build a strong and trustworthy corporate brand. The company can achieve a good reputation as a trustworthy, innovative and environmentally aware organization, eventually

contribute to a favorable and strong corporate brand.

- The top leader can have external symbolic leadership and corporate communication. They can reinforce the interpretation of the company's corporate brand as socially and environmentally responsible.

In this case, the top leader is supposed to have transformational leadership. They have articulated in terms of new systems and processes what they are hoping and expecting to evolve (Bass & Avolio,1990). They have demonstrated the courage to stay on course, regardless of the resistance to change, and have been patient, allowing for mistakes to occur along the way. Transformational leadership can determine organizational effectiveness of sustainability performance.

Core Competence

A core competence can be defined as a skill or capability of a firm rather than the mere ownership of a resource and core competencies should be prominent in supporting a firm achieve its purpose (Hamel & Prahalad,1990). Sustainability orientation requires a corporate to core competence that supports it. Core competence can provide potential to support sustainable business process. By having a core competence toward sustainability orientation can also contribute the stakeholders benefit.

Value Chain

According to Porter (1985), value chain is a tool for identifying ways to create customer value. There are business activities, namely primary activities and supporting activities. The primary activities are 1) inbound logistic-bringing materials into business; 2) operating-converting materials into final product; 3) outbound logistic-shipping out final product;4) marketing; 5) service. Meanwhile, supporting activities including 1) procurement; 2) technology development; 3) human resource management;

4) firm infrastructure- including general management, planning, finance, accounting, legal and government affairs.

Previously, Porter and Kramer (2006) linked corporate social activities to corporate's value chain in order to aim the best outcome. Applying the concept, corporate can avoid short-term orientation in order to achieve long-term economic performance. They tried to redefine the business value chain that is more social and emphasize greater opportunities from communities by also meeting their needs and enable local cluster development. Communities become the partner of corporate business and get involved in a business process and have mutual benefit.

The Framework of Stakeholder Perspective

The theoretical framework provides the explanation that a company has many opportunities to increase its performance and at the same times many actors can influence it. To support this effort, the importance of stakeholder management is needed (Russo & Perrini, 2010). Stakeholders are defined as "those groups who can affect or are affected by the achievement of an organization's purpose" (Freeman, 1984). This new perspective focuses the importance of inter-stakeholder relationships, which has involved dynamic relationships between stakeholders and the corporation. Two types of stakeholder legitimacy have been postulated (Phillips, 2003). They are 1) certain stakeholders are crucial importance to the organization and at the least, legitimate (derivatively), however, this legitimacy derives from the moral obligation owed to other (normative) stakeholders; 2) stakeholder identity is critical as well, since stakeholders have different relationships to the organization, most depending on the communities in which they operate (Dunham et al., 2006).

Spiller (2000) and Maignan et al.

(2005) argued that there are six different groups of stakeholder perspective that affect or are affected by business practices. They are shareholders, employees, customers, suppliers, the environment, and the community. Meanwhile, Abreu et al. (2005) has identified five different groups of stakeholders including consumers, suppliers, the community, the government and the environment. The stakeholder perspective is expected to contribute the sustainability development programs in the organization business level.

Spiller (2000) has identified each element of the stakeholder perspective as follows.

- Based on community, there are some activities such as generous financial donations, innovative giving, support for education and job training programmes, direct involvement in community projects and affairs, community volunteer programmes, support for the local community, campaigning for environmental and social change, an employee-led approach to philanthropy, efficient and effective community activity, disclosure of environmental and social performance.
- Based on environment, there are environmental policies, organisation and management, materials policy of reduction, reuse and recycling, monitoring, minimizing and taking responsibility for releases to the environment, waste management, energy conservation, effective emergency response, public dialogue and disclosure, product stewardship, environmental requirements for suppliers and environmental audits.
- Based on employees, there are fair remuneration, effective communication, learning and development opportunities, fulfilling work, a healthy and safe work environment, equal employment

opportunities, job security, competent leadership, community spirit, social mission integration.

- Based on the customers, they are industry-leading quality programs, value for money, truthful promotion, full product disclosure, leadership in research and development, minimal packaging, rapid and respectful responses to customer comments/concerns, customer dialogue, safe products, environmentally and socially responsible product composition.
- Based on the suppliers, there are develop and maintain long-term purchasing relationships, clear expectations, pay fair prices and bills according to terms agreed upon, fair and competent handling of conflicts and disputes, reliable anticipated purchasing requirements, encouragement to provide innovative suggestions, assisting suppliers to improve their environmental/social performance, utilize local suppliers, sourcing from minority-owned suppliers, inclusion of environmental/social criteria in the suppliers' selection.
- Based on shareholder, there are good rate of long-term return to shareholders, disseminating comprehensive and clear information, encouraging staff ownership of shares, developing and building relationships with shareholders, clear dividend policy and payment of appropriate dividends, corporate governance issues are well managed, accessing to company's directors and senior managers, annual reports provide a picture of the company's performance, clear long-term business strategy, and open communication with financial community.

The Type of Sustainability Development

The mechanism of sustainability development implementation by mechanism stakeholder perspective in corporate can vary. Some mechanism can be in the form of corporate social marketing, cause related marketing, corporate social responsibility and creating shared values.

Corporate Social Marketing

The sustainability orientation can be in the form of social marketing. Kotler and Zaltman (1971) defined social marketing as the design, implementation, and control of programs calculated to influence the acceptability of social ideas, and involving considerations of product planning, pricing, communication, distribution and marketing research. Meanwhile, Lefebvre (2011) also defined social marketing as the application of marketing principles to shape markets that are more effective, sustainable and just in advancing people's well-being and social welfare. Lee and Kotler (2011) argued that healthy behavior as the outcome of social marketing can be in the form of 1) accepting new behavior (e.g. stop smoking); 2) rejecting potentially undesirable behavior (e.g. start drinking); 3) modifying current behavior (e.g. increase physics activities; 4) abandoning an old undesirable behavior (e.g. talking on cell phone while driving). Furthermore, Lee and Kotler (2011) have listed major issues of social marketing that can impact consumer and society as a whole involving health related behavior (tobacco use, obesity, HIV/AIDS, cholesterol, cancer, diabetes); injury prevention related behavior (drinking and driving, seatbelt, school violence); environmental behaviors to impact (waste reduction, air pollution); community involvement behavior (organ donation, voting, literacy); financial behavior (bankruptcy, fraud).

Cause Related Marketing

Cause related marketing is a

partnership activity formed between corporations and charities to raise both money and brand awareness. Cause related marketing is an activity that can be used to fulfill to stakeholders needs, to foster companies to support to the development of the societies in which companies operate, as well as to enable the creation of long-term benefits for the company (Papasolomou & Kitchen, 2011). Cause related marketing is the activity that requires consumers to buy a company's product, and make a donation to some noteworthy causes. It is related to charity or cause (Harris and Whalen, 2006). Cause related marketing also supports the corporate image and enhances good reputation.

Corporate Social Responsibility

Corporate social responsibility is the strategy that can support the implementation of sustainability development. European Commission (2002) defined corporate social responsibility as the fundamental concept whereby companies integrate social and environmental concerns into their business operations and in their interactions with their stakeholders on a voluntary basis. Basu and Palazzo (2008) suggest three fundamental driving factors for doing corporate social responsibility activities. There are stakeholder driven, performance driven and motivation driven. Stakeholder driven is related to the demand of stakeholders including non-governmental action, government, and pressure groups. Performance driven is related to the concept of good ethics is good for doing business and financial gains. Motivation driven is related to either extrinsic motives including corporate image improvements, preempting legal penalties or intrinsic motives such as commitment to ethical issues. Most of Indonesian companies have been interested in contributing in social responsibility activity and sustainability development at once. Corporate social responsibility has been implemented as the business initiatives and

focused on creating customer loyalty and consumer image (Mayasari, 2011).

2. Method

In this case, the study used the qualitative methods to analyze the implementation of stakeholders' perspective in sustainability activities. This study used qualitative research method aims at discovering or identifying of new ideas, thoughts, feelings, preliminary understanding relationships or ideas (Hair et al., 2009). In this case, the qualitative research used the research type of exploratory. The research analyzed the type of sustainability activities, and the enabling factors. Meanwhile, the research used an in-depth interview to analyze more about the stakeholder's perspective. This study used the case study design. The case evidence was from sources each company included as the sample in the study. The case focused on the single company using a variety of valuable information. The evidence was taken from sources of archival records, documents, and interview (Yin, 2009). The study did not generalized the finding into other context or other industry.

2.1 Participant (Subject) Characteristics

The selected companies to be interviewed were three companies in Indonesia. They were mining company, food and beverage company, and heavy equipment. In this case, the companies were stated anonymously. The mining company was IND, the food and beverage company was NST, and the heavy equipment was TRK. The participant of each company was three. They were responsible for corporate communication and the implementation of corporate responsibility activities.

2.2 Sampling Procedures

The study used purposive sampling as the non-probability sampling to have an interview. It was used because this procedure can meet the sampling objectives. The sample members are selected to conform to some criteria.

- They understood well the implementation of stakeholder's perspective.
- They were already in charged in the sustainability activities.
- They were usually in Corporate Social Responsibility Department, Public Relation Department, or Community Development Department.
- At least, they had been already in charged for two years.

2.3 Data Collection

The data collection in this study was in-depth interview. The in depth interviews tried to cover specific topics. With an open structure made it possible to explore unexpected facts or attitudes during the interview. The questions focused on the following themes: the enabling factors such as vision and mission, top leader, core competence, value chain, and culture, and the type of sustainability activities. All interviews were recorded and transcribed. Interviews took place in 90 minutes. This study also used the library study to search for the secondary data sources such as website and other published documents that illustrated and covered the company's history and elaborated the sustainability activities.

2.4 Data Analysis

The sequences of the analysis were as follows. The profile of each sustainability activities was taken from the document of sustainability activities from corporate website. The data were taken from in-depth interview concerning the enabling factors, the perspective of stakeholder and the type of sustainability activity. However, in completing the primary data provided by the interviewees, the data were completed with the secondary data.

Results

The Enabling Factors

Based on the interview data, it is concluded the selected companies- IND, NST, and TRK have had an advance understanding of business development, environmental variable including social. Environmental aspects as the part of sustainability development become the important aspect that must be determined in their business process. As it is supported by Bernal and Edgard (2003), there is building on principles of ecological economics which provide open system of analysis to the biosphere and incommensurability of certain values such as zero price natural resources including air and also zero monetary cost waste. Ecological economics has embraced the dynamics of economic, social, and environmental. The companies have view of sustainability that has a strong relation between human economic system and ecological system. In other words, the companies tries to maintain the harmony between economics, social and environment that connect to human culture and interaction. IND, NST, and TRK have sustainability framework and follow the initiation of sustainability supported by government as the government on behalf of the United Nations has run a series of conference to discuss and to solve problem concerning sustainability development.

Theoretically, based on Institutional Development Consultants (2012), there is a series of challenges and constraints to sustainable development that can be common across all primary sectors namely lack information about the sustainability issues, lack of capital and financing, and no national policies and strategies. In this case, IND, NST, and TRK have information/understanding of the issues. Government capacity is perceived enough to support the implementation. IND, NST, and TRK have capital and access to acceptable financing. The existence of multinational companies could support the sustainability implementation because they are considered as the entity having sufficient financing. The partnership between corporate

and government have worked optimally, because the Indonesian government has implemented the good coordination with IND, NST, and TRK as the private sectors.

The existing constraints of sustainability development require organization participation. Government cannot work alone to plan, to execute, and to evaluate sustainability developments due the constraints. The partnership with private sectors is involved because private sectors are supposed to have abundant resources to implement sustainability developments. The scope of sustainability development is too wide; thus government does not have sufficient resources to implement all. The cooperation with both private sector and non-governmental sectors are expected to contribute in achieving sustainability development goals and established indicators. The participation can be in the form of business planning, strategy, practices in daily operation. In addition, the organization can participate by implementing social activities in the form of corporate social responsibility.

IND, NST, and TRK as the private sectors also have vision and mission for giving guidelines in the future. These vision and mission give the guidelines for those corporates to do all business activities. It is important for IND, NST, and TRK to have vision and mission that support sustainability aspects. The sustainability socialization is in the form of organizational programs such as website, training programs, tagline, or annual report.

Leadership is also needed to support the sustainability implementation. Leadership can encourage environmental awareness and corporate social responsibilities (Hillestad et al., 2010). IND, NST, and TRK also have a good leadership. What have been implemented so far related the role of leadership is that leaders can influence and create the organizational culture through their attention, their behavior as role models, through formal

and informal rewards and recognitions; and through influencing recruitment, reward systems, promotions and succession. The leadership trait also envisions all the business line. Leadership can establish the great performance management system. The strong leadership can build the synergies inherent to create an agile company in responding business opportunities and changing business environment. The synergy of great leadership can also enhance the companies to achieve competitive advantage in coal mining industry and to consolidate operation across the business unit.

Related to the sustainability orientation, the leaders have created strong culture as stated by Elsbach and Sutton (1992). They have realized the need to replace old systems into sustainability orientation, and have spent time retiring them, while in the midst of creating new ones. They have considered the needs of individuals at all levels, who are used to operating in a different way, and have taken the time to explain, justify, and ultimately reward operating with sustainability orientation and substantially different ways. They have involved those being affected in the process of change, by including their ideas, needs, concerns and aspirations as part of the process of change toward sustainability orientation. They have made it worthwhile to change, motivating individuals to operate in line with spirit toward sustainability. They have provided the necessary education to change rather than simply assuming that people know how to change.

Related to core competence, it is needed to support sustainability orientation. It is relevant with the argument of Hamel and Prahalad (1990) that core competence should be prominent in supporting a firm achieve its purpose. The purpose in this case is sustainability orientation. IND, NST, and TRK have core competence that can support sustainable business process and also

contributes the stakeholder's benefit.

Value chain is also a tool to create customer value (Porter, 1985). It supports business activities, namely primary activities and supporting activities. Porter and Kramer (2006) also linked corporate social activities to corporate's value chain to achieve the best outcome. By linking the value chain and business activities, companies can redefine the business value chain to be more social oriented and focused more on communities and to meet companies' needs and to enable local cluster development. Eventually, communities become the partner of company and get actively involved in a business process. IND, NST, and TRK have value chain is also the important factors to sustain the business process

Value chain is needed to a long-term business success. NST has the value chain of Creating Shared Value (CSV) is defined as policies and operating practices that enhance competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates (Porter and Kramer, 2011). The concept of shared value also puts emphasis on societal needs. It also emphasizes that social harms or weaknesses can create internal costs

for firms—such as wasted energy or raw materials, costly accidents, and the need for remedial training to compensate for inadequacies in education. To mitigate societal harms, company can do innovation through using new technologies, operating methods, and management approaches—and as a result, increase their productivity and expand their markets.

The Framework of Stakeholder Perspective

Based on the theoretical framework that explains the importance of stakeholder (Russo & Perrini, 2010), Trakindo, Indika and Nestlé have focused on the importance of inter-stakeholder relationships, which emphasize dynamic relationships between stakeholders and the corporation. These companies believed as postulated by Phillips (2003) that certain stakeholders are critical for the organization and have the moral obligation to stakeholders. Trakindo, Indika and Nestlé also apply the stakeholder perspectives as argued by Spiller (2000) and Maignan et al. (2005). There are six different groups of stakeholder perspective that affect or are affected by Trakindo, Indika and Nestlé's practices. They include community, environment, employees, customers, suppliers, shareholders.

Table 1. The Stakeholder Perspective

Perspective	Business Practices	TRK	IND	NST
Community	Generous financial donations	Supporting Vocation School -in heavy equipment handling. Polytechnic.	Teaching Indonesia Movement	Donation
	Support for education and job training programmers			
	Direct involvement in community projects and affairs		Clinic for Employee.	

	Community volunteer programs	People empowerment after disaster. Minor operation for clef lips.		Health Movement.
	Support for the local community		Management of environmental, social, health and safety impacts on the local communities. Local labor recruitment and local business opportunities. Economic empowerment support	
	Campaigning for environmental and social change			Healthy Breakfast Campaign Breakfast Cereal Social Gathering School Competition Nutrition Caravan Healthy Kids Nutrition Institute
	Efficient and effective community activity		Local empowerment	
Environment	Environmental policies, organization and management	Safety, Health and Environment (SHE)	Use of material, water and energy	Water Management in Production Process Environment conservation

	Materials policy of reduction, reuse and recycling	Reduction, reuse and recycling.	Reduction, reuse and recycling.	Reduction, reuse and recycling.
	Monitoring, minimizing and taking responsibility for releases to the environment		Biodiversity conservation.	Emission Control. World Wildlife Fund.
	Waste management	Water source management.	Friendly waste disposal methods.	Packaging waste management. Extended producer responsibility.
	Energy conservation	Greening Office.		
	Public dialogue and disclosure	—Green schooll program.		
Employees	Environmental audits	Monitoring.	Monitoring.	
	Fair remuneration		Conducting survey remuneration.	
	Effective communication	Portal, newsletter, kick-off meeting, email.	Manage direct communication.	
	Learning and development opportunities	Applying 6 sigma to increase the employee competition.	Building competency model. Leading human capital forum. Human capital service system.	
	Fulfilling work A healthy and safe work environment	Good remuneration. Green office.		Green office.
	Equal employment opportunities	Gender equality.	Gender equality.	Gender equality.

	Competent leadership	Training.		
Customer	Full product disclosure		Clear information related to the product.	Consumer information.
	Leadership in research and development			Research and development.
	Customer dialogue		Regular communication with the management.	
			Technical assistance in the use of products.	
	Safe products	Green/Eco-product.		
	Environmentally and socially responsible product composition		Product information.	
Suppliers	Develop and maintain long-term purchasing relationships	Transparent procurement with Caterpillars.	Maintain a good relationship. Routine meetings. Routine reports.	Creating collaboration with dairy, coffee, and cocoa.
	Clear expectations		Participative in the HSE initiatives. Capacity building.	
	Pay fair prices and bills according to terms agreed upon		Dialogue with supplier. Discussion.	
Shareholders	Good rate of long-term return to shareholders		Maintain relationship especially local government.	Corporate Equity Monitor . Yearly consumer survey.

Evaluation of
CSV programs.

Disseminate comprehensive and clear information	Using balanced scorecard that is transparent for stakeholders including customer.	Updating the product price.
Develop and build relationships with shareholders	Good relationship with Ministry of Trading, Public Work, Ministry of Labor.	Doing cooperation with Ministry of Energy, Ministry of Forestry, and Local government.
Annual reports provide a picture of the company's performance	Shareholder General Meeting.	Shareholder General Meeting Annual report
Open communication with financials community		Regular meeting with the Board. Official meetings, hearing with the legislative or executive. Exposure and presentations.

Type of Sustainability Activities

TRK, IND, and NST have applied sustainability activities as the corporate social initiatives. These three companies implemented corporate social responsibility that relate companies to integrate social and environmental concerns into their business operations and in their interactions with their stakeholders on a voluntary basis. The driving factors in implementing corporate social responsibilities are stakeholder driven, performance driven and motivation driven. It is relevant with Basu and Palazzo (2008) that also suggest three fundamental driving factors for doing corporate social responsibility activities. There are stakeholder driven, performance driven and motivation driven.

Stakeholder driven is related to the demand of stakeholders including non-governmental action, government, and pressure groups. Performance driven is related to the concept of good ethics is good for doing business and financial gains. Motivation driven is related to either extrinsic motives including corporate image improvements, preempting legal penalties or intrinsic motives such as commitment to ethical issues.

NST has implemented corporate social marketing that supports behavior change campaign. NST implements social marketing to support healthy behavior of consuming healthy products. As Lefebvre (2011) stated that social marketing as the application of marketing principles to shape markets that are

more effective, sustainable and just in advancing people's well-being and social welfare. NST is also implementing creating shared values. It is about operating practice that enhance competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates. The sustainability development concept in NST is embedded in business process. Furthermore, from the perspective stakeholder, the partnership of Nestlé can be considered as the focus on environment and society. Social economic enterprises involved in partnerships for development typically do not face the same (motivational) tensions that corporations face, as they are naturally oriented to helping other organizations develop and see this as inherently part of their mandate as a "win-win" proposition (Reed & Reed, 2004).

4. Conclusion

According to the research objectives of this study, the sustainability of the companies which has a different perspective to implement of the sustainability development in the perspective company stakeholders as follows. TRK, IND, and NST have set the ultimate goals for sustainability development, their goals are in line with corporate vision and mission for strengthening their company, community and environment where the stakeholders perspective of the sustainability development has already been implemented. TRK, IND, and NST have already implemented the sustainability development in the perspective's stakeholder, the internal orientation has strengthening of the employee, supplier, and customer by openly transference from top to bottom in the company of the financial matter has equal distribution to the employee, the quality of the product has reach standard for the customer, the string attach with the supplier as a partner. The companies also enacted the ethical standard of the services in their operation.

TRK, IND, and NST also have set the

long relationship and built partnership with external environment like the community, government, stakeholders and environmental. The companies have long experiences to build that matter with the various aid and grant to the community with the strengthening the education from the basic to the high school in rural surrounding the establishment branch of the company. The strength of the community with increasing the quality of household in the very basic needs to support the production for the shake of the mutual benefit of the sustainability development. Implemented ethical operation and government regulation is necessarily concern of the companies.

TRK, IND, and NST have strong confidence to rebuild the community and environment and conducive business operation in Indonesia. The support of the program from the companies implemented, it is part of the give back of the company to Indonesian society as a whole where the companies have already taken benefit profit from their environment.

The study is the implementation of sustainability development in the perspective stakeholder where the companies by awareness or unconscious have already set the program to empowerment of the community, environment through partnership with NGOs and local authority by the humanitarian orientation of the companies to Indonesian Society. The suggestion according to finding of the study is the program should be in line with the central and the local government in order to avoid overlapping program implementation who have done with other the companies, NGOs and Government.

References

- Abreu, R., David, F. and Crowther, D. 2005. Corporate Social Responsibility in Portugal Empirical Evidence of Corporate Behavior. *Corporate*

Governance, 5 (5): 3–18.

- American Psychological Association. (1972). *Ethical standards of psychologists*. Washington, DC: American Psychological Association.
- Anderson, C. A., Gentile, D. A., & Buckley, K. E. (2007). *Violent video game effects on children and adolescents: Theory, research and public policy*. <http://dx.doi.org/10.1093/acprof:oso/9780195309836.001.0001>
- Bass, B.M., & Avolio B.J. 1990. The Implications of Transactional and Transformational Leadership for Individual, Team, and Organizational Development. *Research in Organizational Change and Development*, 4, 231–272.
- Beck, C. A. J., & Sales, B. D. (2001). *Family mediation: Facts, myths, and future prospects* (pp. 100-102). Washington, DC: American Psychological Association. <http://dx.doi.org/10.1037/10401-000>
- Belward, A.; Mayaux, P.; Roggeri, P.; Leo, O. 2009. Sustainable Development in Developing Countries: the ACP: African-Caribbean-Pacific Observatory', 5th International Vilnius Conference, Vilnius, Lithuania, 209-213.
- Bernal, E. and Edgar, D. 2012. The Development of a Model of Sustainability Management, based on Biological Ethics. *International Journal of Management*, 29 (30): 177-188.
- Bernstein, T. M. (1965). *The careful writer: A modern guide to English usage* (2nd ed.). New York, NY: Atheneum.
- Bhattacharya, C. B., Korschun, D., and Sen, S. 2009. Sustainability-Driven Implementation of Corporate Social Responsibility: Application of the Integrative Sustainability Triangle, *Journal of Business Ethics*, 85: 517–533.
- Bjork, R. A. (1989). Retrieval inhibition as an adaptive mechanism in human memory. In H. L. Roediger III, & F. I. M. Craik (Eds.), *Varieties of memory & consciousness* (pp. 309-330). Hillsdale, NJ: Erlbaum.
- Bowen, H. 1953. *Social Responsibilities of the Businessman*, Harper & Row, New York, NY.
- Brundtland, G.H. 1987. *Our Common Future. Report of the World Commission on Environment and Development*. Oxford University Press, Oxford.
- Christofi, A., Christofi, P., Sisaye, S. 2012. Corporate Sustainability: Historical Development And Reporting Practices. *Management Research Review*, 35 (2): 157-172.
- Cress, C. M. (2009). *Curricular strategies for student success and engaged learning* [PowerPoint slides]. Retrieved from http://www.vtcampuscompact.org/2009/TCL_post/presenter_powerpoints/Christine%20Cress%20-%20Curricular%20Strategies.ppt
- Dose, J.J.1997. Work Values: An Integrative Framework and Illustrative Application to Organization. *Journal of Occupational and Organizational*

- Psychology*, 70: 219.
- Driedger, S. D. (1998, April 20). After divorce. *Maclean's*, 111(16), 38-43.
- Drucker, P. 1973. *Management: Tasks, Responsibilities, Practices* (New York: Harper & Row).
- Dunham, L., Freeman, R. E. and Liedtka, J. 2006. Enhancing Stakeholder Practice: A Particularized Exploration of Community. *Business Ethics Quarterly*, 16 (1): 23–42.
- Dyllick, T. and Hockerts, K. 2002. Beyond the Business Case for Corporate Sustainability. *Business Strategy and the Environment*, 11: 130–141.
- Elsbach, K.D. and Sutton, R.I. 1992. Acquiring Organizational Legitimacy through Illegitimate Actions – A Marriage of Institutional and Impression Management Theories. *Academy of Management Journal*, 35 (4): 699-738.
- European Commission: 2002, A Business Contribution to Sustainable Development 2002 (COM, 347 final), <http://ec.europa.eu/>. Retrieved October 20, 2013.
- Gibbs, J. T., & Huang, L. N. (Eds.). (1991). *Children of color: Psychological interventions with minority youth*. San Francisco, CA: Jossey-Bass.
- Gilbert, D. G., McClernon, J. F., Rabinovich, N. E., Sugai, C., Plath, L. C., Asgaard, G., ... Botros, N. (2004). Effects of quitting smoking on EEG activation and attention last for more than 31 days and are more severe with stress, dependence, DRD2 A 1 allele, and depressive traits. *Nicotine and Tobacco Research*, 6, 249-267. <http://dx.doi.org/10.1080/14622200410001676305>
- Goleman, D. (2009). What makes a leader? In D. Demers (Ed.), *AHSC 230: Interpersonal communication and relationships* (pp. 47-56). Montreal, Canada: Concordia University Bookstore. (Reprinted from *Harvard Business Review*, 76(6), pp. 93-102, 1998).
- Gray, R. 2006. Social, environmental and Sustainability Reporting and Organizational Value creation? Whose Value? Whose Creation?, *Accounting, Auditing & Accountability Journal*, 19 (6): 793-819.
- Guignon, C. B. (1998). Existentialism. In E. Craig (Ed.), *Routledge encyclopedia of philosophy* (Vol. 3, pp. 493-502). London, England: Routledge.
- Hair, J.F., Bush, R.P and Ortinau, D.J. 2009. *Marketing Research*. McGraw-Hill.
- Hamel, G. and Prahalad, C.K. 1990. The Core Competence of the Corporation. *Harvard Business Review*, 79-91.
- Healey, D. (2005). *Attention deficit/hyperactivity disorder and creativity: An investigation into their relationship* (Unpublished doctoral dissertation). University of Canterbury, Christchurch, New Zealand.
- Herculano-Houzel, S., Collins, C. E., Wong, P., Kaas, J. H., & Lent, R. (2008). The basic nonuniformity of the cerebral cortex. *Proceedings of the National Academy of Sciences*, 105, 12593-12598. <http://dx.doi.org/10.1073/pnas.0805417105>

- Hillestad, T., Xie, C., Haugland, S.A. 2010. Innovative Corporate Social Responsibility: The Founder's Role in Creating a Trustworthy Corporate Brand through Green Innovation. *Journal of Product & Brand Management*, 19 (6): 440-451.
- Høgevoid, N.M. & Svensson, G. 2011. A Business Sustainability Model: A European Case Study. *Journal of Business and Industrial Marketing*, 27 (2): 142-151.
- <http://www.nestle.co.id/eng/aboutus>
- <http://www.nestle.co.id/eng/aboutus/halal>
- Jamali, D. 2008. A Stakeholder Approach to Corporate Social Responsibility: A Fresh Perspective into Theory and Practice. *Journal of Business Ethics*, 82: 213-231.
- Kleine, Al. & von Hauff, M. 2009. Sustainability-Driven Implementation of Corporate Social Responsibility: Application of the Integrative Sustainability Triangle. *Journal of Business Ethics*, 84: 517-33.
- Klimoski, R., & Palmer, S. (1993). The ADA and the hiring process in organizations. *Consulting Psychology Journal: Practice and Research*, 45(2), 10-36.
<http://dx.doi.org/10.1037/1061-4087.45.2.10>
- Koellner, T., Weber, O., Fenchel, M. and Scholtz, R. 2005. Principles for Sustainability Rating of Investment of Funds, *Business Strategy and the Environment*, 14 (1): 54-70.
- Kotler, P. & Keller, K.L. 2013. *Marketing Management*. Pearson:Boston.
- Kotler, P. & Lee, N. 2004. *Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause*. Hoboken NJ Wiley.
- Kotler, P., and Zaltman, G. 1971. Social Marketing: An Approach to Planned Social Change. *Journal of Marketing* 35: 3-12.
- Kubrick, S. (Director). (1980). *The Shining* [Motion picture]. United States: Warner Brothers.
- Lee, N.R., and Kotler, P. 2011. *Social Marketing: Influencing Behaviors for Good*. Sage Publication, Los Angeles.
- Lefebvre, R.C. 2011. An integrative model for social marketing, *Journal of Social Marketing* 1: 54-72.
- Lingán, J., Cutter, A., Cornforth, J. and Ullah, F. 2012. UNDESA Survey on the Sustainable Development Goals Synthesis of Responses from UN Member State Missions, Stakeholder Forum for a Sustainable Future.
- Liu, S. (2005, May). *Defending against business crises with the help of intelligent agent based early warning solutions*. Paper presented at the Seventh International Conference on Enterprise Information Systems, Miami, FL. Abstract retrieved from http://www.iceis.org/iceis2005/abstracts_2005.htm
- Luo, X. and Bhattacharya, C. B. 2006. Corporate Social Responsibility, Customer Satisfaction, and Market

- Value. *Journal of Marketing*, 70 (4): 1–18.
- MacIntyre, L. (Reporter). (2002, January 23). Scandal of the Century [Television series episode]. In H. Cashore (Producer), *The fifth estate*. Toronto, Canada: Canadian Broadcasting Corporation.
- Maignan, I., Ferrel, O. and Ferrel, L. 2005. A Stakeholder Model for Implementing Social Responsibility in Marketing. *European Journal of Marketing*, 29 (10): 956–977.
- Mayasari, I. Communication Corporate Social Responsibility to Publics: Study of Website Publication of Indonesian Companies. The Conference of Society of Interdisciplinary Business Research, Bangkok, Thailand, 16-18 Juni 2011.
- Mayasari, I., Wiadi, I., Naomi, P. Hendrowati, R. and Rahmania, T. 2013. Biogas Program: Case Study of Nestlé. Partnership with Nestlé and CCCPHI. Unpublished Report.
- Mayasari, I. 2013. Integrative Business Understanding of Sustainability Development Orientation in Business Strategy Based on the Stakeholder Perspectives, Presented in The 1st Annual International Scholars Conference in Taichung, Taiwan.
- Mayasari, I., Wiadi, I., Sudarmanti, R., Maharani, A., and Hendrowati, R. 2012. PT Trakindo Utama's Concerns About Promoting Education In Indonesia. *Growing Inclusive Market Indonesia Cases*, Volume 2, Part 1. Global Compact Network Indonesia.
- McLuhan, M. (1970a). *Culture is our business*. New York, NY: McGraw-Hill.
- McLuhan, M. (1970b). *From cliché to archetype*. New York, NY: Viking Press.
- Mellers, B. A. (2000). Choice and the relative pleasure of consequences. *Psychological Bulletin*, 126, 910-924. <http://dx.doi.org/10.1037/0033-2909.126.6.910>
- Nestlé Indonesia, Creating Shared Value 2011.
- Nindyati, A.D., Mayasari, I., Sitepu, T.J., Wahyuti, T., Siraj, F.M. 2012. Studi Kasus Pola Kemitraan Ideal untuk Mengoptimalkan Sharing Benefit. Presented in Research Day, University of Paramadina
- Papasolomou-Doukakis, I., Krambia-Kapardis, M. and Katsioloudes, M. 2005. Corporate Social Responsibility: The Way Forward? Maybe Not!’, *European Business Review*, 17(3): 263–279.
- Papasolomou-Doukakis, I., & Kitchen, P.J. 2011. Cause Related Marketing: Developing a Tripartite Approach with BMW. *Corporate Reputation Review*, 14 (1): 63–75
- Paramadina University and Indonesia Office of the Special Envoy on Millennium Development Goals. 2011. Mapping of Millennium Development Goals Implementation for Private Organization in Indonesia.
- Paramadina University and Indonesia Office of the Special Envoy on Millennium Development Goals. 2012. Mapping of Millennium Development Goals Implementation for Private Organization in Indonesia.

- Pham, D.T. and Thomas, A.J. 2012. Fit Manufacturing: A Framework for Sustainability. *Journal of Manufacturing Technology Management*, 23 (1): 103-123.
- Phillips, R. 2003. Stakeholder Legitimacy. *Business Ethics Quarterly*, 13: 25–41.
- Porter, M. E. 1998. *The Competitive Advantage: Creating and Sustaining Superior Performance*. New York: Free Press.
- Porter, M.E. 1985. *Competitive Advantage: Creating and Sustaining Superior Performance* (New York: Free Press).
- Porter, M. and Kramer, M. Creating Shared Value: How to Fix Capitalism and Unleash a New Wave of Growth. *Harvard Business Review*, January 2011.
- Porter, M. and Kramer, M. 2006. The Link between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review* 84(12): 78-92.
- Post, J. E., Preston L. E., and Sachs S. 2002. Managing the Extended Enterprise: The New Stakeholder View. *California Management Review*, 45 (1): 6–28.
- Postman, N. (1979). *Teaching as a conserving activity*. New York, NY: Delacorte Press.
- Postman, N. (1985). *Amusing ourselves to death: Public discourse in the age of show business*. New York, NY: Viking.
- Public Health Institute and Company
Community Partnership for Health in Indonesia. 2012. *Turn Waste into Benefit: Credit Access for Dairy Farm*. A Partnership of Nestlé Indonesia and Hivos.
- Pülz, H., Prokofieva, I., Berg, S., Rametsteiner, R., Aggestam, F. Wolfslehner, B. 2012. Indicator Development in Sustainability Impact Assessment: Balancing Theory and Practice. *European Journal Forest Research*, 131: 35-46.
- Rametsteiner, E., Berg, S., Laurijssen, J., Le-Net E., Lindner M., Peuhkuri, L., Schweinle, J., Votter, D. 2008. Revised FWC-Sustainability Indicators Set Document. EFORWOOD Deliverable.
- Reed, A.M. and Reed, D. 2009. Partnership for Development: Four Models of Business Involvement. *Journal of Business Ethics*, 90: 3-37.
- Robinson, J. 2004. Squaring the Circle? Some Thoughts on the Idea of Sustainable Development. *Ecological Economics*, 48: 369-384.
- Russo, A. and Perrini, F. 2010. Investigating Stakeholder Theory and Social Capital: CSR in Large Firms And SMEs. *Journal of Business Ethics*, 91: 207-221.
- Saling, P., Kicherer, A., Dittrich-Kraemer, B., Wittlinger, R., Zombik, W., Schmidt, I., Schrott, W. and Schmidt, S. 2002. Eco-Efficiency Analysis by BASF— The Method. *International Journal of Life Cycle Assessment*, 7(4): 203–218.
- Schaltegger, S. & Burritt, R. 2005. Corporate Sustainability in H. Folmer and T. Tietenberg (eds.), *The International Yearbook of environmental and Resource Economics—A Survey of Current Issues* (Edward Elgar,

Cheltenham et al.), 185–222.

<http://dx.doi.org/10.1037/10762-000>

Schein, E.H. 1983. The Role of The Founder In The Creation Of Organizational Culture. *Organizational Dynamics*, (12)1: 13-28.

Semenak, S. (1995, December 28). Feeling right at home: Government residence eschews traditional rules. *Montreal Gazette*, p. A4.

Sisaye, S. 2012. An Ecological Analysis of Four Competing Approaches to Sustainability Development: Integration of Industrial Ecology and Ecological Anthropology Literature. *World Journal of Entrepreneurship, Management, Sustainable Development*, 8 (1): 18-35.

Spiller, R. 2000. Ethical Business and Investment: A Model for Business and Society, *Journal of Business Ethics*, 27: 149–160.

Strong, E. K. Jr., & Uhrbrock, R. S. (1923). Bibliography on job analysis. In L. Outhwaite (Series Ed.), *Personnel Research Series: Vol. 1. Job analysis and the curriculum* (pp. 140-146).

Svensson, G. and Wagner, B. 2011. Transformative Business Sustainability-Multi Layer Model and Network of E-Footprint Sources. *European Business Review*, 23 (4): 334-52.

Swa. Trakindo Utama, Menjalankan Bisnis Secara Disiplin Sesuai Spirit Generasi Pertama. June 2013. <http://swa.co.id/entrepreneur/trakindo-utama-menjalankan-bisnis-secara-disiplin-sesuai-spirit-generasi-pertama>. Accessed on Thursday, September 4, 2014 at 5.53.pm.

Veleva, V., Hart, M., Greiner, T., and Crumbley, C. 2003. Indicators for Measuring Environmental Sustainability: A Case of the Pharmaceutical Industry. *Benchmarking: An International Journal*, 10 (2): 107-118.

Window on the World. 2011. Five Decades of Development Debate on Sustainability, *Development*, 54 (2): 271-81.

Yin, R. K. 2009. *Case Study Research: Design and methods* (4th ed.). Thousand Oaks, CA: Sage.