

ORGANIZATIONAL SOCIAL RESPONSIBILITY IN STRENGTHENING MEMBER PERFORMANCES

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ABSTRACT

Every organization must have a work program and vision and mission in carrying out its duties and activities. To carry out the work program, the organization must have responsibilities from the members of the organization. In this study, researchers conducted research on the Management Student Association of the State University of Jakarta which aims to analyze the organizational responsibilities of the Student Association Management Organization of the State University of Jakarta in improving the work program and performance of its members. This research uses a qualitative approach with a case study method to gain an in-depth understanding of organizational responsibility and its impact on member performance. Data were collected through in-depth interviews and participatory observation. The results showed that HIMA Management has a strong responsibility towards its members. The organization provides personal development programs, training, academic activities, and social support that contribute to improved member performance.

Keywords: Organizational social responsibility, Member performance, Organizational management

ABSTRAK

Setiap organisasi pasti memiliki program kerja dan visi misi dalam menjalankan tugas dan kegiatannya. Untuk menjalankan program kerja tersebut, organisasi harus mempunyai tanggung jawab dari anggota organisasi. Pada studi ini, peneliti melakukan penelitian pada organisasi Himpunan Mahasiswa Rumpun Manajemen Universitas Negeri Jakarta yang bertujuan untuk menganalisis tanggung jawab organisasi HIMA Manajemen Universitas Negeri Jakarta dalam meningkatkan program kerja dan kinerja anggotanya. Penelitian ini menggunakan pendekatan kualitatif dengan metode studi kasus untuk mendapatkan pemahaman yang mendalam tentang tanggung jawab organisasi dan dampaknya terhadap kinerja anggota. Data dikumpulkan melalui wawancara mendalam dan observasi partisipatif.

Hasil penelitian menunjukkan bahwa HIMA Manajemen memiliki tanggung jawab yang kuat terhadap anggotanya. Organisasi ini menyediakan program-program pengembangan pribadi, pelatihan, kegiatan akademik, dan dukungan sosial yang berkontribusi pada peningkatan kinerja anggota.

Kata kunci: Tanggung jawab sosial organisasi, Kinerja anggota, Manajemen organisasi

INTRODUCTION

Organizations play an essential role as social systems that connect individuals who share common goals, visions, and missions. Robbins and Coulter (2009) defines an organization as a consciously coordinated social unit with identifiable boundaries that functions continuously to achieve collective objectives. Stoner (2006) further emphasizes that organizations consist of relationship patterns among individuals under leadership direction to pursue common purposes. Every organization possesses a vision, mission, and work programs that guide the implementation of its activities. The successful implementation of these programs requires responsibility from organizational members. Responsibility reflects an individual's participation, commitment, self-control, and willingness to contribute to organizational tasks and objectives. Through organizational responsibility, members are encouraged to develop accountability and dedication in carrying out their duties effectively.

In the context of higher education, student organizations serve as important platforms for developing students' competencies, leadership, and social skills. One of these organizations is the Management Student Association (Himpunan Mahasiswa Manajemen/HMM), which plays a strategic role in empowering management students and supporting their academic and non-academic development. As a student organization, HMM is expected to foster member participation, provide organizational experiences, and prepare students to face future professional challenges. Universitas Negeri Jakarta (UNJ), as one of the prominent universities in Indonesia, has an active Management Student Association that contributes significantly to student development. However, achieving organizational goals and improving member quality require strong organizational responsibility. Organizational responsibility in this context includes personal development programs, leadership training, academic activities, and social support provided to members. These responsibilities are expected to strengthen member performance and enhance organizational effectiveness (Khairunnisa et al., 2023).

Previous studies have highlighted the importance of organizational support and responsibility in improving individual performance and engagement within organizations (Rusten et al., 2020). Nevertheless, limited studies have specifically examined how organizational responsibility is implemented within student organizations and how it influences member performance in higher education settings. Therefore, this study seeks to fill this gap by exploring the organizational responsibility practices within the Management Student Association at UNJ. This study aims to analyze the role of organizational social responsibility in strengthening the performance of members of the Management Student Association at Universitas Negeri Jakarta. Using a qualitative case study approach, this research explores how organizational responsibilities are implemented and how they contribute to member performance improvement. Data were collected through in-depth interviews and participant observation involving members of the organization. Furthermore, the data were analyzed inductively to identify emerging themes related to organizational responsibility and member performance. This research is expected to contribute theoretically and practically to the development of student organizations in higher education institutions. The findings may provide insights for improving organizational programs, enhancing member performance, and optimizing the role of student organizations in shaping competent and responsible individuals. Additionally, this study may serve as a reference for other student organizations seeking to strengthen organizational responsibility and member development.

LITERATURE REVIEW

Organizational Management Responsibilities

Fleming (2026) explains that responsibility is the ability to make appropriate and effective decisions. Appropriate means making the best choices within common social norms, aimed at strengthening positive relationships between people, their security, success, and personal happiness. For example, responding to a greeting with smile. Response, which is effective, inside others, referring to response, which helps children achieve goals that ultimately enhance their self-esteem. For example, when studying in a group, children need to get permission from their parents. Responsible for carrying out routine tasks without being reminded, able to explain their activities, not excessively blaming others, able to make choices among several options, focused on learning complex subjects, and having a strong interest in deepening their field of study. Ability to communicate with other members of the group, honor rules, willing to present results, work in a group, and have the skills to express opinions. In addition, be able to admit mistakes without giving made-up reasons. Stoner (2006) defines management as the process of planning, organizing, directing and supervising the efforts of the members of the organization and the use of resources of the organization so that it can reach the objectives the organization has set. Management is generally often associated with activities in the organization in the form of planning, organizing, controlling, directing, and supervising. The term management comes from the verb *to manage*, which means to handle or organize.

Optimization Organizational Performance

According to Kucińska-Landwójtowicz et al. (2023), performance is a description of the level of achievement of the implementation of a program, activity or policy. In realizing the target, objective, vision, and mission of an organization, which is poured into an organization's strategic planning. Optimization is an effort to improve performance in a work unit or individual related to the public interest, in order to achieve satisfaction and success in carrying out the activity (Notoatmojo, 2011). Optimization performance is process management which involves the use data and analysis to understand and improve organizational performance (Jailani, 2012). Optimization is a size that causes achievement of objectives, whereas from a business perspective, optimization is the effort to maximize activities to achieve desired profits. From this description, it is clear that optimization can only be achieved if it is carried out effectively and efficiently. In organization management, the goals are always directed to achieve results effectively and efficiently to be optimal.

METHOD

This study employed a qualitative research method with a descriptive approach. Qualitative descriptive research aims to explore and describe social phenomena systematically without testing hypotheses. The study was conducted within the Management Student Association at Universitas Negeri Jakarta (UNJ). The primary informant in this research was the Chief Executive Officer (CEO) of the organization. Data were collected through interviews, observations, and documentation studies. In-depth interviews were conducted with the CEO of the Management Student Association to obtain information regarding organizational responsibilities, work programs, and member performance. In addition, documentation such as journals, books, and related articles was used to support the research findings. The data analysis technique employed in this study was the interactive analysis model proposed by Miles et al. (2014), which consists of three stages: data reduction, data display, and conclusion drawing/verification. Data reduction was conducted

by selecting and simplifying relevant information obtained from the interviews and documentation. Subsequently, the data were organized and presented systematically to facilitate interpretation. Finally, conclusions were drawn based on the interconnected findings derived from the collected data.

RESULTS AND DISCUSSION

Identifying the Forms of Organizational Social Responsibility

Organizational social responsibility reflects an organization's commitment to carrying out activities that create positive impacts on society, stakeholders, and the surrounding environment. In organizational studies, social responsibility is not only associated with corporate institutions but can also be implemented within educational and student organizations. According to ISO 26000, organizational social responsibility refers to the responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behavior that contributes to sustainable development, public welfare, and stakeholder interests while complying with applicable laws and international norms of behavior (Chakroun et al., 2019). This definition highlights that organizations are expected to balance organizational objectives with social and ethical responsibilities. The concept of organizational social responsibility is closely related to sustainability theory, which encourages organizations to develop policies and practices that maintain social, economic, and environmental sustainability for future generations. Sustainability theory emphasizes that organizational success should not only be measured by short-term achievements but also by long-term contributions to society and stakeholder welfare. In the context of student organizations, sustainability-oriented activities can foster leadership, social awareness, collaboration, and responsibility among members.

Based on the findings obtained through interviews, observations, and documentation studies, the Management Student Association (HIMA Management) at Universitas Negeri Jakarta has implemented several forms of organizational social responsibility aligned with the principles of the Tri Dharma of Higher Education, namely education, research, and community service. The implementation of these activities demonstrates the organization's effort to contribute not only to student development but also to the broader community environment. One of the identified forms of organizational social responsibility is the implementation of educational and faculty service programs, such as *Serving Management* and *Serving FE*. These programs were designed to provide academic support, strengthen student solidarity, and create positive relationships among students within the faculty environment. Through these activities, members actively participated in mentoring, educational assistance, and collaborative programs aimed at improving academic and organizational experiences. The findings revealed that such programs encouraged members to become more responsible, communicative, and cooperative in carrying out organizational duties.

Another important form of social responsibility implementation identified in this study is community-based research and social activities. HIMA Management conducted research activities focusing on issues occurring within the surrounding community environment. These activities allowed members to understand real social problems while developing analytical and problem-solving skills. Furthermore, members were encouraged to participate in social service activities that directly interacted with the community. Such involvement strengthened members' empathy, leadership, and social sensitivity, which are important aspects of organizational performance. The findings also indicate that HIMA Management has attempted to implement organizational responsibility systematically by developing activity guidelines and work programs that align with organizational objectives. This condition is relevant to Corporate Social Responsibility (CSR) performance measurement theory, which explains that organizations require clear indicators and structured evaluation systems to assess the effectiveness of social responsibility programs (Rusten et al.,

2020). In this context, HIMA Management evaluates organizational activities based on member participation, program implementation, teamwork quality, and the positive impacts generated from organizational activities. These indicators help the organization assess whether social responsibility objectives have been achieved effectively.

In addition, the implementation of organizational social responsibility contributes to strengthening member performance. Members involved in organizational activities demonstrated improved discipline, teamwork, leadership abilities, communication skills, and organizational commitment. Participation in social programs also enhanced members' self-confidence and their ability to adapt to organizational challenges (Scelles et al., 2025). The interview results revealed that organizational activities provided valuable learning experiences that supported members' personal and professional development. The implementation of organizational social responsibility within HIMA Management also creates a supportive organizational culture that encourages collaboration and active participation among members. Through continuous involvement in social and educational programs, members develop a sense of belonging and accountability toward the organization. This condition affects organizational effectiveness because members become more motivated to contribute actively to organizational goals and activities.

The findings demonstrate that organizational social responsibility within HIMA Management Universitas Negeri Jakarta has been implemented through educational programs, community service activities, and social research initiatives that support both organizational and societal development. These activities not only contribute to the welfare of students and society but also play an important role in strengthening member performance and organizational commitment. Therefore, organizational social responsibility can be considered an important strategy in developing competent, responsible, and socially aware members within student-based organizations.

Distribution of Member Responsibilities

The distribution of responsibilities within an organization is an important aspect of organizational sustainability and performance management. Effective responsibility distribution enables organizations to optimize member potential, improve organizational performance, and achieve collective goals efficiently. In organizational management, responsibility distribution is not only related to task allocation but also to the process of ensuring that each member understands their role, duties, and contribution toward organizational objectives. This study found that the Management Student Association (HIMA Management) at Universitas Negeri Jakarta implemented a structured distribution of responsibilities to support organizational sustainability and member performance. The organization adopted management practices that allowed members to participate actively according to their competencies, interests, and organizational positions. Through a clear division of roles and responsibilities, the organization sought to maintain organizational effectiveness while strengthening member engagement and accountability.

The findings of this study are closely related to study by Thao et al. (2019). This study explains that organizations need to manage resources effectively to improve performance and achieve sustainable organizational goals. Performance management refers to the process of monitoring and evaluating organizational and individual achievements over a certain period of time. Within HIMA Management, the distribution of responsibilities can be interpreted as part of a sustainability strategy because each member is assigned specific duties that contribute to the continuity of organizational programs and activities. The organization divided responsibilities into several functional areas according to the structure and nature of work within the organization. Each division and member was assigned particular tasks and targets to ensure that organizational activities could be carried out effectively. The findings revealed that the clear allocation of responsibilities encouraged members to become more disciplined and responsible in completing their assignments. In

addition, the organization conducted periodic evaluations and monitoring processes to assess member performance and ensure that responsibilities were implemented properly.

Every member has a specific role that includes responsibilities, expectations, and functions that support organizational objectives. In this context, the distribution of responsibilities within HIMA Management was conducted based on the role and position of each member within the organization. The findings showed that members understood their organizational roles through organizational guidelines, work programs, and direct coordination with organizational leaders. Each member was expected to perform tasks according to their assigned role while maintaining collaboration with other members. This condition created a more organized and systematic work environment within the organization. Furthermore, members reported that the clear distribution of responsibilities helped them understand organizational expectations and improved their ability to work effectively in teams.

In implementing responsibility distribution, HIMA Management also applied the POAC management functions, namely Planning, Organizing, Actuating, and Controlling. In the planning stage, the organization established organizational objectives and designed work programs to achieve them. During the organizing stage, responsibilities were distributed according to members' expertise, interests, and organizational positions. The actuating process involved directing and motivating members to carry out their responsibilities effectively, while the controlling stage focused on monitoring and evaluating the implementation of organizational activities. The implementation of POAC management functions contributed to organizational effectiveness and member performance (Robbins & Coulter, 2009). Members became more aware of their responsibilities and were encouraged to participate actively in organizational activities. In addition, the fair distribution of responsibilities increased members' motivation and commitment toward organizational goals. The findings also indicated that assigning responsibilities according to members' competencies helped improve teamwork quality and organizational productivity. Overall, the distribution of responsibilities within HIMA Management Universitas Negeri Jakarta demonstrates that effective organizational management plays an important role in strengthening member performance and organizational sustainability. I am running a few minutes late; my previous meeting is running over.

Program Guidelines and Organizational Social Responsibility

Program guidelines and organizational social responsibility are important elements in ensuring that organizational activities are implemented systematically and aligned with organizational goals. Clear guidelines help members understand their roles, responsibilities, and expected contributions within the organization. In student organizations, organizational guidelines also function as a framework for developing member participation, collaboration, and accountability in carrying out work programs and social activities. Each member has a specific role that includes responsibilities, expectations, and functions that contribute to achieving organizational objectives. Through clear organizational guidelines, members can better understand their duties and perform their responsibilities effectively. The implementation of organizational guidelines is also supported by Power and Authority Theory introduced by Max Weber (Lawrence & Lee, 2010). This theory emphasizes the importance of authority and power distribution within organizations to maintain organizational effectiveness and coordination. The distribution of responsibilities is closely related to the level of authority assigned to each organizational member. In HIMA Management, organizational leaders distribute authority and responsibilities according to members' positions and competencies, enabling organizational activities to be conducted more efficiently and systematically. The findings of this study indicate that HIMA Management uses both theories to establish clear guidelines for organizational programs and social responsibility activities. These guidelines provide members with direction regarding

organizational expectations and their contributions to organizational sustainability and performance. Furthermore, the guidelines help coordinate organizational activities and ensure that all work programs are implemented according to organizational objectives.

In implementing organizational social responsibility, HIMA Management adopts the principles of the Tri Dharma of Higher Education, which include education, research, and community service. Several organizational programs were developed based on these principles, including (a) E-Learning programs for UNJ students, (b) research activities, (c) community service programs, (d) Spartan activities, (e) ATM (*Ask The Manager*) as a forum for communication and student aspirations, (f) Achievement Talkshows, and (g) MTM (*Meet The Manager*) activities. These programs aim to strengthen academic development, improve communication between students and organizational leaders, and enhance member participation in social and educational activities. The implementation of clear program guidelines and organizational social responsibility within HIMA Management contributes positively to organizational effectiveness and member performance. The guidelines support members in understanding their roles, encourage active participation, and help the organization achieve its objectives in a more structured and sustainable manner.

Obstacles in Carrying Out Organizational Responsibilities

The implementation of responsibilities and organizational management often encounters various obstacles that may affect organizational performance and effectiveness. Identifying these obstacles is important to ensure that organizational activities can be carried out efficiently and sustainably. Based on the findings of this study, the Management Student Association (HIMA Management) at Universitas Negeri Jakarta experiences several challenges in implementing organizational responsibilities and managing member performance. The obstacles identified in this study can be explained through Behavior Change Theory proposed by Lewin (Burnes, 2021). This theory explains that behavioral change occurs because of the interaction between driving forces and restraining forces. In organizational settings, behavioral changes among members may be influenced by internal and external factors that either support or hinder the implementation of organizational responsibilities. Within HIMA Management, the process of encouraging members to become more responsible and actively involved in organizational activities sometimes faces resistance caused by individual priorities, communication barriers, and differences in commitment levels among members.

Organizational conflict arises because of certain conditions or sources of conflict within the organization. Conflicts may emerge due to differences in opinions, interests, communication patterns, or organizational goals among members. In the context of HIMA Management, conflicts between members and differences in perspectives were identified as one of the major obstacles affecting organizational responsibility implementation. The findings revealed several obstacles faced by HIMA Management in carrying out organizational responsibilities. First, time constraints and differences in priority interests became significant challenges for members. Many members had to balance academic responsibilities, family matters, and organizational activities simultaneously, which sometimes reduced their participation and performance in organizational programs. Second, management-related obstacles such as limited managerial skills and lack of organizational experience also affected the implementation of responsibilities. Some members experienced difficulties in organizing activities, managing teamwork, and completing assigned tasks effectively.

Third, conflicts and differences of opinion among members were also identified as organizational barriers. Differences in perspectives regarding organizational decisions and program implementation occasionally created misunderstandings and reduced collaboration among members. Fourth, the lack of understanding regarding roles and responsibilities caused some members to become less active or uncertain about their duties within the

organization. To overcome these obstacles, HIMA Management implemented observation and evaluation processes as part of organizational management. Observation was conducted to identify communication patterns, member interactions, and the level of understanding regarding organizational responsibilities. Through direct observation, organizational leaders were able to identify weaknesses and challenges experienced by members during program implementation. Furthermore, HIMA Management conducted evaluations after completing organizational work programs. These evaluations aimed to assess member performance, identify errors or deficiencies, and provide solutions for improvement. Through periodic evaluations, the organization attempted to minimize recurring mistakes and improve member responsibility and organizational effectiveness. Overall, these efforts demonstrate that evaluation and communication play important roles in overcoming obstacles and strengthening organizational responsibility within HIMA Management (Zhao et al., 2022).

CONCLUSION AND RECOMMENDATION

The findings of this study indicate that the Management Student Association (HIMA Management) plays an important role in strengthening relationships among members, facilitating skill development, and encouraging collaboration and innovation among students and the surrounding community. Through various organizational activities such as seminars, workshops, social programs, and collaborative projects, HIMA Management provides opportunities for members to develop leadership abilities, communication skills, teamwork, and organizational experience. In addition, the organization contributes to enhancing students' understanding of management practices and social responsibility in various aspects of life. This study also found that the implementation of organizational social responsibility within HIMA Management is guided by the principles of the Tri Dharma of Higher Education, which include education, research, and community service. These principles serve as an important foundation in designing organizational programs and activities that support both student development and community engagement. Furthermore, HIMA Management applies organizational management practices that combine classical and neoclassical organizational theories by emphasizing organizational structure, coordination, integration, and effective work design in carrying out its responsibilities and programs. Despite the positive contributions of the organization, several challenges were identified in the implementation of organizational responsibilities and member management. These challenges include time constraints, differences in personal priorities, limited managerial skills, and conflicts among members. Therefore, organizational improvement and adaptation are necessary to ensure that the organization remains relevant and attractive to students in the modern era. Based on the findings, this study recommends that HIMA Management develop a more professional and structured organizational management system similar to those implemented in professional work environments or companies. Such a system may increase student interest in participating in organizational activities by providing experiences that resemble real workplace conditions. In addition, the organization is encouraged to establish a clear work framework and performance monitoring system to evaluate member performance periodically. Through structured evaluation and management practices, the organization can improve member accountability, organizational effectiveness, and overall performance sustainability.

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