

## Community development through CSR activities of PT Solusi Bangun Indonesia, Tuban Plant in Tuban Regency, East Java, Indonesia

### *Pengembangan masyarakat melalui kegiatan CSR PT Solusi Bangun Indonesia, Pabrik Tuban di Kabupaten Tuban, Jawa Timur, Indonesia*

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#### Abstract

The study of Corporate Social Responsibility (CSR) is of paramount importance. Creating a more comprehensive CSR program is a collective necessity for both companies and communities. Companies are expected to actively participate as development actors and to promote community welfare. This study aimed to assess the problems and potential of the community, prioritize CSR development programs, and formulate program recommendations based on the needs of the communities surrounding the company. This study employed qualitative method. The findings indicate personal and structural social issues in six villages within the company's area. Each village possesses unique potentials that can be developed, including human resources, natural resources, economic resources, infrastructure resources, and social resources. Various programs can be developed based on the potential of each village. To ensure the success and sustainability of the planned CSR programs, an intensive and participatory approach must be undertaken, particularly with the beneficiaries. This approach should aim to foster trust, collaboration, and a shared vision and mission among all stakeholders involved in the program to ensure its success. Consequently, all parties involved can unite to collaboratively achieve the program's goals and create a positive impact on the community and the surrounding environment.

**Keywords:** community development; Corporate Social Responsibility (CSR); development program priorities

#### Abstract

*Studi tentang Corporate Social Responsibility (CSR) merupakan kajian yang sangat penting. Mewujudkan program CSR yang lebih komprehensif tentu menjadi sebuah kebutuhan bersama, baik itu perusahaan dan masyarakat. Perusahaan diharapkan berperan aktif sebagai aktor pembangunan dan juga mewujudkan kesejahteraan masyarakat. Studi ini bertujuan untuk mengkaji permasalahan dan potensi masyarakat dan prioritas program pengembangan CSR serta merumuskan rekomendasi program berdasarkan kebutuhan masyarakat di wilayah sekitar perusahaan. Studi ini menggunakan metode kualitatif. Studi ini menemukan terdapat masalah sosial personal dan struktural di enam desa di wilayah perusahaan. Masing-masing desa memiliki potensi yang dapat dikembangkan, mulai dari potensi sumber daya manusia, sumber daya alam, sumber daya ekonomi, sumber daya infrastruktur, dan sumber daya sosial. Berbagai program dapat dikembangkan berdasarkan potensi yang dimiliki masing-masing desa. Untuk menjamin keberhasilan dan keberlanjutan program CSR yang telah direncanakan tersebut, maka pendekatan yang dilakukan kepada masyarakat terutama para penerima manfaat program juga harus dilakukan secara intensif dan partisipatif. Pendekatan tersebut juga harus ditujukan untuk menciptakan kepercayaan (trust), kolaborasi, dan visi-misi yang sama antar pihak yang terlibat dalam program agar dapat sukses. Dengan demikian, maka antar pihak yang terlibat tersebut dapat menjadi satu kesatuan yang bergerak secara kompak untuk secara bersama-sama menyukseskan program dan menciptakan dampak yang positif bagi masyarakat dan lingkungan di sekitarnya.*

**Keywords:** pengembangan masyarakat; Corporate Social Responsibility (CSR); prioritas program pengembangan

## Introduction

The study of Corporate Social Responsibility (CSR) is critically important. The evolution of discussions related to CSR practices has transcended issues of corporate image and has been institutionally driven, necessitating companies to have a robust system in place for CSR program planning. CSR programs are not merely based on corporate benevolence but represent a comprehensive awareness complemented by rigorous corporate measurement, enabling the potential for systemic CSR practices (Soetomo 2009).

Therefore, in the initial stages of CSR program planning, it is essential to conduct studies to obtain a holistic understanding of the areas that fall under the company's socio-economic development responsibilities.

With the rise of globalization and information transparency, CSR is increasingly regarded as a crucial factor for corporate success and sustainable development. Global societal expectations of corporations are rising. Communities have heightened scrutiny over corporate behavior and impact. Consumers, investors, and other stakeholders are increasingly concerned about whether companies adhere to social, environmental, and ethical standards, as well as their impact on society and the environment. Implementing CSR can enhance corporate reputation and trust, meet societal expectations, and boost consumer and investor identification and loyalty. Additionally, government and international organization demands for CSR are increasing. Many countries and regions have established relevant regulations and standards requiring companies to fulfill their social responsibilities. For example, the United Nations Sustainable Development Goals (SDGs) and initiatives like the Global Compact call on companies to actively promote sustainable development and social responsibility in their operations. CSR research provides essential references and guidance for governments and international organizations to facilitate CSR implementation (Wang & Pang 2024). Moreover, academic research on CSR has garnered widespread attention. Scholars have explored the CSR concept, its influencing factors, the impact of its implementation, and more from various perspectives and levels. Fulfilling social responsibilities is crucial for private companies to build political connections, and CSR can be divided into external and internal forms (Xu & Liu 2020).

CSR influences corporate reputation and image. By actively fulfilling social responsibilities, companies build a positive reputation and image, gaining recognition and trust from consumers and investors. This enhances a company's market competitiveness and long-term development potential, thus promoting positive corporate behavior. In summary, there is a close relationship between CSR and employee or corporate behavior (Paruzel et al. 2023).

CSR is a strategic investment where companies allocate resources to gain stakeholder recognition, thus facilitating resource exchange. With the rapid development of the market economy, consumers gradually consider CSR as a determining factor in their purchasing intentions. In today's dynamic business environment, stakeholders increasingly evaluate companies not only by their financial performance but also by their ethical, social, and environmental responsibilities. As articulated by the Council on Global Business for Sustainable Development, CSR is deemed essential for promoting social progress and economic prosperity (Garde-Sanchez et al. 2018).

The implementation of CSR inhibits corporate fraud, reducing both its tendency and intensity (Hu et al. 2019, Wang & Pang 2024). Enhancing CSR strengthens internal controls and reduces corporate violations. Maintaining high standards of CSR can enhance a company's reputation and brand value while decreasing the likelihood of non-compliance by avoiding reputational damage. Companies engaged in CSR are more likely to comply with legal and regulatory standards, minimizing violations through the alignment of CSR activities with legal obligations (He et al. 2024).

There is a tendency for CSR programs conducted by companies to be inaccurate, and this inaccuracy manifests in various forms. First, there is the inappropriateness of the program's form, where companies often choose charitable programs that have a short-term impact. The second inaccuracy concerns the beneficiaries. Because the main basis of the program is proposal submission, the aspect of assessing the real conditions and needs of the community is overlooked. As a result, CSR programs do not significantly impact the company's role as a social development actor. This is because CSR programs often end with fulfilling the company's obligations.

Studies on issues related to CSR implementation show that the global economy is greatly affected by a series of shocks, including the COVID-19 pandemic, the war in Ukraine, food and energy crises, inflation spikes, debt tightening, and climate emergencies, leading to projected slowdowns in global output growth. In such circumstances, Magrizos et al. (2021) recognize that CSR performance may not be prioritized as companies focus on short-term financial stability and business continuity over long-term sustainability and social responsibility goals. In international business (IB) research, the concept

of CSR in Global Value Chains (GVC) is considered one of the “great challenges of our time” and a “major research question in IB,” as it focuses on shifting the boundaries of multinational companies’ responsibilities (Strange & Humphrey 2019).

Multinational companies are not only responsible for their operations but must also ensure the implementation of social and environmental standards by their suppliers. This becomes a particular challenge if buyers and suppliers operate under different national and institutional conditions (De Marchi et al. 2020). Sometimes, companies’ “good deeds” yield unexpected results, where consumers do not participate in CSR or even engage in responsible behavior but receive contrary outcomes. For instance, after the COVID-19 epidemic outbreak in Wuhan, China, in 2020, many companies actively participated in charitable donations to combat the epidemic and fulfill their social responsibilities as corporate citizens. Mengniu and Yili, two dairy giants, made significant contributions. Mengniu donated milk worth 600 million yuan and invested 12 million yuan as a special fund to fight the COVID-19 epidemic, receiving high praise from consumers. Yili, as an industry leader, donated only 10 million yuan for epidemic prevention and control, despite an additional donation of 100 million yuan to establish an epidemic foundation and dairy products worth 400 million yuan to supply medical staff for free. However, this was perceived as merely an additional donation due to public opinion pressure, not for public interest, resulting in a drop in stock prices. Moreover, Yili’s dairy products experienced poor sales in the market. Additionally, previous events such as the Wenchuan earthquake, where “Gadobao and Wanglaoji donated,” show that consumers will speculate about the motives behind such actions (Boccia & Sarnacchiaro 2018).

Mandatory CSR disclosures significantly reduce stock liquidity by decreasing informational advantages for certain traders, causing them to exit the stock market. Employees’ negative perceptions of organizational CSR practices can lead to undesired employee responses. For example, Donia et al. (2016) demonstrated that when employees believe the organization engages in CSR practices for self-serving motives, their affective commitment is negatively impacted. Furthermore, Singhapakdi et al. (2015) found that when there is a misalignment between a company’s approach to CSR and its employees’ values or expectations regarding CSR, it can negatively affect the satisfaction of both lower and higher-level needs of employees. Challenges in implementing CSR programs include limited human resources and a lack of skills or expertise, resulting in errors that make CSR programs carried out by companies in the village of Kalanganyar ineffective.

Another fundamental issue often occurring is that community development planning is frequently undertaken without a proper basis, relying solely on instinct rather than on known facts obtained through comprehensive area mapping. This happens for several reasons. First, program planners may be unaware of the input processes required for planning or may know but lack the data for it. Second, in project-based development planning, planners are constrained by time and budget that must be immediately accounted for by competent authorities. Third, commonsense implies that planners are accustomed to routinely doing such tasks without critique, protest, or rejection from beneficiaries regarding what is done by the planners or program implementers. Eventually, such routines become habitual commonsense, regarded as truth in the planning process. This issue is very common in Indonesia’s development era up to the present.

CSR can enhance the economic income of surrounding communities. A predictable business environment is crucial for CSR behavior and a company’s ability to manage uncertainty, which in turn impacts community economic development. CSR initiatives can significantly influence company performance by boosting the economic income of communities, especially in developing countries such as India. The implementation of CSR strategies post-Arab Spring in Tunisia shows a positive correlation with community economic growth and stabilization. Norwegian salmon farming companies’ CSR practices have enhanced local economic development and income stability in Arctic communities. CSR in developing countries plays a critical role in community enhancement, leading to substantial increases in economic income and overall quality of life.

This study employs the Sustainable Livelihood Approach (SLA) proposed by Chambers & Conway (1991). Livelihoods comprise people, their capabilities, and their means of living, including food, income, and tangible assets like resources and savings, while intangible assets include claims and access. Environmentally sustainable livelihoods maintain or enhance local and global assets that support

livelihoods and positively impact life. Socially sustainable livelihoods can cope with and recover from stress and shocks and provide for future generations. The SLA refines several previous approaches and is linked to integrated rural development (IRD) and community-based development programs.

The difference between SLA and IRD lies in the focus: IRD emphasizes the importance of linking various development activities within a village, whereas SLA emphasizes the development of actors' capacities and their participation (more people-focused and participatory). The difference between SLA and community-based development programs lies in the priority of collaboration. Community-based development programs emphasize the importance of bottom-up community participation, while SLA emphasizes participatory cooperation between communities and institutions, and/or policymakers. Therefore, SLA can be seen as a combination of bottom-up and top-down approaches to community empowerment. As an approach, SLA offers a framework that can serve as a reference for determining actions at various stages of community development. The SLA approach is divided into five interrelated stages: vulnerability context, livelihood assets, transforming structures and processes, livelihood strategies, and desired outcomes. These stages are not linear; changes in one stage can affect previous stages. For instance, achieved outcomes influence livelihood assets, and changes in structures and processes will impact the vulnerability context.

The SLA approach is developed based on seven key principles. *First*, it is people-centered, focusing on individuals and their values within the context they live and not solely on their production. Communities are fully involved in the development process, which also accommodates local perspectives on life. *Second*, the principle of sustainability encompasses four key elements: environmental, social, economic, and institutional sustainability. *Third*, the approach is holistic, recognizing different survival strategies among households within a community. Therefore, cross-sector cooperation is essential to ensure each household can maintain its survival strategy during the development process. *Fourth*, partnership in implementation is crucial. The SLA approach believes that all parties, including the poor, government, NGOs, the private sector, and donor institutions, play vital roles in community development. Hence, cooperation among all parties will achieve better results. *Fifth*, it connects the micro and macro levels. Development actors can be classified into three levels: policymakers, service providers, and the community, all of which are interrelated. Therefore, establishing good communication and cooperation among these levels is essential in community development. *Sixth*, it is dynamic. Community development is not a linear and fully predictable process; changes necessitate quick responses. In this context, the willingness to adapt and learn from the process is crucial for optimizing program outcomes. *Seventh*, it focuses on building the capabilities of the poor. The poor are the most vulnerable to changes, so strengthening their skills in line with their knowledge and providing opportunities for them to act according to their abilities are necessary to help them withstand changes.

Creating a more comprehensive CSR program is a shared necessity for both companies and communities. The downstream effects of all CSR activities are expected to be widely beneficial, reaffirming the company's role as a development actor and achieving community welfare. This study aims to assess community issues and potentials, prioritize CSR development programs, and formulate program recommendations based on the needs of communities surrounding the company.

## Research Method

This research employed qualitative methods. The study was conducted in the community development areas of PT Solusi Bangun Indonesia Tuban Plant, encompassing six villages in Tuban Regency: Merkawang Village, Tambakboyo District; Glondonggede Village, Tambakboyo District; Karangasem Village, Jenu District; Sawir Village, Tambakboyo District; Mliwang Village, Kerek District; and Kedungrejo Village, Kerek District, Tuban Regency, East Java, Indonesia.

Data collection techniques in this study include in-depth interviews and Focus Group Discussions (FGD). In-depth interviews were conducted with informants to obtain more comprehensive data. Some of the informants interviewed include village heads, community leaders, and residents. This variety of informants is expected to provide comprehensive results regarding various issues present in the villages. Data collection was also carried out through FGD, another data collection method used in this study.

This method involved bringing together community leaders in a forum to discuss various topics and issues related to the villages as the research locus. The FGD was divided into two main groups: a group for men and a group for women. This division aimed to prevent voice domination, as combining the groups might result in women being fewer active participants.

## **Results and Discussion**

This section discusses the issues and potential of the communities and the priority of CSR development programs in six villages surrounding PT Bangun Sentosa: Merkawang Village, Glondonggede Village, Karangasem Village, Sawir Village, Mliwang Village, and Kedungrejo Village. At the end, the programs that can be developed based on the needs of the communities in the vicinity of the company are presented.

### **Issues, potentials, and priority of community development programs**

#### *Glondonggede Village*

The problems experienced by the communities around the company may be caused by the company’s operational activities that have certain impacts, although other factors may also contribute to these issues. In this regard, it is necessary to prioritize programs based on the magnitude of the negative impact caused by the surrounding companies. It is also necessary to identify whether these problems have a direct or indirect impact on the company’s operations. Direct impacts are felt by the local community due to the company’s production activities close to residential areas. Indirect impacts, on the other hand, are issues that may arise in the future, such as potential disruptions to community activities caused by the presence of the company.

Personal social issues are problems within the community that relate to personal conditions or those of community members. Examples of personal social issues include poverty, alcohol consumption, school dropouts, waste management, and various other problems. If left unchecked, personal social issues can often trigger more significant problems. Structural social issues are problems related to the systems operating within the community. These social system problems often involve individuals or groups within the community. The scope of structural social issues includes internal and external community conflicts, institutional dysfunction, and weak social services.

The potential within an area must be considered. This potential encompasses everything that can support the success of a program. These potentials can be categorized as follows: *First*, human resources, which include the availability of labor, education, health, quality, competence, and community interest in specific fields. *Second*, natural resources can be utilized as sources of community empowerment. *Third*, the presence of institutions that can be used as extensions in program implementation. *Fourth*, the availability of social networks that have been established and can assist in program implementation. *Fifth*, is the availability of financial capital and assets within the community. *Sixth*, the availability of public infrastructure to aid in program implementation.

Overall positive impacts also become a consideration in program implementation. This aspect is adjusted to the benefits of the program from the perspective of the company and the community, especially vulnerable/marginalized groups. Then, program priorities can be determined using parameters of urgency, potential, and the breadth of positive impacts. From the list of prioritized programs, five flagship programs will be selected for community development. These priority programs are chosen based on urgent needs in the development area of PT Solusi Bangun Indonesia Plant Tuban.

#### *Karangasem Village*

The problems experienced by the communities around the company may be caused by the company’s operational activities that have certain impacts, although other factors may also contribute to these issues. In this regard, it is necessary to prioritize programs based on the magnitude of the negative impact caused by the surrounding companies. It is also necessary to identify whether these problems have a direct or indirect impact on the company’s operations. An example of a direct impact is water

and air pollution in Karangasem Village caused by the company's operational activities. An example of an indirect impact is the potential future problems, such as pollution that might affect the community in the coming years.

Personal social issues are problems within the community related to personal conditions, attributes, or community members. The scope of personal social issues includes bodily dysfunction, illiteracy, school dropouts, unemployment, early marriage, premarital pregnancy, alcohol consumption, drug use, poverty, and so on. Personal social issues often trigger more significant problems.

### *Sawir Village*

Sawir Village is located in Tambakboyo District, Tuban Regency, East Java Province. Sawir Village is part of the Ring 1 area of PT Solusi Bangun Indonesia Tuban Plant, as it is impacted by the company's operations. Therefore, in the plan for implementing community development programs, this village must be prioritized because it is affected by the company's operations. Sawir Village needs more intensive assistance in the process of community development activities and also needs help to strengthen the institutional base at the village and sub-village levels so that the community is genuinely prepared for the distribution of community development programs. In this chapter, program recommendations based on the social mapping conducted in Sawir Village, Tambakboyo District, Tuban Regency, East Java Province, will be discussed. The program recommendations presented in this chapter are displayed in a matrix format, differentiated by several fields: economy, education, health/environment, and infrastructure.

Personal social issues are social problems that occur individually within the community. These issues are related to poverty, waste management, and healthy living behaviors. Such problems are feared to disrupt existing social stability and therefore require special attention. These social problems arise due to the improper implementation of systems or the presence of disharmonious elements within the community. These issues include institutional dysfunction within village government institutions, misaligned program targets, problems related to village road conditions that need improvement, issues with the BUMDes business activities experiencing losses, and conflicts between livestock groups and livestock providers.

In the implementation of a program plan, it is crucial to identify the existing potential within the community. This potential is vital for the success of a program because potential supports the smooth implementation of the program. Human resources potential includes aspects related to education, health, and even the community's interest in certain fields, which significantly influence the smooth implementation of a program.

Regarding natural resources, these are natural potentials that can be utilized in the program implementation process. This condition is understandable because the availability of natural resources makes program implementation easier and can reduce the costs associated with its execution. The program plan also relates to institutional aspects or the presence of institutions that can be used as communication media or activity centers for the programs to be implemented. The presence of institutions is highly needed because various programs are group-based. The success of a program will be more valuable if implemented in groups. Some community development programs indeed require support from the availability of infrastructure, so this must also be considered. The availability of established networks, where the existence of these networks can support program implementation, is essential. Programs are also related to the availability of capital within the community, both financial capital and assets, which are crucial for program execution.

An equally important aspect is the broad positive impact of the program. This aspect is tailored to the program's benefits, viewed from the positive impact on the company, the broader community, and the positive impact on individuals and vulnerable groups receiving the program. By observing this broad positive impact, the extent of a program's benefits can be reflected. After identifying these aspects, program rankings can then be determined based on the fulfillment of established indicators

### *Mliwang Village*

Mliwang Village is one of the Ring 1 areas of PT Solusi Bangun Indonesia Tuban Plant. This village is located in Kerek District, Tuban Regency, with a medium land topography, approximately 56 meters above sea level. Considering aspects such as distance, assets, and the impact of the company's operations, Mliwang Village meets these three aspects to be designated as a Ring 1 area and a priority for community development programs. The company's operations in Mliwang Village have been ongoing for a considerable time, and the impact of these business activities is significantly felt by the community. Therefore, Mliwang Village should be prioritized in the planning and preparation of corporate social responsibility programs, particularly those focusing on community empowerment. Program development is discussed across several fields: economy, education, health, environment, and infrastructure. Discussions related to these fields are often interconnected, as community development programs often overlap two or three fields. Additionally, program development is further classified into feasible activities, targets, program names, objectives, partnership opportunities, and reach.

Urgency is considered in determining the importance or immediacy of a program to resolve community issues. Urgency is assessed based on several factors, such as direct and indirect negative impacts on the company's operations, personal social issues, and structural social issues. The explanations of these three factors are as follows: First, the direct and indirect negative impacts on the company's operations. Negative impacts relate to undesirable situations resulting from the company's operational activities. These impacts will cause unrest in the community as an entity close to the company. Direct negative impacts can be seen from the community's response to the company's presence within the same environment in terms of assets and distance. Indirect negative impacts can be seen from the influences related to the company's operations. The community of Mliwang Village has felt the impact of the company's operational activities, such as dust on the roads shared by public and company vehicles (trucks), and cracks in building glass caused by the company's blasting activities.

Second, personal social issues. Personal social issues are problems related to the individual lives of the community members. In Mliwang Village, personal social issues include poverty, seasonal unemployment, waste management, juvenile delinquency, and awareness of education. Such social issues have the potential to disrupt social stability within the community. If not addressed quickly and appropriately, these issues could escalate into broader social problems affecting more than just one or two individuals but becoming systemic issues within certain communities (structural social issues).

Third, structural issues. Structural issues are problems arising from systems or structures not functioning properly, leading to instability and social problems within the community. Structural issues in Mliwang Village include employment, suboptimal tourism activities, land ownership, access to education, crime, and waste management. These social problems are likely to persist in the future if current issues are not adequately resolved.

The existence of potential is crucial in determining and implementing a community development program. Potential acts as both a trigger and a driving force for the success of a program. The potentials that can be explored by the community for program development include (1) Human resources, referring to the potential related to physical, mental, and intellectual qualities that impact the smooth implementation of a program. Human resources are closely related to education, health, and culture. (2) Natural resources, referring to potential from nature that can be utilized in the program implementation process. Natural resources are significant in Mliwang Village because most residents rely on the agrarian sector, such as agriculture and livestock. (3) Economic resources, refer to asset potentials related to financial sources that can stimulate a program. (4) Infrastructure resources, refer to physical assets such as tools, materials, and buildings that support program implementation. (5) Social resources, refer to assets that grow and develop within the community, such as trust, solidarity, and the emergence of social institutions.

### *Kedungrejo Village*

Kedungrejo Village is located within the Ring 1 area of PT Solusi Bangun Indonesia Plant Tuban. Situated in Kerek District, Tuban Regency, its lowland topography results in a warm climate. Considering aspects of distance, assets, and impact, Kedungrejo Village meets all three criteria to be classified as a

Ring 1 area and a priority for community development programs. Although the company's operations are still in the planning stage and significant business activities have not yet commenced, the potential business activities planned for this area make Kedungrejo Village a priority in planning and formulating corporate social responsibility programs, particularly those focused on community empowerment.

Negative impacts typically relate to undesirable conditions resulting from the company's operations. Such negative impacts will gradually cause unrest in the community, given the proximity between the company and the village. Direct negative impacts can be seen from the community's response to the company's presence within the same environment in terms of assets and distance. Indirect negative impacts can be observed from the influence related to the company's operations. For instance, the company's presence might raise expectations among nearby stakeholders regarding development interventions through community development programs. In terms of both direct and indirect impacts, Kedungrejo Village has not yet experienced significant effects. However, future business expansion by PT Solusi Bangun Indonesia Tuban Plant could potentially affect Kedungrejo Village.

The potential is crucial in implementing a community development program. Potential serves as a trigger and driving force for the success of a program. The potentials that can be explored within a community for program development include. (a) Human resources, related to the physical, mental, and intellectual qualities of individuals, impacting the smooth implementation of a program. Human resources are usually closely linked to education, health, and even culture. (b) Natural resources, refer to natural potentials derived from the environment that can be utilized in the program implementation process. Natural resources are particularly important in Kedungrejo Village, where most residents rely on the agrarian sector, such as agriculture and livestock. (c) Economic resources, refer to assets related to productive financial sources that can stimulate a program. (d) Infrastructure resources, which include physical assets such as tools, materials, and buildings. (e) Social resources, encompass all assets that grow and develop within the community, such as trust, solidarity, and the emergence of social institutions.

#### *Merkawang Village*

Merkawang Village is one of the community development areas of PT Solusi Bangun Indonesia Plant Tuban (SBI), located in proximity to the cement plant's operations, making it directly impacted by the company's activities. PT SBI has implemented various corporate social responsibility programs, such as fostering small and medium enterprises (SMEs) in this village. However, an analysis of social mapping data reveals several issues that require PT SBI's attention to drive social, cultural, and economic transformation in Merkawang Village, aiming to improve community welfare through corporate social responsibility programs.

Urgency refers to the priority level for the immediate implementation of a program. The urgency of a program is based on several points, including direct and indirect negative impacts related to the company's operations, personal social issues, and structural social issues. Determinations based on personal and structural social issues are grounded in the results of prior social mapping.

The potential is determined by the presence of natural resources, human resources, adequate infrastructure, the institutional strength of groups, network groups, and capital, whether financial or asset-based. The presence of several potentials supports the success and sustainability of a regional development program. The final aspect is the positive impact, where program determination is based on the broad impact on the company, the wider community, individuals, and groups receiving the program. After identification, programs can be ranked based on the fulfillment of the specified indicators.

Based on the results of social mapping in Merkawang Village, seven program recommendations can be formulated to meet the needs of the residents. The programs, arranged by priority, are as follows: (1) Development of BUMDES (village-owned enterprises) as economic institutions at the village level, (2) Empowerment of Farmer and Livestock Groups, (3) Establishment of KUBE (Joint Business Groups) and SME assistance, (4) Capacity Building for Karang Taruna (youth organizations), (5) Development of Women's Cooperatives, (6) citizens Association (RW)-based Waste Management, (7) Productive Plant Greening Program.



The first program is the Strengthening of BUMDES as an institution that can serve as a platform for residents to develop the economic potential in Merkawang Village. This program is deemed important as the residents need an institution to foster economic potential and provide access to capital. Many residents without access to financial institutions in Merkawang Village often fall into debt with moneylenders. This program aims to strengthen BUMDES to form a financial institution that is affordable, accessible, and humane at the village level. This initiative is expected to support capital access for various village economic activities. The urgency of this program is evident in addressing individual and structural social issues, supported by the potential of BUMDES, including village funds, the BUMDES office, and the human resources managing it. The expected positive impact includes increased access to capital for individuals and the wider community. The benefits of the BUMDES financial institution include reducing private loan fraud in Merkawang Village.

The second program is the Empowerment of Farmer and Livestock Groups. Although farming is the predominant occupation in Merkawang Village, the Farmer Groups are not yet operating optimally. Farmer Groups such as Sumber Rejeki and Tunas Tani have not effectively facilitated farmers in Merkawang Village, often only acting during specific events such as government assistance distributions or subsidized fertilizer distributions. Given the significant human and natural resources potential in agriculture, the presence of farmer organizations is of particular urgency. These organizations are crucial for coordinating agricultural activities, accessing capital, positioning crop prices, and collaborating on other agricultural matters. This program is expected to have a positive impact on the majority of Merkawang Village residents who are farmers.

The third program is the Establishment of KUBE and SME Assistance. This program is considered important because existing SMEs operate independently, lacking mutual reinforcement and holding low bargaining power in marketing products or accessing capital. Therefore, the creation of joint business groups or collective activities with shared goals is necessary. The program aims to establish economic activity centers for women to increase the income of Merkawang Village residents through KUBE. This initiative is expected to create employment opportunities for women and young girls, supporting economic activities. This program aims to increase community income, positively impacting family welfare. The urgency of this program lies in its ability to address both individual and structural social issues, such as poverty. Additionally, the potential available, including human resources, natural resources, and established marketing networks, supports the program and is expected to positively impact individuals and the wider community.

The fourth program is the Capacity Building for Karang Taruna. This program is based on the potential of the Karang Taruna institution, which has recently become active again, and the strategic role of youth in Merkawang Village in advancing their community. As an organization comprising young men and women, Karang Taruna holds significant potential. Currently, Karang Taruna manages various activities, including sports, arts, and religious events. Therefore, this program aims to optimize the role of Karang Taruna through various activities in the fields of arts, religion, and sports. Through capacity building, it is hoped that the program will not only empower Karang Taruna but also positively impact community development. To support this program, training, and mentoring activities are essential.

The fifth program is the Development of Women’s Cooperatives. The existing Women’s Cooperative in Merkawang Village has already contributed to its members; however, the cooperative’s capital capacity remains limited, preventing it from providing loans that meet the members’ needs. Many community members are cooperative members managed by residents. The Women’s Cooperative struggles to compete with other cooperatives in Merkawang Village, possibly due to easier access to guarantees for members and stronger capital. Meanwhile, many residents still rely on bank *thither/plecit* loans to meet their household needs, often resulting in burdensome debt. Therefore, this program offers a good opportunity to provide alternative financial services with more accessible terms.

The sixth recommended program is Community-based Waste Management at the neighborhood level (RT). Waste management is a primary issue in Merkawang Village, as the only waste bank, Bumi Asri, was inactive at the time of field research, especially since the onset of the COVID-19 pandemic. Most neighborhoods do not have waste disposal facilities (TPS), leading to indiscriminate

waste disposal or burning in personal yards, causing environmental issues. This results in dirty and unhealthy surroundings, an increase in flies in specific areas, and air pollution from waste burning, significantly impacting community health. This condition affects all residents of Merkawang Village. The community-based waste management program at the neighborhood level aims to address waste issues, improve the quality of the village environment, and make Merkawang Village cleaner, healthier, and more comfortable. Additionally, the program aims to instill clean and healthy living behaviors in the community, especially in waste management. It also seeks to provide economic value by converting waste into useful products, such as compost from organic waste and crafts from non-organic materials. Therefore, developing a waste bank is essential. Activities such as providing facilities and infrastructure, mentoring, training, and developing waste management innovations are necessary. This program is expected to raise environmental awareness and improve the community's economic situation.

The final program is Productive Plant Greening. This program is based on the decreasing groundwater availability in Merkawang Village over recent years. Residents have complained about drought conditions, raising concerns that without proactive measures, it could lead to severe drought and threaten their livelihoods. Merkawang Village has significant agricultural potential, with fertile land suitable for farming. However, if groundwater availability continues to decline and no reforestation or greening efforts are made, agricultural production may decrease, potentially causing crop failures. According to data and information provided by the Merkawang Village Government, there are already plans for greening, but they have not yet been realized. Therefore, this program is urgent and needs to be implemented.

This study complements previous research conducted by Purnamawati et al. (2023), which explains that CSR can moderate the influence of green growth and digitalization on sustainable village economic development. A green economy ensures that villages can achieve economic growth that reduces poverty and guarantees social inclusion, environmental sustainability, and resource efficiency. The digital village program aims to enhance the knowledge and competence of rural communities in utilizing technology to develop businesses, welfare, and local entrepreneurial skills. It particularly aims to improve production, marketing, reputation, and finance to enable competition with regional and national businesses (Purnamawati et al. 2023).

The findings of this study also reinforce the research by Rudito et al. (2022), which identified five ways social capital contributes to the success of CSR programs. These are: (1) increasing the likelihood of community participation in the program; (2) reducing individual ambiguity caused by the uncertainty of implementing certain programs; (3) fostering participants' enthusiasm and motivation; (4) encouraging knowledge exchange; and (5) strengthening a sense of togetherness.

The results of the research further yielded various programs that can be implemented in CSR development. Jamali et al. (2018) found that ten non-state-owned companies that had distributed their CSR funds received a good rating with an average Community Development Index score of 79.13. The highest score was for the aspect of community needs suitability, at 83.38, categorized as good, and the lowest score was for community involvement, at 73.25, categorized as less favorable.

Previous studies indicate that CSR programs of extractive companies attempt to mediate and redirect rural aspirations away from factory gates and mining sites, although these efforts often achieve only limited success. These CSR initiatives operate in resettlements for people displaced by land acquisition and in peripheral villages (Kale 2020). Trust plays a crucial mediating role in the relationship between CSR activities and customer loyalty, highlighting the importance of building trust through CSR (Youn et al. 2023). The role of companies in village economic development is quite central, with companies having a positive influence on the community (Syarifuddin 2020).

### **Community development through corporate social responsibility activities in six villages in Tuban Regency**

Based on the study's findings, several priority programs have been selected for community development through CSR activities covering six villages in Tuban Regency. In Merkawang Village, five priority

programs have been identified to address the community’s needs. The prioritized programs are as follows: (1) Development of Village-Owned Enterprises (BUMDES) as an economic institution at the village level, (2) Empowerment of Farmer and Livestock Groups, (3) Establishment of Joint Business Groups (KUBE) and MSME Assistance, (4) Capacity Development of Karang Taruna Institution, (5) Development of Women’s Cooperatives, (6) Waste Management at the neighborhood association (RW) level, and (7) Productive Plant Reforestation Program.

In Glondonggede Village, five priority programs have been developed: (1) Capacity Building and Women’s Empowerment through Marine Fish Processing (Innovation and Product Marketing), (2) Integrated Waste Bank Program (Optimization of Waste Bank), (3) Capacity Development of BUMDES Glondonggede, (4) Literacy Development (Financial and Cultural Literacy), and (5) Revitalization of Karang Taruna Glondonggede Village.

In Karangasem Village, five program recommendations have been formulated: (1) the Development of Waste Banks with Recycling Waste Management, (2) Cattle Fattening Program in Karangasem and Biogas Production Program, (3) Formation and Empowerment of Women’s MSME Groups supported by the Family Welfare Movement (PKK), (4) Revitalization of the Sports Center and creating a platform for the creativity of Karangasem and surrounding youth, (5) Guidance and Assistance for adolescents/youth in Karangasem. In Sawir Village, the urgent priority programs are: (1) Revitalization of the Cattle Pen Program left by PT Holcim’s CSR, (2) Innovation Program for Corn Processed Products, (3) Formation of Tourism Awareness Groups (Pokdarwis) to support tourism potential in Sawir Village, (4) Reactivation of Sustainable Organic Vegetable Houses, and (5) Revitalization of BUMDes and Entrepreneurship Training Programs.

In Mliwang Village, five priority programs are recommended based on the analysis considering the problems, needs, and potentials identified: (1) Development of Tourism Parks: Camping Grounds and Fishing Ponds, (2) Village Agricultural Development Program, (3) Horticultural Farming Business Development, Supporting Family Welfare, (4) Livestock Development Program (Cattle & Goats) on Limited Land & Feed, (5) Productive Youth Program: Youth Business Incubation and Vocational Skills Enhancement.

In Kedungrejo Village, five priority programs are recommended based on the existing problems, needs, and potentials: (1) “Tenunku”: Community Development through Kedungrejo Weaving Center, (2) Development of Convection Business by PKK to Promote Family Welfare, (3) Collective Movement Program for Pest Eradication based on Community, (4) Creative Youth: Empowerment of Kedungrejo Youth Groups through Creative Enterprises, (5) Enhancement of Posyandu’s Role as the Frontline of Village Health Facilities.

This study complements previous studies on the impact of CSR on communities. Earlier studies show various forms of CSR program development. Firstly, a Penta helix approach is required to realize CSR programs, involving academics as innovators, companies as donors, beneficiaries as the community, and the government as regulators through program integration to ensure beneficial activities; secondly, Bappeda should create a community needs map to be published so that academic research and CSR programs are targeted and beneficial; thirdly, businesses must assist with business licensing and product marketing through student involvement in KKN programs and promotions conducted by the government at both national and international levels (Soesilowati et al. 2021).

The study by Abdelhalim & Eldin (2019) developed a CSR assessment model integrated with sustainable development and applied it to CSR cases in Egypt, exploring how CSR can be integrated into corporate agendas. While practices and research indicate that CSR communication on social media can positively impact corporate reputation, brand attitudes, and purchase intentions, consumer engagement with CSR posts remains unsatisfactory (Fernández et al. 2021). CSR is essential to implement for several reasons, including compliance with regulations, laws, and rules; as a social investment by companies to gain a positive image; as part of corporate business strategy; to obtain a license to operate from the local community; and as part of corporate risk management to mitigate and avoid social conflicts. CSR in this context demonstrates a commitment to sustainable development balanced with economic and environmental considerations. This also builds community trust in the company (Nayenggita et al. 2019).

This study reinforces previous research, indicating that CSR can provide numerous benefits to society. CSR has the potential to enhance community relations and support sustainable development initiatives, thereby leading to improved social outcomes (Awuah et al. 2021). The millennial generation is highly motivated by CSR activities, which influence their job choices and foster leadership in corporate transformation (Rank & Contreras 2021). CSR practices contribute to community development by addressing local needs and enhancing social capital, which in turn can improve corporate reputation and financial performance (Grewatsch & Kleindienst 2017). Trust developed through consistent CSR activities can lead to long-term community support and sustainable business operations (Kapons et al. 2013).

The study of CSR at PT Solusi Bangun Indonesia Plant further complements previous research. Moreover, this study has generated various alternative CSR programs that can be developed. The CSR initiatives of PT Solusi Bangun Indonesia Plant have proven to enhance the welfare of the surrounding communities. Previous studies on the role of CSR in improving community welfare demonstrate that corporate social responsibility practices have been shown to enhance community welfare by addressing social issues and promoting sustainable development (Kim 2017). The relationship between CSR activities and community welfare is highly complex and multifaceted, often mediated by factors such as trust and corporate reputation (de Bakker et al. 2020). Corporate social responsibility plays a significant role in improving community welfare by fostering partnerships and addressing critical social needs (Fatima & Elbanna 2022). Corporations are an integral part of the broader economy of the society or country in which they operate. The role of the government is crucial in promoting CSR activities or agendas because CSR is voluntary and not mandated by law. Research findings indicate the need for both developed and developing countries to share best practices in CSR and build human institutions capable of enhancing CSR agendas by raising awareness, creating soft laws, forming partnerships, and requiring businesses to be transparent in resolving community issues wherever they operate (Wirba 2023).

Community development aims to improve local community development outcomes. Previous studies show that often the social benefits of a project are not clear for the affected communities and actually have negative impacts on the community (Gulakov et al. 2020, Uzoagu 2022). This study is different from these studies, this study on CSR at PT Solusi Bangun Indonesia Plant is able to improve the community's economy. This study strengthens previous studies that community development based on community needs in various aspects of life has a positive impact on community progress (Ngatse-Ipangui & Dassah 2019, Russell 2022, Abiddin et al. 2022, Yanfika et al. 2020). Community development is a process in which people concerned with social and environmental justice act together as engaged and active citizens to change their collective circumstances (Ardle & Murray 2020). Social capital has become the foundation for community development (Halstead et al. 2021, Martínez & Úcar 2022, Bernados & Ocampo 2023, Prince 2024), and supports community development (Kuswanto & Anderson 2023), where sustainable development is a society needs to be balanced in all dimensions Bhaktikul et al. 2020). To achieve the desired outcomes inherent in community development, it is important to pinpoint and understand the elements that must be present in any initiative. These elements are community participation, collaboration, capacity development, and empowerment (Matarrita-Cascante et al. 2020), and pay attention to four main factors: community, local economy, society, and governance, with a focus on human well-being and development sustainable (Gozzoli et al. 2022).

## Conclusions

This study concludes that there are both personal and structural social issues in the six villages within the company's vicinity. Each village has the potential for development, including human resources, natural resources, economic resources, infrastructure resources, and social resources. Various programs can be developed based on the potential of each village. The programs developed in the six villages, which serve as the research locations, are not rigid; in other words, they must be adapted to the budget and CSR policies of the company.

To ensure that these programs effectively contribute to improving community welfare, a measured and systematic strategy must be devised, typically outlined in the Strategic Plan (Renstra) and Work Plan (Renja) for the company's CSR programs. Furthermore, the Renstra and Renja must be properly implemented. This requires strong support from various stakeholders, both within the company and

externally. Internal support from the company includes competent human resources to oversee and implement the programs, as well as the company’s commitment in terms of budget and policy. External support involves synergy and partnerships with other actors outside the company. Therefore, continuous program assistance is necessary to ensure that the planned programs are implemented effectively and sustainably.

To guarantee the success and sustainability of the planned CSR programs, the approach taken toward the community, especially the program beneficiaries, must be intensive and participatory. This approach should also aim to foster trust, collaboration, and a shared vision and mission among all parties involved in the program to ensure its success. Consequently, all involved parties can work cohesively to jointly ensure the success of the program and create a positive impact on the community and the surrounding environment.

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