

Implementation of Social and Environmental Responsibility (TJSL) Towards Village Sustainability and Independence

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Abstract. *The purpose of this study is to analyze the implementation of the TJSL program by PT PLN (Persero) Central Java Transmission Unit (PLN UIT JBT), specifically through a partnership with the Jaran Kepang art group "Krido Asih Arumsari" in Polosiri Village. The research used a qualitative descriptive approach. Data collection techniques were conducted through survey interviews and observations. After data triangulation, data analysis was carried out including data reduction, data presentation, and drawing conclusions. The results of the study indicate that the program carried out by PLN UIT JBT is part of an effort to build Empowered Villages based on the principles of sustainability and independence and supports the achievement of Sustainable Development Goals (SDGs). The transformation of the TJSL approach from mere charity to impactful and sustainable programs shows increased effectiveness. PLN UIT JBT fundamentally changes the program formulation process through Strengthening Internal Competence (Employees), Program preparation based on in-depth mapping of village problems and potentials (Social Mapping) then realized through a structured three-year roadmap. The program's success factors include a strategy for creating shared value, partnerships with integrity and institutional strengthening, as well as program monitoring and evaluation, quantitative impact validation, and external recognition. The results of this study are expected to serve as a strategic reference for other companies in designing and implementing effective, sustainable, and community-based CSR programs.*

Keywords: *Empowered Village; Polosiri Village; PLN UIT JBT; Sustainable Development.*

1. Introduction

In recent decades, attention to social and environmental sustainability has become a major issue in the corporate world. Corporate Social Responsibility (CSR), also known as Social and Environmental Responsibility (TJSL), has become increasingly important as public awareness of the impact of corporate activities on the environment and surrounding social life. TJSL is a company's commitment to contributing to sustainable economic development through policies and programs that benefit society and the environment, as well as shareholders.

As regulated in article 74 of the Law Number 40 of 2007 concerning Limited Liability Companies and Article 15 of the Law Number 25 of 2007 Regarding capital investment, CSR activities are mandatory for companies in Indonesia, especially those in the form of Limited Liability Companies (PT). Furthermore, there are regulations from the Minister of State-Owned Enterprises. PER/05/MBU/04/2021 regarding the State-Owned Enterprises Social and Environmental Responsibility Program to require companies to carry out TJSL activities accompanied by the latest regulatory changes.

Based on ISO 26000 Social Responsibility, According to Kotler and Nancy in Santoso's research, TJSL is a company's commitment to improving community welfare through responsible business practices. (Santoso, 2023). However, in practice, there are cases where companies carry out their activities in ways that are not on target or not in accordance with sustainable development.

Many companies still believe that CSR activities are limited to charity. This view has been criticized by various parties, as it is seen as creating dependency on the community, ultimately leaving them feeling powerless. (Rachman et al., 2011).

PT PLN (Persero) Central Java Transmission Main Unit (PLN UIT JBT) is a unit under PT PLN (Persero) Head Office which is responsible for distributing electricity from the Generation to the Main Substation in the Provinces of West Java, Central Java and DI Yogyakarta, participating in the implementation of TJSL. The following table shows the number of TJSL programs carried out by PLN UIT JBT in 2021-2024.

Table Realization of the PLN UIT JBT TJSL Program for 2021-2024

No	Year	Number of Proposals	Number of Programs	Program Realization
1	2021	81	81	Rp. 3,114,975,000,-
2	2022	71	71	Rp. 4,243,796,300,-
3	2023	66	8	Rp. 2,005,000,000,-
4	2024	25	14	Rp. 4,074,274,340,-

According to a brief interview with the TJSL analyst staff of PLN UIT JBT, it was discovered that in 2021 and 2022, many programs were realized by the company, but many of the programs were not sustainable and running well because they were deemed not to reflect the objectives of the TJSL activities designed as PLN's efforts to support the achievement of the SDGs.

Therefore, in 2023, PLN UIT JBT began to improve. Various types of TJSL programs were designed by PLN UIT JBT to realize the implementation of the TJSL concept that is in line with and has sustainable development goals (SDGs). This continues to be implemented by PLN UIT JBT with the hope that the company's presence in the community can provide sustainable benefits and for the creation of a generation of people who care about all forms of life resources, especially in terms of the use of electricity as a primary commodity source. One form of TJSL program that is conceptually based and has sustainable development goals (SDGs) and independence is building the Polosiri Empowered Village by collaborating with the Jaran Kepang arts group "Krido Asih Arumsari" and the Polosiri Village Government.

Krido Asih Arumsari is a jaran kepeng arts group that still exists in Polosiri village. The Krido Asih Arumsari group also serves as a center for education and development of traditional dance for children in and around Polosiri village.

The Communication and TJSL Team of PLN UIT JBT as the person in charge and implementer of the partnership program that bridges between the company and the Krido Asih Arumsari group is considered successful and capable of implementing and carrying out the concept of corporate social responsibility well, with evidence that the communication and TJSL team is able to build relationships and establish the partnership. This is the basis for this study to analyze in more depth the steps of the implementation process carried out by the company's communication and TJSL team which are of course in relation to the implementation of TJSL which has prioritized sustainability and independence.

In terms of success, the implementation of the partnership program between PT PLN (Persero) UIT JBT is considered capable of serving as a model for other companies in terms of managing corporate social responsibility programs, especially those related to community empowerment. In terms of socio-economic benefits, this also greatly influences the personal quality of individuals in the group in improving their standard of living both socially and financially. Providing opportunities in the arts can foster their critical thinking which can also support psychological quality towards a better direction.

2. Research Methods

This study aims to provide an in-depth description, based on existing facts and information, of PLN UIT JBT's strategy through its CSR activities to support the sustainability and independence of the community in Polosiri Village, Bawen District, Semarang Regency. To obtain a comprehensive picture, each activity needs to be analyzed in its context. Therefore, this study uses a qualitative descriptive approach.

Descriptive methods are used to analyze the current state of a group, object, idea, or event. They aim to systematically describe the facts, characteristics, and relationships between the phenomena encountered.

The approach taken in this research is qualitative. Qualitative research aims to understand the experiences of research subjects, such as their behavior, perceptions, motivations, and actions, through descriptions in words and language that reflect a natural and specific context, using a variety of naturalistic methods.

Using descriptive methods and a qualitative approach, researchers directly engage in the field as observers. They categorize behavior, observe symptoms, and record them in an observation log without attempting to manipulate the variables. They hope to produce an in-depth picture of the research subjects' interpretations of the observed speech, writing, and actions in a complete, comprehensive, and holistic manner.

3. Results and Discussion

3.1. Base Implementation of the PT PLN UIT JBT TJSL Program

In Indonesia, every company in the form of a Limited Liability Company (PT) is legally obligated to implement a Corporate Social Responsibility (CSR) program, often referred to as Social and Environmental Responsibility (TJSL). This obligation is not merely a recommendation, but rather an order based on a series of strong regulations. The main legal basis includes Law No. 40 of 2017 concerning Limited Liability Companies (specifically Article 74), Law No. 25 of 2007 concerning Investment (Articles 16, 17, and 34), and Government Regulation No. 47 of 2012.

The fundamental goal of implementing CSR is to create harmony. Companies are encouraged to balance their internal business interests with the needs of the community and environmental sustainability in their operational areas. This step is deemed crucial to ensuring the company's survival and existence while ensuring that its presence provides tangible benefits to all elements of society.

Conceptually, CSR is a manifestation of a company's total commitment to contributing to sustainable development. This means that every business activity must always consider its impact, whether economic, social, or environmental.

In the environmental context, Law No. 32 of 2009 concerning Environmental Protection and Management serves as a key pillar. This law is designed to achieve sustainable development by balancing three aspects: economic, social, and environmental. This regulation emphasizes that company operations must prioritize environmental protection. As a key policy, this law focuses on vital mechanisms such as pollution prevention, standardization of environmental permits, and the imposition of strict sanctions for violators.

Specifically, Minister of State-Owned Enterprises Regulation No. PER-05/MBU/2007 details the implementation. This program has two main focuses. First, support for Small and Medium Enterprises (SMEs) to develop and advance, which is expected to increase their competitiveness and regional economies. Second, environmental programs include initiatives to improve the quality of life for the community and preserve the environment.

Beyond national regulations, there are also international standards such as ISO 26000 which serve as global guidelines to ensure that company management processes run ethically, which in turn will have a positive impact on quality management.

The management of the PT PLN UIT JBT TJSL program is carried out with reference to several legal bases, including:

1. Law No. 40 of 2007 concerning Limited Liability Companies
2. Government Regulation No. 47 of 2012 concerning Social and Environmental Responsibility
3. Government Regulation No. 59 of 2017 concerning the Implementation of Sustainable Development Goals

4. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-05/MBU/04/2021 concerning social and environmental responsibility programs of state-owned enterprises

5. Board of Directors Regulation 0135.P/DIR/2019 dated August 28, 2019 concerning the standard operating procedure (SOP) for the implementation of the partnership and environmental development program of PT PLN (Persero)

6. Board of Directors Regulation No. 0138.P/DIR/2019 dated August 29, 2019 concerning ISO 26000-based CSR guidelines at PT PLN (Persero)

7. Board of Directors Decree No. 0217.K/DIR/2021 dated May 27, 2021 concerning the Establishment of the Social and Environmental Responsibility Sustainability Committee (Corporate Social Responsibility Based on ISO 26000)

8. Standard Operating Procedure (SOP) No. 0006.Pt/CSR.00.01/C01060600/2021 concerning the Community Involvement and Development (CID) Program of PT PLN (Persero).

PT. PLN (Persero) carries out business processes by focusing on achieving balanced and sustainable Sustainable Development Goals (SDGs) through four integrated main pillars: Economic, Social, Environmental, and Governance.

In line with its mission to become an environmentally conscious energy company, PLN has overseen its Social and Environmental Responsibility (TJSL) program within the SDGs-based Community, Involvement, and Development (CID). As a commitment to sustainable development, PLN implements the CID program across the social, economic, and environmental pillars, involving community development to improve the quality of life and the environment.

SWOT analysis

The main objective of this analysis is to provide a strategic diagnosis to find solutions to the problems faced by PT PLN UIT JBT and Polosiri Village in planning and implementing the TJSL program.

To achieve these objectives, this analysis uses a dual SWOT (Strengths, Weaknesses, Opportunities, Threats) framework:

1. SWOT Analysis of PT PLN UIT JBT: Focuses on evaluating internal capabilities (Strengths and Weaknesses) and external landscape (Opportunities and Threats) faced by PLN in the context of TJSL planning and implementation.

2. SWOT Analysis of Polosiri Village: Focuses on evaluating internal assets (Strengths/Potentials) and internal liabilities (Weaknesses/Problems), as well as external factors (Opportunities and Threats) faced by the village in the context of development.

The ultimate goal is to align these two analyses to formulate strategic solutions and recommendations for effective TJSL partnership programs, which simultaneously address village development needs and mitigate PLN's socio-operational risks.

TOWS analysis turns SWOT diagnosis into actionable strategies.

a. SO Strategy (Strengths-Opportunities):

Using Strengths to Seize Opportunities

(S-PLN + S-Village + O-PLN + O-Village)

- PLN Power (S-PLN): Strategic vision to create a community supply chain and SDGs-based CID program.
- Village Power (S-Desa): Established institutions (Gapoktan, PKK, Jaran Kepang) and agrarian/livestock natural resources.
- PLN Opportunities (O-PLN): Mandate to run sustainable programs.
- Village Opportunities (O-Villages): The need for skills training (food processing, animal husbandry, arts) and business capital.
- Strategic Solution (SO): "Integrated Economic Partnership Program" PLN must abandon the reactive proposal model and proactively form formal partnerships (through MoUs) with Key Players (S-Desa) such as Jaran Kepang (Danang), Gapoktan (Juwarto), and PKK (Masrikah). PLN provides a "Food Processing Training" (O-Desa) package to PKK (S-Desa), "Jaran Kepang Management Training" (O-Desa) to Jaran Kepang Krido Asih Arumsari (S-Desa), and "Livestock Development Training" (O-Desa) to Gapoktan (S-Desa). This program was designed from the outset with the ultimate goal of making these groups into PLN's supply chain (S-PLN), for example, catering providers for PLN offices.

b. WO Strategy (Weakness-Opportunity):

Overcoming Weaknesses by Taking Advantage of Opportunities

(W-PLN + O-PLN + O-Desa + S-Desa)

- Weaknesses of PLN (W-PLN): Poor planning process (proposal/wish based, shallow review, low Monitoring & Evaluation competency).
- PLN Opportunities (O-PLN): The data collection process in the form of community social mapping and program assistance can be carried out in collaboration with NGOs and academics.
- Village Opportunities (O-Villages): The needs map (training, infrastructure) and problem tree analysis have been clearly identified.
- Village Power (S-Desa): Key Players (Village Head, BPD, Gapoktan, PKK, Jaran Kepang) who are ready to become planning partners.
- Strategic Solutions (WO): "Process Reform: from Reactive to Co-Design" PLN must radically change its processes.
 - Stop: Accepting random proposals from ad-hoc / newly formed groups (W-PLN).
 - Start: Use data (Needs Map, Problem Tree) as a basis for planning. Conduct a "Joint Program Planning FGD" (Co-Design) facilitated by PLN staff (who have been trained to address W-PLN) accompanied by NGOs/academics (O-PLN) and attended by Key Players (S-Desa: Village Head, BPD, Gapoktan, PKK) to validate and prioritize needs (O-Desa). This directly heals W-PLN.

c. ST (Strength-Threat) Strategy:

Using Power to Mitigate Threats

(S-PLN + S-Village + T-PLN + T-Village)

- Strength PLN (S-PLN): Mandate as Agent of Development and Measurable/Accountable principles.
- Strength Village (S-Village): Mutual Cooperation Capital and Key Players (Village Head, RT/RW).
- Threat PLN (T-PLN): Threats to assets (stealing of iron, planting trees, kites).
- Threat Village (T-Village): Obstructed access, Crime, Pessimism (rooted in W-Village: Poor Infrastructure).
- Strategic Solutions (ST): "Labor-Intensive Infrastructure Program & Maintaining Shared Assets" PLN (S-PLN) funds the "Development of Joglo Arts and Culture Studio and Village Road" (addressing T-Desa: obstructed access & W-Desa: infrastructure). This program is not contracted to a third party, but is implemented through a cash-for-work program by the community (absorbing W-Desa: unemployment) with mutual cooperation contributions (S-Desa) for maintenance. In return (formalized in an MoU), the Village Head (S-Desa) and the community commit to forming a "PLN Asset Care Community Group" to actively secure SUTT/SUTET towers in their area (addressing T-PLN). This creates a clear value exchange, breaking the T-PLN cycle of "planting trees for compensation."

d. WT (Weakness-Threats) Strategy:

Strategic Risk and Warning Scenarios

(W-PLN + W-Village + T-PLN + T-Village)

- Weaknesses of PLN (W-PLN): Continuing the charity program temporarily, Monitoring & Evaluation is weak, working with ad-hoc / newly formed partners.
- Village Weaknesses (W-Village): Low education, limited skills.
- PLN (T-PLN) Threats: Asset destruction rooted in frustration.
- Village Threat (TD): Pessimistic mindset.
- If PLN fails to reform itself and continues to implement the old TJSL model (W-PLN) in Polosiri Village, for example, only providing temporary cash donations, then:
 - Program charity (W-PLN) will not solve the root of W-Village's problems (skills/education).
 - Failure This will strengthen the T-Desa ("inferiority/pessimistic mindset"), proving to the residents that there is no hope for change.
 - Frustration This increased demand will worsen the situation for PLN. Residents will become increasingly convinced that the only way to get value from PLN is through passive-aggressive destruction (planting trees, stealing metal).
- ContinueThe old TJSL model (W-PLN) in Polosiri Village is worse than doing nothing, because it will actively exacerbate the threat to both parties.

3.2. Independence of Villages Assisted by PT PLN UIT JBT

An independent village is a village that has the ability to create independence in its life. PT PLN UIT JBT, in implementing CSR (Corporate Social and Environmental Management), has strived to realize village independence through the Polosiri Empowered Village program. The Polosiri Empowered Village program, which began in June 2023, has provided numerous benefits to the community through various programs.

In the first year of the program implementation, it began with the construction of Joglo as a center for arts and village empowerment, the development and strengthening of the Jaran Kepang Krido Asih Association as an icon of Polosiri Village through the provision of infrastructure assistance and jaran kepeng arts workshops to schools, and the last was the development of MSMEs in the Mranggen and Tapen areas which are expected to become drivers of the village economy.

In the second year of the program implementation, it was supplemented by the addition of complementary joglo infrastructure such as roads and bridges, continuing the development and strengthening of the Jaran Kepang Krido Asih Association as the Icon of Polosiri Village through training of jaran kepeng team skills and jaran kepeng art workshops to schools, development of MSMEs as a driver of the village economy, and there was an addition of Posyandu Program intervention as an effort to improve public health, especially for toddlers and pregnant women.

As an effort to optimize the program roadmap in accordance with the principles of PT PLN UIT JBT in the effort of program independence as well as the program exit strategy implemented in the third year in 2025 which is the last year of PLN's intervention in building the Polosiri Empowered Village. In its implementation the goal of the program is to improve the quality of social relations and the utilization of social capital to achieve village independence. The following activities are designed as efforts undertaken to achieve program independence:

1. Capacity building training for empowered village managers, with a series of:
 - a. Tour guide training 2 times
 - b. Management and operational training for village managers with 2x the capacity
 - c. One-time tour sales package training
 - d. 1-time event management training
2. Formation of business groups
 - a. Initiation of business cooperatives with a series of activities: Advocacy of the Cooperatives and SMEs Service, Socialization, and Legal Management
 - b. Provision of business assistance capital for business groups
3. Capacity building training for business group administrators
 - a. Management and administration of business groups
 - b. Business development training
 - c. Business risk management training

4. Benchmark to successful tourism village managers in Lerep Tourism Village, Semarang Regency

5. Polosiri Festival

6. Roadshow of Jaran Kepang arts workshop to schools throughout Semarang Regency, 2 schools per month for 6 months (total 12 schools)

7. Provision of assistance for Jaran Kepang infrastructure in the form of 1 set of gongs

8. Providing educational scholarships for members of the Jaran Kepang Kridoasih association who are still in school (elementary school, middle school, high school)

9. Construction of an MSME stand in the form of a 1-package limasan building

10. Tiered financial training for MSMEs (Basic-Intermediate-Advance)

11. Creating a digital showcase for MSME products, an online shop (website) and building social media (Instagram)

All activities that have been prepared are expected to improve the economic level of the community and maintain the preservation of arts and culture as well as improving community welfare through the stability of MSME businesses that make the village more advanced and empowered. Assessed from the entire series of activities carried out in the Polosiri Empowered Village program as an implementation of PT PLN UIT JBT's Corporate Social Responsibility, it has succeeded in realizing village independence. The manifestation of village independence can be seen from the increasing level of community welfare, the opening of new markets for MSME actors, increasing community capacity through training, and the arts can continue to be preserved.

4. Conclusion

The CSR program, as a form of business ethics, requires a company with business activities and profits generated in a region to also have a social responsibility towards the surrounding community and environment. This is especially important to minimize the negative impacts of business activities in the region, such as the high unemployment rate among local residents. This certainly poses a potential for future conflict and a threat to the sustainability of the company's business in the region. CSR programs that support the sustainable existence of the company, the community, and the environment are crucial. Therefore, the company's contribution through CSR programs to minimizing social risks and supporting sustainable livelihoods has already had an impact and left an impression on the wider community. However, the success of a program does not only originate from the Company, but broadly all elements are factors in the success of the program. The implementation of the Social and Environmental Responsibility (TJSL) program by PT PLN (Persero) Central Java Transmission Unit (UIT JBT) in Polosiri Village is the result of a strategic transformation that has succeeded in transforming the village from a recipient of assistance to an independent partner. The planning of the Polosiri Empowered Village program is based on the TOWS Synthesis Matrix analysis, specifically the WO (Weakness-Opportunity) Strategy, which is aimed at overcoming PLN's internal weaknesses (W-PLN) by utilizing external opportunities (O-PLN and O-Desa). PLN fundamentally changes the

program formulation process from reactive to proactive through Strengthening Internal Competencies (Employees), Program preparation based on in-depth mapping of village problems and potentials (Social Mapping) then realized through a structured three-year roadmap: 1. Year 1 (Initiation): Building a legitimate institutional foundation through Cooperation Agreements and physical assets, such as the construction of Joglo Panji Semirang as the center of village activities. 2. Year 2 (Stabilization): Strengthening economic and social capacity, including legal assistance (NIB and Halal Certificates) for MSMEs, professional training for arts groups, and health interventions through the KRPL/PMT program for toddlers. 3. Year 3 (Independence): This final stage focuses on PLN's Exit Strategy, where communities are assisted in forming Business Cooperatives and provided with training in tourism village management, ensuring that villages are able to manage assets and programs independently without company intervention. This detailed and structured planning ensures that the PLN UIT JBT TJSL program does not stop at providing assistance, but rather results in the transfer of managerial knowledge and asset ownership to the community, which is the main prerequisite for realizing village independence. The supporting factors for the success of PT PLN UIT JBT's TJSL program in the Polosiri Empowered Village program include: 1. Creating Shared Value Strategy: Namely by transforming operational risks (PLN Threats / T-PLN) into shared benefits through the ST Strategy (Using Strengths to Mitigate Threats). The planned and implemented TJSL programs or assistance are adjusted to the needs assessment of beneficiaries by involving all elements of the community, village government, organizational elements and community forums. For example, PLN funds the construction of Joglo Panji Semirang through a cash-for-work mechanism that absorbs local labor. In return, the community commits to forming a "PLN Asset Care Community Group" to maintain the security of company assets. This mutually beneficial agreement solves PLN's operational problems as well as the problems of unemployment and village infrastructure. 2. Partnership with Integrity and Institutional Strengthening: The quality of program implementation is supported by strengthened governance and collaboration that goes far beyond formalities. PLN focuses on formal partnerships tied through the PKS with established village institutions (Key Players Quadrant I), such as the Jaran Kepang Krido Asih Arumsari Arts Association, the Family Welfare Movement (PKK), and the Farmers Group (Gapoktan). These actors have significant interests and influence in the community, ensuring optimal resource mobilization and community participation. Strengthening these partnerships reflects the principles of Accountability and Good Corporate Governance (GCG) in program management. 3. Program Monitoring and Evaluation, Quantitative Impact Validation and External Recognition: Carrying out continuous assistance in every program implementation carried out in collaboration between PLN and Filantra as program facilitators placed in the midst of the community, agents of change, conducting monitoring and evaluation as well as corrective actions if needed during the program. The success of the TJSL program of the Polosiri Empowered Village is validated with transparent and convincing impact measurement metrics including: 1. SROI Ratio (1 Year Prediction) with a result of 1: 7.98 (This means that every Rp. 1.00 invested produces social benefits of Rp. 7.98). 2. Community Satisfaction Index (IKM): High score 87.005 (Satisfied Category), with the highest score in the Empowerment Program

Impact dimension (90). 3. External Recognition: This program received a Gold Medal at the Indonesian CSR Award (ICA).

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