

The Role of SDG-Oriented CSR in Strengthening Community Welfare in Bengkalis Regency

Rinto¹, Emerita Siti Naaishah Hambali², DR Hainnur Aqma Rahim³

^{1,2}Universitas Islam Malaysia

³Universitas Teknologi Mara

Corresponding Author: Rinto: uimrinto@gmail.com

ARTICLE INFO

Keywords: Corporate Social Responsibility, Sustainable Development Goals, MICMAC Analysis, Stakeholder Governance, Oil and Gas Industry

Received: 20 November

Revised: 15 December

Accepted: 10 January

©2026 Rinto, Hambali, Rahim

(s): This is an open access article distributed under the terms of the

[Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

Corporate Social Responsibility (CSR) has become a central governance instrument for mitigating the social and environmental impacts of extractive industries while promoting sustainable development. This study examines the role and effectiveness of CSR programs implemented by Pertamina Hulu Rokan (PHR) in Bengkalis Regency, a strategic coastal and resource-dependent region facing persistent socio-economic and environmental challenges. Using a MICMAC (Matrix of Cross-Impact Multiplications Applied to Classification) approach, this study analyzes the structural dynamics of stakeholder influence and dependence within the CSR system. These results underscore that CSR outcomes are relational and system-dependent rather than programmatic.

This study contributes theoretically by integrating stakeholder-based CSR governance with the SDG framework using a systemic analytical approach. Practically, it offers policy-relevant insights for improving CSR coordination, impact measurement, and long-term sustainability in resource-rich regions. The proposed conceptual model provides a transferable framework for aligning corporate responsibility initiatives with local development priorities and sustainable development objectives.

INTRODUCTION

The upstream oil and gas industry plays a strategic role in regional economic development in Indonesia, generating significant fiscal revenues, employment opportunities, and multiplier effects for local economies. However, alongside these economic benefits, the industry also produces substantial environmental, social, and political challenges that often manifest at the local level. The Indonesian Minister of Energy and Mineral Resources emphasized that while upstream oil and gas activities contribute directly and indirectly to regional development, they also pose serious environmental and social risks that require systematic mitigation through Corporate Social Responsibility (CSR) initiatives (Ministry of ESDM, 2021).

In Indonesia, CSR has been formally recognized not only as a business strategy but also as a legal obligation, particularly for extractive industries. Nevertheless, empirical evidence suggests that CSR implementation remains suboptimal due to limited transparency, weak policy coherence, and misalignment between corporate priorities and community needs (Kusumawati *et al.*, 2022). In many cases, insufficient coordination between corporations and local governments results in CSR programs that fail to address regional development priorities effectively (Yuniarty & Prakoso, 2018).

These challenges are particularly evident in Bengkalis Regency, a strategic coastal region and major upstream oil and gas production area. Despite the presence of large-scale extractive activities, Bengkalis continues to face persistent socio-economic and environmental problems. Official statistics indicate that in 2023 the poverty rate remained at 6.31%, unemployment reached 7.09%, and income inequality persisted, alongside recurrent environmental hazards such as forest fires, flooding, and coastal abrasion (BPS Bengkalis, 2023). These conditions raise critical questions regarding the effectiveness of CSR as a development instrument in resource-rich regions.

Pertamina Hulu Rokan (PHR), as the principal operator managing oil fields in Bengkalis, has implemented CSR programs across economic, health, education, and environmental sectors, aligned nominally with the 17 Sustainable Development Goals (SDGs). However, several studies indicate that the practical outcomes of these initiatives remain uneven and insufficiently targeted toward the structural roots of community vulnerability (Fadillah, 2022). CSR interventions tend to concentrate on selected areas, lack continuity, and insufficiently engage key local stakeholders, limiting their long-term developmental impact.

Globally, similar patterns have been observed in other oil-producing regions. In Nigeria's Niger Delta, oil pollution has triggered severe health crises and prolonged social conflict, exacerbated by weak governance and inequitable benefit-sharing mechanisms (Nriagu *et al.*, 2016; Francis & Pegg, 2020). Comparable dynamics have been documented in Russia's Irkutsk oil region and Uganda's emerging oil zones, where inadequate community engagement and governance failures have undermined sustainable development outcomes (Tysiachniouk *et al.*, 2018; Ogwang *et al.*, 2019). These international experiences underscore that CSR effectiveness depends not merely on program availability, but on governance quality, stakeholder coordination, and alignment with local development priorities.

In Indonesia, conflicts between oil and gas companies and local communities are recurrent and often vertical in nature, involving disputes over land acquisition, environmental degradation, livelihood security, and post-extraction restoration (Indriastuti, 2016; Adnan & Somantri, 2022). Such conflicts are frequently rooted in weak resource governance, inequitable revenue distribution, and insufficient protection of community livelihoods and environmental sustainability (Bebbington & Bury, 2009; Camara *et al.*, 2021). These conditions highlight the urgent need for CSR models that move beyond philanthropic activities toward structured, stakeholder-oriented development interventions.

Conceptually, CSR represents a holistic approach through which corporations assume responsibility for the social, environmental, and economic impacts of their operations (Carroll, 1999; Dahlsrud, 2008; McWilliams & Siegel, 2001). When strategically integrated, CSR can function as a governance mechanism that balances economic growth, social welfare, and environmental sustainability (Licandro *et al.*, 2023). In the Indonesian context, CSR implementation is mandated by Law No. 40/2007 on Limited Liability Companies and reinforced by Law No. 19/2003 on State-Owned Enterprises, emphasizing CSR as an instrument for sustainable business performance.

A critical advancement in CSR governance lies in its integration with the Sustainable Development Goals (SDGs). The SDGs provide a globally recognized framework that emphasizes interconnected social, economic, and environmental objectives (Ishartono & Raharjo, 2016). Aligning CSR initiatives with SDG targets allows corporations to transition from short-term, fragmented interventions toward long-term, outcome-oriented development strategies that generate shared value for companies and communities alike.

Despite this conceptual alignment, significant research gaps remain. Empirically, CSR studies in Indonesia are still dominated by descriptive and cross-sectional approaches, with limited use of systemic, impact-oriented, and longitudinal methodologies. Regionally, coastal and post-extractive contexts such as Bengkalis remain underexplored, particularly regarding CSR's role in mitigating long-term social and ecological risks. Theoretically, the integration of CSR frameworks with SDG indicators and social capital perspectives remains limited, constraining analytical depth. Practically, weak stakeholder coordination, limited beneficiary participation, and the absence of standardized impact measurement tools continue to undermine CSR effectiveness.

Given these gaps, this study aims to systematically examine the role and effectiveness of CSR programs implemented by Pertamina Hulu Rokan in Bengkalis Regency within the SDG framework. Specifically, the study seeks to (1) assess how CSR initiatives contribute to community welfare empowerment, and (2) develop an integrated CSR model aligned with regional development priorities and the SDGs. By addressing methodological, contextual, and governance-related gaps, this research contributes to advancing CSR as a strategic instrument for sustainable development in resource dependent regions.

METHOD

To comprehensively understand the dynamics of stakeholder relationships within the Corporate Social Responsibility (CSR) system of Pertamina Hulu Rokan (PHR), this study employs the MICMAC method (Matrix of Cross-Impact Multiplications Applied to Classification). This approach is selected due to its robustness in systematically mapping the levels of driving power and dependence among stakeholders involved in the CSR system.

Through structural analysis, the MICMAC method enables the identification and classification of factors that exert strong influence on other variables while simultaneously exhibiting high levels of dependence within the system (Godet & Durance, 2011). In this study, the direct interrelationships among eight key variables are examined using a cross-impact matrix, namely the Matrix of Direct Influence (MDI), which serves as the analytical foundation for assessing the structural configuration of stakeholder interactions.

The MDI is constructed based on a direct influence matrix completed by stakeholders through a combination of questionnaire surveys and in-depth interviews. The MDI data were subsequently processed to generate a classification map of the principal factors according to their levels of driving power and dependence, thereby illustrating the direct relationships among variables within the CSR system. In addition, the Regent (Bupati) of Bengkalis Regency, serving for the 2025–2030 term, was included as a key informant to strengthen the policy and regional development perspective of the analysis.

FINDINGS AND DISCUSSION

The Matrix of Direct Influence (MDI) analysis positions each variable within the CSR system based on levels of direct influence and direct dependence, subsequently mapped using MICMAC software.

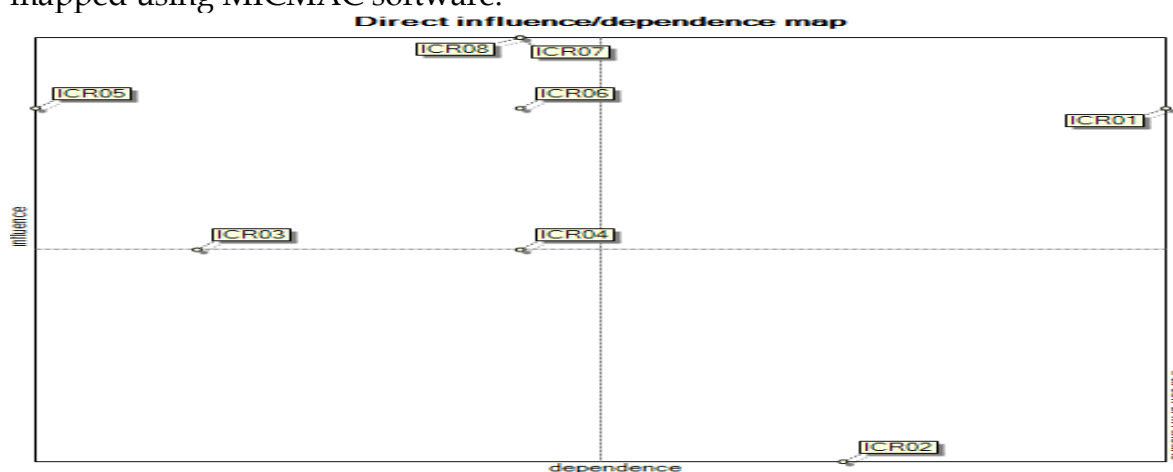


Figure 1 Direct Influence/Indepence

As shown in Figure 1, Quadrant I comprises variables with high influence and very low dependence, namely strategic NGOs and Pertamina Hulu Rokan (PHR). These actors function as key entry points in CSR planning and implementation in Bengkalis Regency, acting as primary drivers that determine program direction, priorities, and effectiveness.

Quadrants II and IV represent relay variables and autonomous (excluded) variables, respectively. Relay variables exhibit both high influence and high dependence, indicating their potential to significantly affect system stability. In this study, organic agriculture certification was positioned near the center of the MICMAC diagram and classified as an excluded variable, suggesting that although conceptually relevant, its structural influence on the CSR system remains limited. Excluded variables generally possess low influence and dependence, contributing marginally to CSR planning and implementation.

Quadrant III represents output variables, characterized by low influence and high dependence. This category includes academics, who contribute primarily through independent evaluation, policy recommendations, and the provision of scientific legitimacy. However, their institutional involvement in CSR planning remains inconsistent, positioning them more as recipients of policy outcomes than decision-makers.

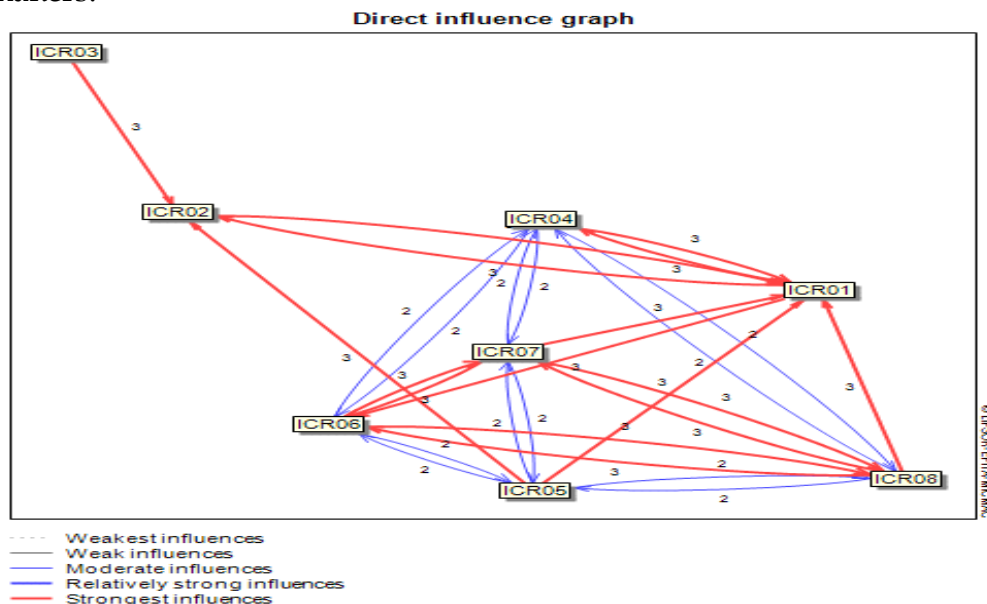


Figure 2 Direct Influence

Figure 2 illustrates that the CSR system of PHR in Bengkalis exhibits a relatively high level of stakeholder interconnection. Several actors hold dominant positions shaping CSR effectiveness, while others function as intermediaries or supporters. Importantly, indirect influence analysis reveals that some stakeholders gain significance through chain-effect relationships, which are not fully captured by direct influence alone.

Based on MICMAC results, CSR stakeholders are classified into driver, linkage, and autonomous stakeholders. Driver stakeholders, dominated by PHR's internal actors and strategic NGOs, have high influence and low dependence, serving as the main drivers of the CSR system. Their decisions directly affect the achievement of community empowerment objectives. Linkage stakeholders, including local government and elements of PHR management, display both high influence and dependence, acting as connectors between policy, implementation, and community interests. Changes within this group can substantially impact system stability.

Autonomous stakeholders, consisting of academics and supporting NGOs, have relatively low influence and dependence but remain essential for impact assessment, policy validation, and community capacity building.

The proposed conceptual model highlights that community welfare outcomes result from systematic, long-term stakeholder synergy. Collaboration among corporations, governments, and communities is critical for aligning CSR initiatives with the Sustainable Development Goals (SDGs) while remaining responsive to local needs. This finding is consistent with previous studies emphasizing the role of stakeholder engagement in ensuring CSR sustainability and social impact (Mauliyansyah *et al.*, 2023; Rosyada *et al.*, 2024).

From a stakeholder-specific perspective, the involvement of academics and NGOs supports CSR sustainability through evaluation and capacity building, enhancing transparency and adaptability (Mauliyansyah *et al.*, 2023; Rosyada *et al.*, 2024). Collaboration between local governments and corporations strengthens CSR implementation and enables effective conflict management, reinforcing sustainable development outcomes (Dharmariza *et al.*, 2020; Widhagdha & Hidayat, 2020). Furthermore, strong collaboration among government, communities, and the private sector enhances program effectiveness, social legitimacy, and long-term sustainability (Darwis *et al.*, 2019; Nurdin *et al.*, 2024).

Overall, the conceptual model serves as a strategic framework for aligning CSR initiatives with local development priorities and advancing sustainable development in Bengkalis Regency. Its application has the potential to strengthen community resilience, enhance public private collaboration, and improve the effectiveness of CSR programs, while offering a transferable blueprint for other regions pursuing inclusive and sustainable CSR practices (Darwis *et al.*, 2019; Rosyada *et al.*, 2024).

CONCLUSION

This study provides empirical and conceptual insights into the governance of Corporate Social Responsibility (CSR) by demonstrating that community welfare outcomes are fundamentally shaped by the structural dynamics of stakeholder influence and dependence. Employing the MICMAC method as an analytical tool, the study moves beyond descriptive assessments of CSR programs and offers a system-oriented explanation of how stakeholder interactions determine the effectiveness and sustainability of CSR initiatives in Bengkalis Regency.

The findings confirm that CSR effectiveness is driven primarily by a limited number of high-influence, low-dependence actors, particularly internal corporate stakeholders of Pertamina Hulu Rokan (PHR) and strategic non-governmental organizations. These actors function as the main drivers of the CSR system, shaping program direction, priorities, and resource allocation. In contrast, local government institutions emerge as linkage stakeholders, whose dual position of high influence and high dependence makes them critical connectors between corporate strategy, policy implementation, and community needs. Meanwhile, academics and supporting NGOs, although positioned as autonomous stakeholders, play an indispensable role through indirect contributions such as evaluation, legitimacy building, and capacity development.

From a theoretical perspective, this study contributes to the CSR and sustainable development literature by reinforcing the argument that CSR outcomes are relational rather than programmatic. The proposed stakeholder-based conceptual model demonstrates that alignment with the Sustainable Development Goals (SDGs) is most effective when CSR is governed through coordinated, long-term stakeholder engagement rather than isolated corporate actions. By integrating MICMAC analysis with stakeholder theory, the study provides a replicable framework for analyzing CSR governance in resource-based and regional development contexts.

In practical terms, the findings offer important implications for policymakers and corporate managers. Effective CSR implementation requires prioritizing driver stakeholders while simultaneously strengthening coordination mechanisms among linkage stakeholders to maintain system stability. Institutionalizing the involvement of academics and civil society organizations can further enhance transparency, adaptive learning, and long-term sustainability. These insights underscore the importance of multi-actor collaboration in minimizing social conflict and maximizing social and economic impacts at the local level.

Overall, this study demonstrates that a systemic, stakeholder-oriented approach to CSR governance is essential for advancing community welfare and achieving sustainable development objectives. The conceptual model developed in this research provides not only a strategic framework for CSR implementation in Bengkalis Regency but also a transferable reference for other regions seeking to align corporate responsibility initiatives with local development priorities and the broader SDG agenda.

Despite its contributions, this study has several limitations that open avenues for future research. First, the analysis is based on a single case study in Bengkalis Regency, which may limit the generalizability of the findings to other regional or sectoral contexts. Second, the MICMAC method emphasizes structural relationships among stakeholders and does not fully capture temporal dynamics or changes in stakeholder influence over time. Future studies could adopt a longitudinal design or integrate MICMAC with complementary methods such as social network analysis or quantitative impact evaluation to examine the evolution of CSR governance. Additionally, expanding the scope to comparative cross-regional or cross-sectoral studies would enhance the robustness and transferability of the proposed stakeholder-based CSR model in advancing the Sustainable Development Goals.

ACKNOWLEDGMENTS

The researcher would like to thank the editor for his valuable contribution to improving the quality of this manuscript to the publication stage. May Allah SWT give you multiple rewards. Amen

REFERENCES

- Adnan, R. S., & Somantri, G. R. (2022). Social conflict among mining company and community. *Indonesian Journal of Religion and Society*, 4(1), 28-40. <https://doi.org/10.36256/ijrs.v4i1.246>
- Amu, H., Aboagye, R. G., Dowou, R. K., Kongnyuy, E. J., Adoma, P. O., Memiah, P., ... & Bain, L. E. (2022). Towards achievement of sustainable development goal 3: multilevel analyses of demographic and health survey data on health insurance coverage and maternal healthcare utilisation in sub-saharan africa. *International Health*, 15(2), 134-149. <https://doi.org/10.1093/inthealth/ihac017>
- Al Lawati, H., & Hussainey, K. (2022). Does Sustainable Development Goals Disclosure Affect Corporate Financial Performance? *Sustainability*, 14(13), Article 13. <https://doi.org/10.3390/su14137815>
- Almeida, C. M. L. d., Bergqvist, E., Thacker, S., & Nerini, F. F. (2021). Actions to align energy projects with the sustainable development goals. *Discover Sustainability*, 2(16), 1-11. <https://doi.org/10.1007/s43621-021-00020-3>
- Badan Pusat Statistik (BPS) Kabupaten Bengkalis. (2023). *Kabupaten Bengkalis Dalam Angka*. <https://bengkaliskab.bps.go.id/publication/2023/02/28/4782ea316b0a706877802e15/kabupaten-bengkalis-dalam-angka-2023.html>
- Badan Perencanaan dan Pembangunan Daerah (Bappeda) Kabupaten Bengkalis. (2023). *Rencana Kerja Kerajaan tempatan (RKPD) Kabupaten Bengkalis Tahun 2024*.
- Baruah, L., & Panda, N. M. (2021). The Impact of Corporate Social Responsibility on Reputation: A Study on Top 100 Companies Operating in India. *Metamorphosis*, 20(2), 99-105. <https://doi.org/10.1177/09726225211051866>
- Bebbington, A., & Bury, J. (2009). Institutional challenges for mining and sustainability in peru. *Proceedings of the National Academy of Sciences*, 106(41), 17296-17301. <https://doi.org/10.1073/pnas.0906057106>
- Beyne, J. (2020). Designing and implementing sustainability: an integrative framework for implementing the sustainable development goals. *European*

Journal of Sustainable Development, 9(3), 1-12.
<https://doi.org/10.14207/ejsd.2020.v9n3p1>

Bhuiyan, F., Baird, K., & Munir, R. (2020). The association between organisational culture, CSR practices and organisational performance in an emerging economy. *Meditari Accountancy Research*, 28(6), 977-1011.
<https://doi.org/10.1108/MEDAR-09-2019-0574>

Boğan, E., & Dedeoğlu, B. B. (2020). Hotel employees' corporate social responsibility perception and organizational citizenship behavior: perceived external prestige and pride in organization as serial mediators. *Corporate Social Responsibility and Environmental Management*, 27(5), 2342-2353. <https://doi.org/10.1002/csr.1996>

Cahyono, Arif Dwi. (2010). History of Oil & Gas Exploration: It Stars From A Cattle. *Majalah Tambang Online*.

Camara, I., De-yi, J., Barry, O., & Caille, F. (2021). Bauxite mining conflicts in guinea: causes identification, analysis, and countermeasures. *International Journal of Mineral Processing and Extractive Metallurgy*, 6(3), 53.
<https://doi.org/10.11648/j.ijmpem.20210603.13>

Čadež, S., & Galant, A. (2023). The role of stakeholder heterogeneity in the corporate social responsibility - corporate financial performance relationship. *Drustvena Istrazivanja*, 32(1), 115-136. <https://doi.org/10.5559/di.32.1.06>

Carroll, A. B. (1999). Corporate Social Responsibility: Evolution of a Definitional Construct. *Business & Society*, 38(3), 268-295.
<https://doi.org/10.1177/000765039903800303>

Chandrakumar, C., & McLaren, S. (2018). Exploring the linkages between the environmental sustainable development goals and planetary boundaries using the DPSIR impact pathway framework. In *Designing Sustainable Technologies, Products and Policies* (pp. 413-423). https://doi.org/10.1007/978-3-319-66981-6_46

Chutcheva, Y. V., Kuprianova, L. M., Seregina, A. A., & Kukushkin, S. N. (2022). Environmental management of companies in the oil and gas markets based on AI for sustainable development: An international review. *Frontiers in Environmental Science*, 10. <https://doi.org/10.3389/fenvs.2022.952102>

- Cowan, K., & Guzman, F. (2020). How CSR reputation, sustainability signals, and country-of-origin sustainability reputation contribute to corporate brand performance: An exploratory study. *Journal of Business Research*, 117, 683–693. <https://doi.org/10.1016/j.jbusres.2018.11.017>
- Dahlsrud, A. (2008). How corporate social responsibility is defined: An analysis of 37 definitions. *Corporate Social Responsibility and Environmental Management*, 15(1), 1–13. <https://doi.org/10.1002/csr.132>
- Dagvadorj, L., Byamba, B., & Ishikawa, M. (2018). Effect of local community's environmental perception on trust in a mining company: a case study in mongolia. *Sustainability*, 10(3), 614. <https://doi.org/10.3390/su10030614>
- Darwis, R. S., Resnawaty, R., & Hassanah, D. (2019). Peran Pemerintah dalam Kolaborasi Stakeholders pada Pelaksanaan Program Corporate Social Responsibility (CSR). <https://doi.org/10.24198/JPPM.V6I1.21482>
- Dai, T., & Tang, C. S. (2022). Frontiers in service science: integrating ESG measures and supply chain management: research opportunities in the postpandemic era. *Service Science*, 14(1), 1–12. <https://doi.org/10.1287/serv.2021.0295>
- Fadillah. (2022). Optimalisasi Pendayagunaan Zakat Produktif dalam Mewujudkan Program Sustainable Development Goals (SDGs) guna Meningkatkan Kesejahteraan Mustahik (Studi Kasus Lembaga Program Baznas Zcd Desa Wlahar Wetan Kecamatan Kalibagor Kabupaten Banyumas). *Jurnal Manajemen Zakat dan Wakaf*, 1(2), 125–134.
- Francis, N. N., & Pegg, S. (2020). Socially distanced school-based nutrition program under covid 19 in the rural niger delta. *The Extractive Industries and Society*, 7(2), 576–579. <https://doi.org/10.1016/j.exis.2020.04.007>
- Ginting, D. Y. br, Ginting, R. br, & Sembiring, D. J. M. (2020). *Sistem Pendukung Keputusan dengan Menggunakan Metode Analytic Hierarchy Process (AHP)*. Yogyakarta: Penerbit Andi.
- Godet, M., & Durance, P. (2011). *Strategic foresight for companies and territories*. Paris: Dunod.

- Gollier, C., & Pouget, S. (2022). Investment Strategies and Corporate Behaviour with Socially Responsible Investors: A Theory of Active Ownership. *Economica*, 89(356), 997-1023. <https://doi.org/10.1111/ecca.12436>
- Imron, M. A. (2021). Economy in times of crisis: an economic analysis of the energy policy during covid-19 pandemic. *International Journal of Management Research and Social Science*, 8(2). <https://doi.org/10.30726/ijmrss/v8.i2.2021.82011>
- Indriastuti, S. (2016). The impacts of decentralization policy in the mining sector on human security of local communities in indonesia. *International Journal of Sustainable Future for Human Security*, 4(1), 50-60. <https://doi.org/10.24910/jsustain/4.1/5060>
- Irwan, Muhammad Riduansyah Syafari, & Ahmad Yunani. (2021). Corporate Social Responsibility (CSR) Management PT. Borneo Indobara (BIB) in Community Empowerment in The Regency of Tanah Bumbu. *International Journal of Political, Law, and Social Science*, 2(3), 74-88.
- Ishartono, & Raharjo. (2016). Sustainable Development Goals dan Pengentasan Kemiskinan. *Share: Social Work Journal*, 6(2), 159-167.
- Kieu, T.-K., Nguyen, C.-H., & Wu, S.-H. (2022). The impact of mandatory CSR disclosure on firm efficiency in an emerging country. *Journal of Business Economics and Management*, 23(6), Article 6. <https://doi.org/10.3846/jbem.2022.18201>
- Koolwala, N., & Khandelwal, S. (2019). Corporate Social Responsibility (CSR) implementation in Oil & Gas Industry: Challenges and Solutions.
- Kusuma, J. P., & Ginting, A. L. (2021). Strategi Kerajaan tempatan Kabupaten Kolaka dalam Pengelolaan Program Corporate Social Responsibility (CSR). *Scientific Journal of Reflection: Economic, Accounting, Management and Business*, 4(1), 81-90.
- Kusumawati, R., Asyilah, N. H., & Bukhori, I. (2022). Corporate Social Responsibility's (CSR) Impact on Financial Performance: Moderating Effects of Earnings Management and Leverage. *Jurnal Manajemen Bisnis*, 13(2), 223-234. <https://doi.org/10.18196/mb.v13i2.12888>

- Kwarto, F., Nurafiah, N., Suharman, H., & Dahlan, M. (2024). The potential bias for sustainability reporting of global upstream oil and gas companies: A systematic literature review of the evidence. *Management Review Quarterly*, 74(1), 35–64. <https://doi.org/10.1007/s11301-022-00292-7>
- Licandro, O., Vázquez-Burguete, J. L., Ortigueira, L., & Correa, P. (2023). Definition of Corporate Social Responsibility as a Management Philosophy Oriented towards the Management of Externalities: Proposal and Argumentation. *Sustainability*, 15(13), Article 13. <https://doi.org/10.3390/su151310722>
- Lopez, B. (2020). Connecting business and sustainable development goals in Spain. *Marketing Intelligence & Planning*, 38(5), 573–585. <https://doi.org/10.1108/MIP-08-2018-0367>
- Lundberg, E. (2017). The importance of tourism impacts for different local resident groups: A case study of a Swedish seaside destination. *Journal of Destination Marketing and Management*, 6(1), 46–55.
- Mauliyansyah, R., Wijaya, D. W., Sofia, H. F., & Syifani, A. N. (2023). The Role of Stakeholders in the Sustainability of PT Pertamina Patra Niaga Fuel Terminal Rewulu's CSR Program (Study on Independent Women's Group "Berlian Progo"). *Journal of Environmental and Sustainability Studies*. <https://doi.org/10.55381/envibility.v1i2.182>
- Manes-Rossi, F., & Nicolo', G. (2022). Exploring sustainable development goals reporting practices: From symbolic to substantive approaches – Evidence from the energy sector. *Corporate Social Responsibility and Environmental Management*, 29(5), 1799–1815. <https://doi.org/10.1002/csr.2328>
- Marco-Lajara, B., Zaragoza-Sáez, P., Martínez Falcó, J., & Millan-Tudela, L. A. (2022). Corporate Social Responsibility: A Narrative Literature Review (corporate-social-responsibility) [Chapter]. IGI Global. <https://doi.org/10.4018/978-1-6684-6750-3.CH002>
- McWilliams, A., & Siegel, D. (2001). Corporate Social Responsibility: A Theory of the Firm Perspective. *Academy of Management Review*, 26(1), 117–127. <https://doi.org/10.2307/259398>

- Messakh, T. A., Rustiadi, E., Putri, E. I. K., & Fauzi, A. (2021). Dampak Sektor Transportasi Terhadap Perekonomian di Timor Barat: Suatu Analisis Model Input-Output (IO). *Jurnal Wilayah Dan Lingkungan*, 9(2), 127-141.
- Ministry of ESDM. (2021). Siaran pers: Sektor hulu minyak dan gas bumi berperan strategis dalam pembangunan nasional dan daerah serta menghadapi tantangan lingkungan dan sosial (Siaran Pers No. 364.Pers/04/SJI/2021). Jakarta: Kementerian Energi dan Sumber Daya Mineral RI.
- Morales, O., Kleit, A. N., & Rees, G. H. (2018). Mining and community relations in peru: can agreement be reached?. *Academia Revista Latinoamericana De Administración*, 31(3), 605-624. <https://doi.org/10.1108/ARLA-04-2016-0092>
- Mory, L., Wirtz, B. W., & Göttel, V. (2016). Corporate social responsibility strategies and their impact on employees' commitment. *Journal of Strategy and Management*, 9(2), 172-201. <https://doi.org/10.1108/JSMA-12-2014-0097>
- Mutti, D., Yakovleva, N., Vazquez-Brust, D., & Di Marco, M. H. (2012). Corporate social responsibility in the mining industry: Perspectives from stakeholder groups in Argentina. *Resources Policy*, 37(2), 212-222. <https://doi.org/10.1016/j.resourpol.2011.05.001>
- Mzembe, A. N., & Meaton, J. (2014). Driving Corporate Social Responsibility in the Malawian Mining Industry: A Stakeholder Perspective. *Corporate Social Responsibility and Environmental Management*, 21(4), 189-201. <https://doi.org/10.1002/csr.1319>
- Nriagu, J. O., Udofia, E. A., Ekong, I. E., & Ebuk, G. (2016). Health risks associated with oil pollution in the niger delta, nigeria. *International Journal of Environmental Research and Public Health*, 13(3), 346. <https://doi.org/10.3390/ijerph13030346>
- Nayenggita, G. B., Raharjo, S. T., & Resnawaty, R. (2019). Praktik Corporate Social Responsibility (CSR) di Indonesia. *Jurnal Pekerjaan Sosial*, 2(1), 61-66.
- Nguyen, H. H., Hoang, T. G., & Luu, H. N. (2019). Corporate social responsibility in vietnam: opportunities and innovation experienced by multinational corporation subsidiaries. *Social Responsibility Journal*, 16(6), 771-792. <https://doi.org/10.1108/SRJ-02-2019-0082>

- Nugroho, H. C., et al. (2014). Koordinasi Pelaksanaan Program Pengembangan Kawasan Agropolitan di Kabupaten Nganjuk. *Jurnal Pembangunan dan Lestari Alam*, 5(1), 12-22.
- Nurdin, N. H., Ismail, I., Zainal, N. H., & Suaib, M. R. (2024). Perkongsian strategis dalam implementasi CSR di kota makassar: peran aktor utama. *Journal Publicuho*. <https://doi.org/10.35817/publicuho.v7i4.557>
- Ohta, R., Yata, A., & Sano, C. (2022). Students' learning on sustainable development goals through interactive lectures and fieldwork in rural communities: grounded theory approach. *Sustainability*, 14(14), 8678. <https://doi.org/10.3390/su14148678>
- Ogwang, T., Vanclay, F., & Assem, A. v. d. (2019). Rent-seeking practices, local resource curse, and social conflict in uganda's emerging oil economy. *Land*, 8(4), 53. <https://doi.org/10.3390/land8040053>
- Pakkan, S., Sudhakar, C., Tripathi, S., & Rao, M. (2021). A correlation study of sustainable development goal (SDG) interactions. <https://doi.org/10.21203/rs.3.rs-779385/v1>
- Pedoman Tata Kerja SKK Migas Nombor: PTK-037/SKKMA0000/2018/S0 TENTANG PLAN OF DEVELOPMENT (POD) Revisi-02 JAKARTA Tahun 2018 tentang Plan Of Development (POD). <https://studylib.net/doc/25722786/ptk-037-skk-migas-plan-of-development--pod--2018>
- Peraturan Menteri BUMN Nomor PER-03/MBU/12/2016 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara Nomor Per-09/MBU/07/2015 tentang Program Perkongsian dan Program Bina Lingkungan Badan Usaha Milik Negara. <https://peraturan.bpk.go.id/Home/Details/146591/permen-bumn-no-per-03mbu122016-tahun-2016>
- Pizzi, S., Rosati, F., & Venturelli, A. (2021). The determinants of business contribution to the 2030 Agenda: Introducing the SDG Reporting Score. *Business Strategy and the Environment*, 30(1), 404-421. <https://doi.org/10.1002/bse.2628>

- Prasetio, J. E., Bintarto, B., Susanto, A. A., Rahmanda, G. A., Rochman, A. S., Gresik, U., & Kalbuana, N. (2021). Corporate Social Responsibility Community Development And Empowerment Program In Indonesia. 24(1).
- Pertamina Hulu Rokan [PHR]. (2021). *Annual Report 2021*. <https://phr.pertamina.com/Content/Images/Tentang-kami/ProfilPHR/Laporan%20Tahunan%20PHR%202021%20Website.pdf>
- Puspita, D., & Mubarak, N. (2021). Analysis of Coastline Changes in Rupert Island Using Remote Sensing Data and Geographic Information Systems. *Asian Journal of Aquatic Sciences*, 4(3), 236-246.
- Purwanti, S., Abdoellah, O. S., Asdak, C., & Cahyandito, M. F. (2022). Effectiveness of corporate social responsibility performance in oil and gas companies in north kalimantan. *International Journal of Health Sciences*, 47461-47471. <https://doi.org/10.53730/ijhs.v6ns7.13257>
- Rosyada, T. A., Najah, R. H., Amalia, R., Kusumasari, I. R., & Hidayat, R. (2024). The Role of Stakeholder Involvement in the Decision Making Process of Corporate Social Responsibility. *Jurnal Akuntansi, Manajemen, Dan Perencanaan Kebijakan*. <https://doi.org/10.47134/jampk.v2i2.530>
- Santos, M. J., & Silva Bastos, C. (2020). The adoption of sustainable development goals by large Portuguese companies. *Social Responsibility Journal*, 17(8), 1079-1099. <https://doi.org/10.1108/SRJ-07-2018-0184>
- Sarojanamma, M., & Ganesh, M. K. (2023). Role of Corporate Social Responsibility in Social and Economic Development in India. *Proceeding International Conference on Science and Engineering*, 11(1), Article 1. <https://doi.org/10.52783/cienceng.v11i1.195>
- Silva, S. (2021). Corporate contributions to the Sustainable Development Goals: An empirical analysis informed by legitimacy theory. *Journal of Cleaner Production*, 292, 125962. <https://doi.org/10.1016/j.jclepro.2021.125962>
- Sinha, G. (2022). Corporate Social Responsibility- A Positive Obligation on the Companies to Fulfill their Responsibility towards Country. *Journal of Legal Studies & Research*, 8(3), 177-197. <https://doi.org/10.55662/JLSR.2022.8304>

- Siyal, S., Ahmad, R., Riaz, S., Xin, C., & Fangcheng, T. (2022). The Impact of Corporate Culture on Corporate Social Responsibility: Role of Reputation and Corporate Sustainability. *Sustainability*, 14(16), Article 16. <https://doi.org/10.3390/su141610105>
- Słomka-Gołębiowska, A., De Masi, S., Zambelli, S., & Paci, A. (2023). Towards higher sustainability: If you want something done, ask a chairwoman. *Finance Research Letters*, 58, 104308. <https://doi.org/10.1016/j.frl.2023.104308>
- Tian, H. (2023). Does consumer social responsibility augment corporate social responsibility: A reciprocal analysis of external stakeholder from stakeholder theory perspective. *Corporate Social Responsibility and Environmental Management*, 30(2), 968–978. <https://doi.org/10.1002/csr.2400>
- Tilt, C. A. (2016). Corporate social responsibility research: The importance of context. *International Journal of Corporate Social Responsibility*, 1(1), 1-9.
- Torrico, B. H., Frank, B., & Tavera, C. A. (2018). Corporate social responsibility in Bolivia: meanings and consequences. *International Journal of Corporate Social Responsibility*, 3(1), 7.
- Tysiachniouk, M., Petrov, A. N., Kuklina, V., & Krasnoshtanova, N. (2018). Between soviet legacy and corporate social responsibility: emerging benefit sharing frameworks in the irkutsk oil region, russia. *Sustainability*, 10(9), 3334. <https://doi.org/10.3390/su10093334>
- Uduji, J., & Okolo-Obasi, E. N. (2019). Corporate Social Responsibility in Nigeria and Rural Youths in Sustainable Traditional Industries Livelihood in Oil Producing Communities (SSRN Scholarly Paper 3402032). <https://doi.org/10.2139/ssrn.3402032>
- United Nations. (2015). *Transforming our World: The 2030 Agenda for Sustainable Development: Sustainable Development Knowledge Platform*. <https://sustainabledevelopment.un.org/post2015/transformingourworld/publication>
- Van der Waal, J. W. H., & Thijssens, T. (2020). Corporate involvement in Sustainable Development Goals: Exploring the territory. *Journal of Cleaner Production*, 252, 119625. <https://doi.org/10.1016/j.jclepro.2019.119625>

- Van Tulder, R., Rodrigues, S. B., Mirza, H., & Sexsmith, K. (2021). The UN's Sustainable Development Goals: Can multinational enterprises lead the Decade of Action? *Journal of International Business Policy*, 4(1), 1–21. <https://doi.org/10.1057/s42214-020-00095-1>
- Van Zanten, J. A., & van Tulder, R. (2021). Improving companies' impacts on sustainable development: A nexus approach to the SDG. *Business Strategy and the Environment*, 30(8), 3703–3720. <https://doi.org/10.1002/bse.2835>
- Velden, M. v. d. (2018). Digitalisation and the UN Sustainable Development Goals: what role for design. *Interaction Design and Architecture(s)*, (37), 160-174. <https://doi.org/10.55612/s-5002-037-008>
- Wackernagel, M., Hanscom, L., & Lin, D. (2017). Making the sustainable development goals consistent with sustainability. *Frontiers in Energy Research*, 5. <https://doi.org/10.3389/fenrg.2017.00018>
- Warhurst, A., & Mitchell, P. (2000). Corporate social responsibility and the case of Summitville mine. *Resources Policy*, 26(2), 91–102. [https://doi.org/10.1016/S0301-4207\(00\)00019-2](https://doi.org/10.1016/S0301-4207(00)00019-2)
- Wang, L., Zhang, P., Ma, L., Cong, X., & Skibniewski, M. J. (2020). Developing a corporate social responsibility framework for sustainable construction using partial least squares structural equation modeling. *Technological and Economic Development of Economy*, 26(1), 186-212. <https://doi.org/10.3846/tede.2020.11263>
- Weerasinghe, T., Gunarathne, N., & Samudrage, D. N. (2024). Sustainable development goals disclosures: Evidence from Sri Lanka. *Corporate Social Responsibility and Environmental Management*, 31(2), 993–1010. <https://doi.org/10.1002/csr.2614>
- Williams, S., & Murphy, D. F. (2023). Learning from Each Other: UK Global Businesses, SMEs, CSR and the Sustainable Development Goals (SDG). *Sustainability*, 15(5), Article 5. <https://doi.org/10.3390/su15054151>
- Widhagdha, M. F., & Hidayat, R. (2020). Pemberdayaan Masyarakat sebagai Strategi Resolusi Konflik Sosial. <https://doi.org/10.37064/JPM.V8I1.7139>

- Xu, Y., Wang, L., Xiong, Y., Wang, M., & Xie, X. (2023). Does digital transformation foster corporate social responsibility? Evidence from Chinese mining industry. *Journal of Environmental Management*, 344, 118646. <https://doi.org/10.1016/j.jenvman.2023.118646>
- Yasir, N., & Nova Yohana. (2021). Corporate Communications in Contribution to Addressing Environmental Problems: Case Study of an Indonesian State Oil Company. *Information & Media*, 91, 152-174.
- Yuniarti, D., & Prakoso, C. T. (2018). Pelaksanaan corporate social responsibility (CSR) dan sinergi perusahaan-pemerintah daerah dalam pembangunan berkelanjutan di Kota Samarinda. *Jurnal Administrative Reform*, 6(4), 221-238.