

## Assessing SDG-Aligned CSR Programs for Community Welfare Empowerment: Evidence from Indonesia's Oil and Gas Sector Bengkalis Regency

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### A R T I C L E I N F O

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### A B S T R A C T

This study assesses the alignment of Corporate Social Responsibility (CSR) programs in Indonesia's oil and gas sector with the Sustainable Development Goals (SDGs) and evaluates their effectiveness in advancing community welfare empowerment in Bengkalis Regency, Riau Province. Using a qualitative case study of Pertamina Hulu Rokan (PHR) within a constructivist framework, the research integrates structured interviews, field observations, and multi-stakeholder focus group discussions with policy documents, CSR reports, and regional socio-economic data. Thematic and stakeholder analyses were employed to examine linkages between CSR design, implementation, and outcomes, while the Analytical Hierarchy Process (AHP) was applied – using Expert Choice with the regent as key decision-maker – to situate corporate interventions within local development priorities across medium- and long-term planning frameworks. Findings indicate cross-sector convergence that SDGs serve as the primary normative reference for CSR in Bengkalis, with implementation concentrated on basic services and human development, particularly clean water and sanitation, food security, poverty reduction, health, education, MSME empowerment, and vocational training.

## INTRODUCTION

Corporate Social Responsibility (CSR) is increasingly understood as a corporate governance mechanism that extends beyond philanthropy, encompassing firms' accountability for social and environmental impacts as well as collaborative engagement with stakeholders to sustain business operations within host communities (Wikipedia, 2023; Widjaja & Yeremia, 2021). In the oil and gas industry, the urgency of CSR is amplified, as the sector generates not only economic benefits but also externalities that may trigger ecological risks, social tensions, and political dynamics, as evidenced across diverse global contexts (Leuenberger et al., 2021; Dagvadorj et al., 2018; Morales et al., 2018; Nriagu et al., 2016; Francis & Pegg, 2020; Tysiachniouk et al., 2018; Ogwang et al., 2019). In Indonesia, the oil and gas industry has evolved through a long historical trajectory from the colonial era to the post-independence period, underscoring its position as a strategic sector for economic development while simultaneously constituting a contested arena of resource governance (Kompas, 2024; Cahyono, 2010; Setyabrata, 1884). Empirical studies indicate that the sector contributes substantially to state revenue, employment creation, and regional development, yet it also entails risks of pollution and socio-political conflict (Messakh et al., 2021; Imron, 2021; Achmad et al., 2022; Purwanti et al., 2022; George et al., 2016; Inkpen & Ramaswamy, 2018; Nor Hadi, 2014). Consequently, CSR in the oil and gas sector must be positioned as an instrument for impact mitigation and community welfare enhancement through targeted interventions in education, health, and basic social infrastructure, consistent with evidence that CSR can generate both direct and indirect contributions to regional development (Andini & Djuwita, 2021; Ministry of Energy and Mineral Resources of Indonesia, 2021).

Nevertheless, CSR implementation in Indonesia continues to face governance challenges, particularly limited transparency, weak regulatory enforcement, and inadequate alignment between community needs and corporate priorities. These issues are further exacerbated by insufficient coordination between local governments and firms, resulting in CSR programs that are poorly synchronized with regional development agendas (Kusumawati et al., 2022; Yuniarti & Teguh, 2017). Such dynamics are evident in Bengkalis Regency, a strategic coastal oil-producing area in Riau Province, where the dominant contribution of the oil and gas sector to the local economy has not translated proportionally into improved community welfare. This condition has been explicitly acknowledged by local leadership, noting that CSR programs have been implemented but remain suboptimal in supporting regional development priorities (Statistics Indonesia [BPS], 2024; Riau Pos, 2020). Socio-economic and environmental vulnerability indicators continue to reveal persistent challenges, including poverty, unemployment, inequality, and ecological hazards (BPS, 2024). At the corporate level, Pertamina Hulu Rokan (PHR), as the principal operator in the region, has undertaken multiple CSR initiatives; however, prior studies highlight monitoring limitations and the need for systematic evaluation to ensure that interventions address the root causes of community vulnerability (Fadillah, 2022). Misalignment of program targeting may occur when interventions are not grounded in needs-based mapping—for example, stunting prevention

programs that do not prioritize districts with the highest prevalence rates (Bengkalis Health Office, 2024), or MSME support that is not directed toward areas with the largest concentration of entrepreneurs (Bengkalis Cooperative and MSME Office, 2023). Evidence from various regions suggests that limited local government involvement often reduces CSR to administrative coordination with constrained impact (Jamali et al., 2018), while weak policy alignment and regulatory non-compliance undermine CSR governance quality (Irwan et al., 2021). Moreover, the absence of local government engagement during planning stages has been associated with diminished community-level outcomes (Kusuma & Ginting, 2021). From the community perspective, CSR initiatives conducted without adequate needs assessments risk producing programs misaligned with local realities and dominated by local elites (Lampe et al., 2019), potentially fostering paternalistic relationships that position communities as passive beneficiaries and reinforce publicity-oriented approaches (Yasir et al., 2022).

The conceptual framework of this article positions CSR as a socio-environmental-economic responsibility that requires the integration of ethical and sustainability dimensions into corporate strategy and stakeholder relationship management (Carroll, 1999; Dahlsrud, 2008; McWilliams & Siegel, 2001). Contemporary CSR practice is increasingly framed as a holistic approach to shared value creation between firms and communities, thereby strengthening social legitimacy and long-term operational sustainability (Licandro et al., 2023). However, several studies indicate that CSR in Indonesia frequently remains trapped in charitable patterns and commercial calculations, limiting its capacity to address complex socio-ecological challenges (Nayenggita et al., 2019; Matala, 2022). Aligning CSR with the Sustainable Development Goals (SDGs) is therefore advanced as a pathway to ensure that corporate interventions move toward measurable, multidimensional welfare outcomes, given that the SDGs are designed to balance social, economic, and environmental objectives within the global sustainable development agenda (United Nations, 2012) and are operationalized through the five pillars of people, planet, prosperity, peace, and partnership (Ishartono & Raharjo, 2016). In extractive industries, governance gaps—encompassing benefit distribution, livelihood impacts, and environmental degradation—often constitute major sources of conflict; accordingly, collaborative stakeholder approaches and effective governance mechanisms are required to mitigate tensions and enhance program sustainability (Camara et al., 2021; Bebbington & Bury, 2009; Tilt, 2016; Torrico et al., 2018). This is consistent with the predominantly vertical nature of conflicts in Indonesia, where communities frequently confront corporations over land dispossession, waste exposure, operational opposition, and post-extraction rehabilitation, alongside broader concerns related to human rights vulnerabilities, socio-cultural disruption, and ecological degradation (Indriastuti, 2016; Adnan & Somantri, 2022; Angreta & Firdaus, 2019; Chawa & Grace, 2019; Lampe et al., 2019). Consequently, SDG-aligned CSR design must be grounded in needs-based mapping, meaningful participation, and accountability, ensuring that CSR transcends symbolic legitimacy to function as a substantive instrument of community welfare empowerment.

Against this backdrop, this article assesses the alignment of Pertamina Hulu Rokan's CSR programs in Bengkalis Regency with the SDGs and evaluates their effectiveness in advancing community welfare empowerment across social, economic, educational, health, and environmental dimensions. The analysis integrates cross-sector informant perspectives with AHP-based regional development priorities, emphasizing the coherence between CSR program design, field implementation, and outcome achievement. These dynamics are examined within the context of Bengkalis' oil and gas-dominated economy, including regional economic structures and fiscal dependence that shape the scope of CSR contributions to local development agendas (BPS, 2023; Bengkalis Development Planning Agency, 2023). At the corporate level, attention is directed to the spatial distribution of CSR interventions, priority-setting rationales, and consistency with PHR's strategic CSR framework following the Rokan Working Area transition (PHR, 2021; PHR, 2023). The analysis further incorporates local political dynamics and governance capacity as critical determinants of CSR-SDG alignment, particularly in ensuring that social interventions evolve beyond short-term impacts toward structural contributions to sustainable development (Koolwal & Khandelwal, 2019).

## LITERATURE REVIEW

Contemporary scholarship positions Corporate Social Responsibility (CSR) as a corporate governance mechanism that obliges firms to account for their social, environmental, and economic impacts while integrating ethical considerations and sustainability into core business strategies (Carroll, 1999; Dahlsrud, 2008; McWilliams & Siegel, 2001; Licandro et al., 2023). Stakeholder Theory asserts that corporations cannot remain solely shareholder-oriented; instead, they must respond to the interests of actors who are affected by or capable of influencing corporate operations—including employees, customers, suppliers, local communities, and the environment—because these relationships fundamentally shape organizational legitimacy and long-term viability (Donaldson & Preston, 1995; Freeman & McVea, 2001; Jones & Wicks, 1999). Within this framework, stakeholders exert normative pressure that guides CSR policies and practices, rendering CSR quality contingent upon firms' capacity to internalize diverse expectations and values through meaningful engagement mechanisms (Alves & Rodrigues, 2017). Complementarily, Institutional Theory conceptualizes CSR as an organizational response to prevailing norms, values, and regulatory environments, whereby coercive, mimetic, and normative pressures induce firms to adopt socially acceptable practices in order to sustain institutional legitimacy (DiMaggio & Powell, 1983; Greenwood & Hinings, 1996; Suchman, 1995; DiMaggio, 1998). Consequently, CSR operates at the intersection of stakeholder demands and institutional structures that delimit corporate conduct, including public expectations regarding firms' contributions to social welfare and environmental protection (Campbell, 2007).

Aligning CSR with the Sustainable Development Goals (SDGs) is increasingly regarded as a critical prerequisite for shifting corporate social initiatives from symbolic compliance toward measurable, multidimensional impact. The SDGs provide an integrated global framework for advancing inclusive, equitable, and sustainable development under the 2030 Agenda (United Nations, 2015). Embedding

SDGs within CSR strategies enables firms to prioritize material impact areas, sharpen intervention targets, and enhance long-term stakeholder value (Izzo et al., 2020; van der Waal & Thijssens, 2020; Meribe et al., 2021). However, such alignment requires substantive reorientation of business priorities so that SDGs transcend reporting rhetoric and become foundational to corporate strategy (Santos & Silva Bastos, 2020). While CSR-SDG integration can strengthen corporate reputation and legitimacy, it also risks degenerating into image management absent robust governance and traceable impact evidence (ElAlfy et al., 2020; Elalfy et al., 2021; Silva, 2021). Empirical studies further demonstrate that substantively oriented CSR is associated with improved long-term performance and sustainable value creation for investors, employees, and local communities alike (Al Lawati & Hussainey, 2022; Flammer & Bansal, 2017; Lopez, 2020).

The effectiveness of SDG-aligned CSR is shaped by interacting internal and external organizational determinants. Internally, ethical, innovative, and participatory organizational cultures facilitate more mature CSR practices, including adaptive responsiveness to stakeholder expectations (Bhuiyan et al., 2020; Siyal et al., 2022; Kucharska & Kowalczyk, 2019; Hlioui et al., 2020). Internal stakeholder pressures – particularly employee support – alongside top management commitment and board governance significantly influence CSR intensity and quality through strategic decision-making and resource allocation (Mory et al., 2016; Li et al., 2022; Tefera et al., 2020; Słomka-Gołębiowska et al., 2023; Aboud & Yang, 2022). From a control perspective, transparency in reporting constitutes a critical accountability mechanism, while sustainability-oriented management control systems function as instruments for monitoring, measuring, and continuously improving CSR impacts (Jenkins, 2004; Asmeri et al., 2017; Adib et al., 2020; Gond et al., 2012). Firm and industry characteristics further condition CSR trajectories: larger firms typically possess greater resource capacity to manage complex programs, whereas resource-based industries – including oil and gas – face heightened environmental and reputational pressures, prompting CSR strategies that emphasize risk mitigation and impact remediation (McWilliams & Siegel, 2001; Kurowski & Huk, 2021; Warhurst & Mitchell, 2000). Externally, global initiatives and international standards foster reporting consistency, regulatory frameworks shape compliance incentives and environmental innovation, and key stakeholders – customers, communities, ESG-oriented investors, NGOs, and competitive pressures – steer CSR orientations through market expectations and legitimacy demands (Sihotang & Effendi, 2009; Ranängen et al., 2014; Karassin & Bar-Haim, 2019; Kieu et al., 2022; Jackson et al., 2020; Beldad et al., 2020; Mzembe & Meaton, 2014; Hsu & Bui, 2022; Tian, 2023; Gollier & Pouget, 2022; Guntuka, 2022).

Within extractive industries, CSR unfolds under intense socio-environmental externalities and elevated conflict risk, shifting analytical emphasis toward governance quality, practice authenticity, and demonstrable impact. Mining and extraction activities are associated with ecological degradation, pollution, public health implications, and social conflict, necessitating proactive approaches and public oversight to prevent the accumulation of environmental and social harms (Zainuddin Rela et al., 2020; Warhurst & Mitchell, 2000). Simultaneously, reporting practices may operate as reputational narratives, creating space for greenwashing when CSR

initiatives lack meaningful participation and accountability (Jenkins, 2004). Scholarly debates further indicate that CSR frequently fails to address structural root causes and tends toward short-term remedies, underscoring the need for policy integration with development agendas, strengthened regulation, and effective monitoring mechanisms (Campbell, 2012; Mutti et al., 2012; Abuya, 2018). Recent efforts to enhance CSR effectiveness emphasize disclosure standardization, improved governance of empowerment programs, digital transformation of CSR processes, and the institutionalization of authenticity standards to avoid symbolic “template” practices (Jenkins & Yakovleva, 2006; Prasetio et al., 2021; Xu et al., 2023; Song & Dong, 2023). In the oil and gas sector specifically, CSR is often mobilized to build corporate image, secure regulatory recognition, and strengthen relations with governments and communities; nevertheless, persistent challenges remain in CSR–SDG integration mechanisms, internal innovation and transformation capacities, and SDG-based reporting clarity – placing governance at the center of contemporary debates (Uduji & Okolo-Obasi, 2019; Cowan & Guzman, 2020; Manes-Rossi & Nicolo’, 2022; Tetteh et al., 2024; Escamilla Solano et al., 2019; Radnejad et al., 2020; Baruah & Panda, 2021; Kwarto et al., 2024). Although linkages between CSR and specific SDGs have been identified, granular understanding of alignment mechanisms and impact evaluation remains limited, particularly regarding how firms measure, report, and enhance SDG contributions amid operational complexity, economic pressures, and political uncertainty (Weerasinghe et al., 2024; Chutcheva et al., 2022; van Zanten & van Tulder, 2021; Williams & Murphy, 2023). Moreover, translating SDGs into corporate strategy demands substantial resources, time horizons, and systemic innovation, presenting a distinct challenge for energy companies seeking to operationalize genuinely SDG-aligned CSR (Pizzi et al., 2021; Van Tulder et al., 2021; Dmitrieva & Romasheva, 2020).

## METHOD

This study adopts a qualitative approach with a case study design focused on Pertamina Hulu Rokan (PHR) in Bengkalis Regency to develop an in-depth, contextualized, and nuanced understanding of the alignment between corporate CSR programs and the Sustainable Development Goals (SDGs), as well as their implications for community welfare empowerment. This design was selected to enable comprehensive exploration of the phenomenon through interpretive engagement with key actors’ lived experiences and the integration of multiple data collection techniques (Sugiarto, 2017). The research is grounded in a constructivist paradigm, wherein knowledge is constructed through the researcher’s interpretation of empirically observed realities; accordingly, findings are understood as contextually embedded meanings rather than objective generalizations (Creswell, 2007; Creswell, 2009).

The study draws on both primary and secondary data sources. Primary data were collected through structured interviews, field observations, and focus group discussions (FGDs) to capture CSR implementation practices, beneficiary perceptions, and stakeholder interaction dynamics. Informants were selected using purposive sampling based on role relevance, professional competence, and experiential engagement with CSR–SDG initiatives, encompassing representatives from the corporate sector, local government, academia, and civil society organizations/NGOs

(Sugiyono, 2022). Secondary data comprised policy and planning documents, CSR reports, and regional socio-economic statistics to contextualize empirical findings.

Data analysis proceeded through three interrelated stages. First, interview transcripts were examined using thematic analysis to identify meaning patterns, core themes, and inter-theme relationships reflecting linkages among CSR design, implementation, and outcomes, including enabling and constraining factors. Second, stakeholder analysis was conducted to map actors' roles, interests, levels of influence, and relational configurations within local CSR governance, enabling a comprehensive understanding of strategic actor constellations and cross-sector collaboration dynamics (Bryson, 2004). Third, the study applied the Analytical Hierarchy Process (AHP) to establish development and CSR strategy priorities through pairwise comparisons on a 1-9 scale, aggregated at the group level and tested for consistency using the Consistency Ratio (CR) to ensure rational and defensible decision outcomes. This stage was implemented through cross-cluster FGDs involving academics, government officials, community representatives, and corporate actors to derive operationally relevant CSR priorities (Saaty, 1994; Pedrycz & Song, 2014; Ginting, 2020; Bouyssou, 2006). Instrument validity was ensured through literature review, expert assessment, and pilot testing, while reliability was supported by consistency evaluations, thereby safeguarding data quality and methodological rigor (Wiersma, 2000).

To obtain a comprehensive perspective on SDG-based CSR implementation, the study engaged eight key informants purposively selected from four primary clusters—local government, academia, the corporate sector, and civil society organizations—based on role relevance, professional expertise, and empirical experience in CSR planning and implementation. In addition, the Regent (Bupati) of Bengkalis Regency was specifically involved as a key informant and strategic decision-maker in the AHP process, ensuring that the resulting SDG priority weights reflected normative and long-term regional development orientations. Detailed informant profiles, including positions, areas of expertise or experience, and anonymized codes, are presented in Table 1. This cross-sectoral composition enabled data triangulation, strengthened the validity of findings, and provided a robust empirical foundation for assessing CSR design-implementation alignment with the SDGs, as well as evaluating corporate contributions to community welfare empowerment in Bengkalis Regency.

**Table 1. Expert Panel and Informant Profile**

No.	Expert Group	Position	Area of Expertise / Experience	Code
1	Government	Head of Provincial Development Planning Agency, Riau Province	Extensive experience in multi-stakeholder collaboration for provincial development planning in Riau	ICR01
2	Academia	Director, Bengkalis State Polytechnic	Experience in collaborative CSR projects with Pertamina Hulu Rokan	ICR02

3	Corporate	Senior CID Officer, PT Pertamina Hulu Rokan	Experience in implementing CSR programs in Bengkalis Regency	ICR03
4	Corporate	Junior Officer I, Community Relations and CSR, Pertamina International Refinery Unit Sungai Pakning	Experience in implementing CSR programs in Bengkalis Regency and recipient of national-level CSR awards	ICR04
5	Corporate	Public Relations and CSR Officer, PT MIFA Bersaudara, Aceh	Experience in implementing CSR programs in Aceh and recipient of national-level CSR awards	ICR05
6	Corporate	Head of Field Support	Experience in implementing CSR programs in Siak Regency	ICR06
7	Non-Governmental Organization	Chairperson, Bahtera Melayu	Experience in social research, community facilitation, and empowerment initiatives in Bengkalis Regency	ICR07
8	Non-Governmental Organization	Coordinator, Riau Forest Rescue Network (Jikalahari)	Experience in social activism and community empowerment initiatives in Riau Province	ICR08

## FINDINGS AND DISCUSSION

### *Assessing the Alignment of Pertamina Hulu Rokan's CSR with the SDGs in Advancing Community Welfare in Bengkalis Regency*

Empirical findings reveal a convergence of perspectives among cross-sector informants—corporate actors, academics, and civil society organizations—that the Sustainable Development Goals (SDGs) have become the primary normative framework guiding the design and implementation of Corporate Social Responsibility (CSR) within Bengkalis' oil and gas operating areas. Corporate informants interpret the SDGs as a strategic instrument for balancing business sustainability with social and environmental responsibility, while academics and NGOs emphasize their function as impact-based evaluative standards. These differentiated yet complementary perspectives reflect multi-stakeholder dynamics, consistent with the extractive-sector CSR literature that positions cross-actor collaboration as a prerequisite for corporate social legitimacy (Tilt, 2016; Torrico et al., 2018). This finding also aligns with the view that contemporary CSR transcends philanthropy toward a strategic approach integrating social and environmental dimensions into business models (Carroll, 1999; Dahlsrud, 2008; McWilliams & Siegel, 2001; Licandro

et al., 2023). Within the oil and gas context, such orientation is particularly salient given the sector's elevated socio-ecological risks (George et al., 2016; Inkpen & Ramaswamy, 2018), reinforcing the argument that aligning CSR with the SDGs can function as a mechanism for conflict mitigation and enhanced corporate legitimacy.

At the implementation level, informants identified that PHR's CSR practices predominantly concentrate on health, education, clean water and sanitation, MSME empowerment, vocational training, and environmental initiatives. This focus is consistent with cross-country evidence showing that oil and gas companies tend to prioritize SDGs with direct impacts on communities surrounding operational sites (Uduji & Okolo-Obasi, 2019; Chutcheva et al., 2022; van Zanten & van Tulder, 2021; Williams & Murphy, 2023). Nevertheless, NGO and academic perspectives highlight persistent gaps between program planning and on-the-ground realization, particularly in terms of benefit distribution and program sustainability. These conditions reinforce earlier findings that CSR in extractive sectors often remains symbolic, fragmented, and insufficiently responsive to underlying social challenges (Jenkins, 2004; Campbell, 2012; Abuya, 2018). Moreover, several studies suggest that without adequate needs assessments and meaningful community engagement, CSR risks becoming merely a reputational instrument (greenwashing) rather than a vehicle for social transformation (Lampe et al., 2019; Yasir et al., 2022; Song & Dong, 2023). This underscores the importance of strengthening participatory mechanisms and impact-based evaluation, as recommended in mining CSR studies (Mutti et al., 2012; Prasetio et al., 2021).

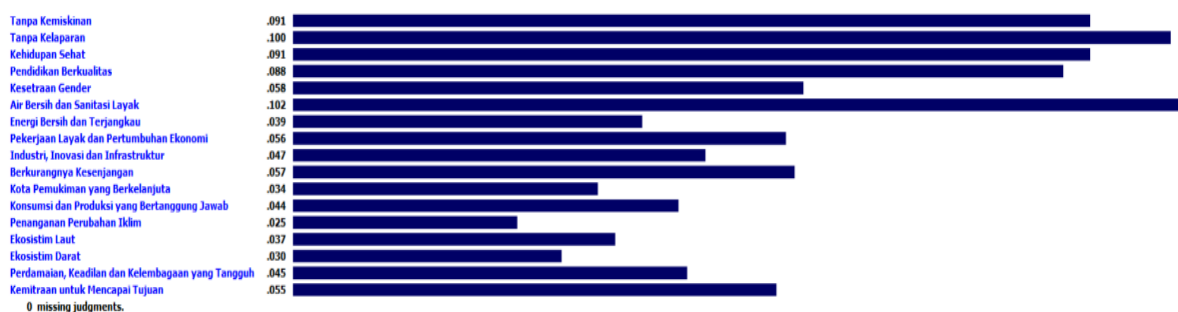
Furthermore, informants consistently agreed that CSR-SDG integration contributes substantially to strengthening the social license to operate, managing socio-environmental risks, and enhancing corporate reputation. The SDGs are positioned not merely as normative references but as strategic frameworks for shared value creation. This finding accords with literature emphasizing that embedding SDGs into CSR can improve sustainability performance and long-term corporate value (Flammer & Bansal, 2017; Lopez, 2020; Al Lawati & Hussainey, 2022), while simultaneously reinforcing institutional legitimacy (ElAlfy et al., 2020; Silva, 2021). However, this study also confirms that such integration has yet to be fully institutionalized within core corporate strategies, performance measurement systems, and collaborative governance structures – echoing challenges identified by Radnejad et al. (2020), Baruah and Panda (2021), and Kwarto et al. (2024) in the energy sector. Through triangulation of field evidence and prior scholarship, this study concludes that effective CSR in Bengkalis' oil and gas sector depends on three critical prerequisites: locally grounded, SDG-targeted planning; robust monitoring and evaluation systems; and inclusive multi-stakeholder collaboration. Absent these elements, CSR-SDG alignment risks remaining at the level of administrative compliance rather than delivering sustained community empowerment and socio-ecological resilience.

### **SDG Priorities from the Regional Leadership Perspective and Implications for Pertamina Hulu Rokan's CSR**

Development priorities in Bengkalis Regency toward achieving the 17 Sustainable Development Goals (SDGs) were analyzed using the Analytical Hierarchy

Process (AHP) supported by Expert Choice software. In this study, the Regent of Bengkalis served as the key informant and strategic decision-maker, such that the resulting priority weights represent normatively grounded, strategic, and long-term regional development orientations. Accordingly, the AHP outcomes reflect not merely individual preferences but institutionalized policy directions embedded within official planning documents.

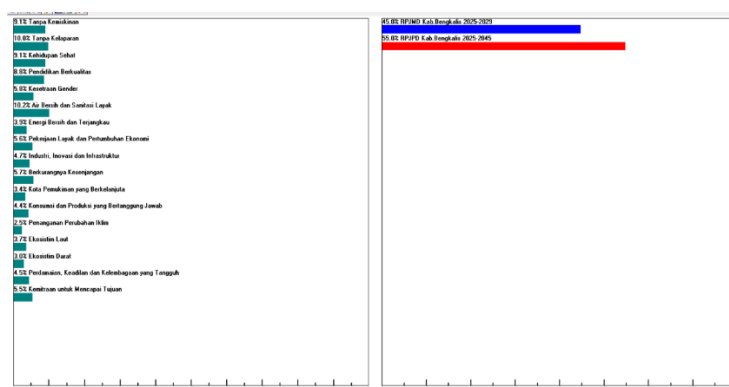
Goal: SDGs\_Pembangunan\_BKS



Source: Authors' analysis using Expert Choice Software

**Figure 1. SDG Development Priorities Based on Pairwise Comparison from the Regional Head's Perspective**

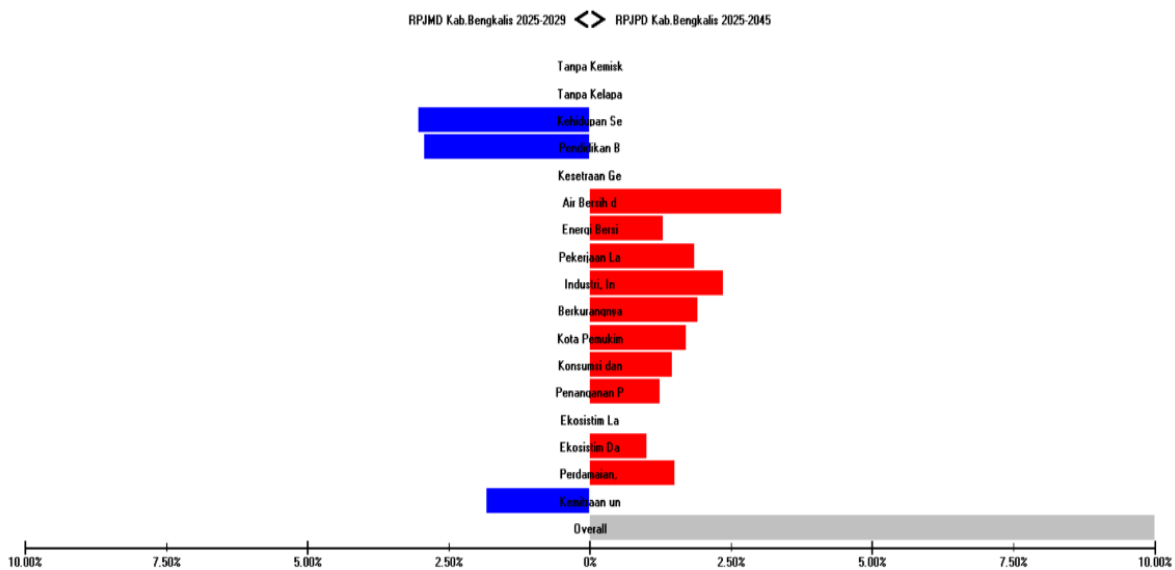
As illustrated in Figure 1, AHP results indicate that SDG 6 (Clean Water and Sanitation) ranks highest, followed by SDG 2 (Zero Hunger), SDG 1 (No Poverty), SDG 3 (Good Health and Well-being), and SDG 4 (Quality Education). This configuration confirms that Bengkalis' policy orientation remains focused on meeting basic needs and strengthening human capital as the foundation of sustainable development. This pattern aligns with literature identifying basic services as primary entry points for SDG implementation in developing regions and as prerequisites for social legitimacy in public policy (Carroll, 1999; Dahlsrud, 2008; van Zanten & van Tulder, 2021). Within the oil and gas context, these findings reinforce PHR's position as a strategic non-state actor capable of complementing local government interventions through clean water provision, community-based sanitation, food security, healthcare services, and expanded access to education, consistent with extractive-sector CSR scholarship emphasizing direct contributions to affected communities' welfare (Tilt, 2016; Uduji & Okolo-Obasi, 2019).



Source: Authors' analysis using Expert Choice Software

**Figure 2. Dynamic Sensitivity Analysis of Priority Nodes**

To assess the robustness of these priorities and their implications for regional planning, dynamic sensitivity analysis was subsequently conducted (Figure 2). Results demonstrate that SDG achievement in Bengkalis is structured across two complementary planning frameworks: the 2025–2029 Regional Medium-Term Development Plan (RPJMD) as a medium-term acceleration instrument and the 2025–2045 Regional Long-Term Development Plan (RPJPD) as a long-term transformational framework. The dominance of RPJPD weights underscores that goals related to environmental sustainability, infrastructure, governance, and economic transformation—namely SDGs 7, 9, 11, 12, 13, 14, 15, and 16—are positioned as structural agendas requiring policy continuity across planning cycles. Conversely, RPJMD places greater emphasis on strengthening health, education, and partnerships (SDGs 3, 4, and 17) as foundations for social capacity building. This tiered pattern mirrors findings by Radnejad et al. (2020) and Baruah and Panda (2021), which indicate that SDG integration in the energy sector typically proceeds through short-term social strengthening followed by long-term institutional restructuring. For PHR’s CSR, this configuration implies the need for differentiated strategies, combining immediate socio-economic interventions in the medium term with sustained investments in environmental sustainability and governance over the long term, ensuring that corporate contributions evolve from short-lived impacts toward structural change.



Source: Authors’ analysis using Expert Choice Software

**Figure 3. Head-to-Head Analysis of SDG Priorities between the Bengkalis Regency RPJMD 2025–2029 and RPJPD 2025–2045**

To further clarify the relationship between these planning frameworks and individual SDGs, head-to-head comparisons between RPJMD 2025–2029 and RPJPD 2025–2045 were conducted (Figure 3). The AHP sensitivity analysis reveals that Bengkalis’ development policy does not position RPJMD and RPJPD as competing frameworks but rather as an integrated policy spectrum for achieving all 17 SDGs. This finding reinforces the argument that corporate CSR—particularly in oil and gas—should no longer be viewed as a detached philanthropic activity but must be aligned with regional development priorities and SDG agendas as part of shared value

creation. Prior studies affirm that aligning CSR with public policy frameworks and SDGs enhances social impact effectiveness while strengthening corporate social license to operate (Flammer & Bansal, 2017; ElAlfy et al., 2020; Al Lawati & Hussainey, 2022). Consequently, CSR at PHR emerges as a strategic complement to public policy, where successful community welfare empowerment in Bengkalis hinges on the company's capacity to align CSR program design with regional SDG priorities, reinforce multi-stakeholder partnerships, and ensure outcome sustainability through inclusive, impact-oriented governance.

## **CONCLUSION**

This study demonstrates that Pertamina Hulu Rokan's CSR programs in Bengkalis Regency have normatively adopted the Sustainable Development Goals (SDGs) as the primary framework guiding social interventions, particularly in clean water and sanitation, food security, poverty alleviation, health, education, and community economic empowerment. Cross-informant evidence confirms a shared understanding that CSR is no longer positioned merely as philanthropy but as a strategic mechanism for shared value creation among corporations, local governments, and communities. Nevertheless, the study identifies persistent gaps between policy design and field-level realization, especially concerning program sustainability, equitable benefit distribution, and institutionalization of impact-based evaluation. These findings suggest that CSR-SDG integration in the oil and gas sector remains transitional: strategic orientation has emerged, yet it has not been fully embedded within governance systems, performance metrics, and structured multi-stakeholder collaboration.

Furthermore, AHP results from the regional leadership perspective reveal that Bengkalis development is guided by a tiered policy spectrum, with RPJMD serving as a medium-term socio-economic acceleration instrument and RPJPD framing long-term structural transformation, prioritizing basic needs fulfillment and human capital development. This configuration positions PHR's CSR as a strategic non-state complement to SDG-based public policy. Accordingly, effective community welfare empowerment depends on the company's ability to align CSR program design with regional development priorities, strengthen cross-sector partnerships, and establish measurable, outcome-oriented monitoring and evaluation systems. Conceptually, these findings underscore the necessity of repositioning oil and gas CSR from administrative compliance toward impact-based and sustainability-oriented governance. Practically, the study provides a foundation for developing a more integrative CSR-SDG framework that may serve as a replicable model for other extractive regions in Indonesia..

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