

## **CORPORATE SOCIAL RESPONSIBILITY AND COMMUNITY WELFARE: A CRITICAL PERSPECTIVE THROUGH THE LENS OF MASLAHAH**

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### **ABSTRACT**

This study analyzes the optimization of Corporate Social Responsibility (CSR) at PT Socfin Indonesia (Socfindo) and its relevance to the review of *masalah* in improving community welfare. A research gap was identified from the striking difference between the company's broad claims about its CSR (based on the 2018-2024 sustainability report) and the critical perceptions of the community, which highlight fundamental issues such as agrarian conflicts and factory waste management. Using a qualitative approach with a single case study design and interview techniques (n=3 informants), this study analyzes the implementation of Stakeholder Theory. The findings show a tendency for the company to be reactive rather than proactive in responding to core stakeholder issues. Analytically, although PT Socfin Indonesia's CSR programs have the potential to bring about *maslahah* (benefits), the existence of *mafsadah* (harm/danger) caused by the company's core operations hinders the achievement of holistic welfare. The significant contribution of this research lies in the integration of the concept of *masalah* as a critical analytical lens to evaluate the impact of CSR more comprehensively, beyond a purely normative framework. The research results underscore the urgency of a more participatory and proactive CSR approach in resolving root causes. The limitations of the study include the specific scope of informants in a single case, limiting direct generalization.

**Keywords:** Corporate Social Responsibility; Community Welfare; Common Good (*Maslahah*).

### **ABSTRAK**

Penelitian ini menganalisis optimalisasi Corporate Social Responsibility (CSR) PT Socfin Indonesia (Socfindo) dan relevansinya dengan tinjauan *masalah* dalam peningkatan kesejahteraan masyarakat. Sebuah kesenjangan penelitian diidentifikasi dari perbedaan mencolok antara klaim luas perusahaan tentang CSR-nya (berdasarkan laporan keberlanjutan 2018-2024) dan persepsi kritis masyarakat yang menyoroti isu-isu fundamental, seperti konflik agraria dan pengelolaan limbah pabrik. Menggunakan pendekatan kualitatif dengan desain studi kasus tunggal dan teknik wawancara (n=3 informan), studi ini menganalisis implementasi Teori Pemangku Kepentingan. Temuan menunjukkan kecenderungan perusahaan yang reaktif daripada proaktif dalam merespons permasalahan inti pemangku kepentingan. Secara analitis, meskipun program CSR PT Socfin Indonesia berpotensi mewujudkan *maslahah* (manfaat), keberadaan *mafsadah* (kerugian/bahaya) yang ditimbulkan oleh operasional inti perusahaan menghambat pencapaian kesejahteraan holistik. Kontribusi signifikan penelitian ini terletak pada integrasi konsep *masalah* sebagai lensa analitis kritis untuk mengevaluasi dampak CSR secara lebih komprehensif, melampaui kerangka normatif semata. Hasil penelitian menggarisbawahi urgensi pendekatan CSR yang lebih partisipatif dan

proaktif dalam penyelesaian akar masalah. Keterbatasan studi meliputi cakupan informan yang spesifik pada kasus tunggal, membatasi generalisasi langsung.

**Kata Kunci:** Corporate Social Responsibility; Kesejahteraan Masyarakat; Kebaikan Bersama (Maslahah).

## **INTRODUCTION**

Community welfare serves as a vital indicator of a nation's development, encompassing economic, health, educational, and social dimensions (Afriani et al., 2023). Enhancements in the overall quality of life contribute to both social and economic stability, fostering an environment conducive to sustainable growth (Nurozi & Sisdianto, 2024). Within this context, Corporate Social Responsibility (CSR), or Corporate Social and Environmental Responsibility (CSER), plays a critical role. In Indonesia, CSR is regulated under Law Number 40 of 2007 concerning Limited Liability Companies (UU PT), which mandates that companies, particularly those in the natural resources sector, contribute to sustainable economic development aimed at improving quality of life and environmental well-being (Pramiana & Anisah, 2021).

Although CSR is intended to serve as a corporate strategy for strengthening relationships with local communities and delivering tangible benefits, its implementation often encounters significant challenges (Harprayudi et al., 2022). While profit remains the primary objective of most companies, equal emphasis should be placed on contributing to community welfare and environmental sustainability (Elvadri et al., 2023). Ironically, in certain regions, the presence of corporations has sparked conflicts related to land ownership, local employment, and waste management (Baihaqi, 2019). These conflicts ultimately obstruct the attainment of the well-being that CSR initiatives are designed to promote.

PT Socfin Indonesia (Socfindo), a palm oil and rubber plantation company operating in North Sumatra and Aceh, has demonstrated a commitment to enhancing the quality of life for its employees and surrounding communities through various initiatives in education, welfare, and infrastructure (Socfindo Sustainability Report 2018, 2018). However, preliminary surveys reveal a discrepancy between the company's stated commitments and the realities on the ground. Mr. Supri, a local resident, cited a protest regarding factory waste being discharged into the river, although he acknowledged the limited employment opportunities available. Likewise, Mr. Paimen reported air pollution caused by waste odors and factory emissions reaching residential areas, along with road damage resulting from the continuous transport of fresh fruit bunches. This situation suggests that PT Socfin Indonesia's waste management practices and operational

impacts remain suboptimal, leading to both direct and indirect disruptions to the well-being of nearby communities. While the company provides certain economic benefits, the accompanying environmental degradation has triggered conflicts and obstructed the achievement of holistic community welfare. Consequently, a thorough evaluation of the effectiveness of the company's CSR initiatives is imperative.

In light of the issues outlined above, this study seeks to address the following research questions: What is the role of PT Socfin Indonesia's Corporate Social Responsibility (CSR) in enhancing community welfare? How does PT Socfin Indonesia optimize the implementation of CSR as a means to improve community well-being? And to what extent is there a correlation between the company's efforts to promote community welfare and the concept of *maslahah*?

Previous studies have explored the impact of CSR on community welfare. For instance, (Yunara, 2019) examined PT Bertindo and found that while CSR initiatives in the economic sector had limited impact, those in the social sector, such as the provision of clean water and livestock support, made notable contributions. Similarly, (Nurul, 2019) demonstrated that CSR can benefit communities through infrastructure improvements and the provision of scholarships. In another study, (L. Astuti, 2020) concluded that CSR activities positively influenced the welfare of communities surrounding PT Panca Usaha Palopo Plywood and played a role in sustaining the company's presence.

Although previous studies provide a clear overview of the implementation and positive impacts of CSR, several limitations and research gaps underpin the novelty of this study. Earlier research tends to emphasize the general benefits of CSR, yet often overlooks a critical examination of how CSR intersects with environmental and social conflicts stemming from corporate operations, such as the issues of waste disposal and air pollution reported at PT Socfin Indonesia. This study aims to address that gap by exploring the dynamics of such conflicts and assessing the extent to which CSR either contributes to or fails in conflict resolution. Furthermore, existing literature has not comprehensively investigated strategies for optimizing CSR to mitigate specific negative externalities while promoting holistic community welfare. The case of PT Socfin Indonesia, marked by community grievances regarding pollution and waste management, necessitates an in-depth analysis of how CSR initiatives are adapted—or need to be adapted, to respond effectively to these challenges. Moreover, the three aforementioned studies did not integrate the concept of *maslahah* (public good or benefit) from an Islamic perspective. By incorporating a *maslahah*-based analysis, this research introduces a novel

dimension, especially relevant in the Indonesian context, where the majority of the population is Muslim. This approach offers a more comprehensive evaluative framework to determine whether CSR programs not only yield sustainable benefits but also align with broader ethical principles. As such, this study distinguishes itself from existing literature and contributes fresh insight into the discourse on CSR.

Thus, this study will not only examine the role of PT Socfin Indonesia's CSR but also delve into how CSR optimization is carried out in addressing complex environmental and social issues and analyze its relevance to the concept of *maslahah*. This approach is expected to provide a deeper understanding of CSR practices in the field and offer more applicable recommendations for companies and stakeholders. Based on the above explanation, the objectives of this study are to analyze the role of PT Socfin Indonesia's Corporate Social Responsibility (CSR) as an effort to improve community welfare, identify and evaluate how PT Socfin Indonesia optimizes the role of Corporate Social Responsibility (CSR) as an effort to improve community welfare, and analyze the relevance of PT Socfin Indonesia's efforts in improving community welfare with a *maslahah* review.

**Theoretical Benefits:** This research is expected to serve as a source of information to enhance knowledge and understanding of Corporate Social Responsibility (CSR) at PT Socfin Indonesia and its relationship with the *maslahah* perspective. **Practical Benefits:** It is hoped that this research will serve as a reference and input for PT Socfin Indonesia in formulating more effective and responsive CSR strategies to address community needs and issues, as well as a reference for future research in the field of CSR and sustainable development.

## **RESEARCH METHOD**

This study uses a descriptive qualitative approach with a single case study design at PT Socfin Indonesia, aiming to gain an in-depth understanding of the role of corporate social responsibility (CSR) in improving community welfare and its relevance to the review of *maslahah*. A qualitative approach was chosen because it allows for the exploration of the subjective perceptions and experiences of the community and the company, which are crucial for understanding the complexity of CSR dynamics and challenges in the field. Primary data was obtained through semi-structured in-depth interviews with three key informants: two local community representatives (Mr. Ruslan and Mr. Ijul) and one PT Socfin Indonesia employee (Ms. Sartika), selected using purposive sampling based on their knowledge and involvement. The

interviews were conducted on May 27, 2025. Secondary data was collected from PT Socfin Indonesia's sustainability reports (2018-2024) and relevant literature studies. To ensure the credibility and dependability of the findings, this study applied data source triangulation (comparing the perspectives of different informants) and method triangulation (verifying interview information with documents) (Safrudin et al., 2023). During the data collection process, the researcher was aware of the potential for subjective bias and sought to maintain neutrality by building rapport and ensuring confidentiality. The collected data will be analyzed using thematic analysis, including data familiarization, initial coding (inductive), theme search and review, and report writing (Nurrisa et al., 2025). Although detailed and in-depth, this study has limitations in terms of generalizability due to its case study nature and the specific number of informants.

## RESULT AND DISCUSSION

### The Role and Domain of PT Socfin Indonesia's CSR Program in Improving Welfare

PT Socfin Indonesia demonstrates a consistent and sustainable commitment to supporting social, economic, educational, health, and environmental development in its operational areas (*Socfindo Sustainability Report 2024*, 2024). This is in line with the principle of corporate social responsibility that goes beyond mere legal compliance, embracing proactive contributions to the welfare of society and the environment (*Socfindo Sustainability Report 2022*, 2022). Based on PT Socfin Indonesia's Sustainability Report from 2018 to 2024, the company allocates funds and implements various CSR programs that involve and impact various stakeholder groups.

**Table 1. Fund Allocation and CSR Initiatives of PT Socfin Indonesia by Domain (2018-2024)**

CSR Program Domain	Example of Key Initiatives (2018-2024)	Quantitative/Specific (From Sustainability Report)
<b>Education</b>	Scholarships (High School & University), School Renovation, Stationery Provisiom, Daycare & School, PAUD (Preschool).	<b>2018:</b> 63 Students received schoolarships (total IDR 378.419.000) <b>2019:</b> 63 schoolarships students (total Rp378.419.000) <b>2020:</b> 59 schoolarships students (total Rp399.384.376) <b>2021:</b> 100 schoolarships students (total Rp. 305.001.000)

		<p><b>2022:</b> 94 scholarships students (total Rp. 286.496.000)</p> <p><b>2022:</b> Accommodation &amp; support for 677 children in PAUD (over 30% non-employees), 178 children in preschool</p> <p><b>2023:</b> 207 scholarships students</p> <p><b>2024:</b> 351 scholarships students. Renovation of classroom &amp; school sanitation facilities in Aek Loba, reading corner in PAUD.</p>
<b>Economic</b>	Empowerment & Development (handicrafts, cooking), supporting local entrepreneurs (hatchlings, livestock), mushroom cultivation & training, procurement of embroidery & sewing machines (Rumah Kepompong), assistance for smallholder partners (land certification), MSME digital marketing training, fish farming (tilapia, catfish), procurement of noodle making machines, procurement of tents & business carts.	<p>2020: Eco-enzyme and bio-charcoal workshop in Bangun Bandar</p> <p>2021: Fish and livestock seedlings assistance in Aek Pamienke, Tanah Besi, Seumanyam, Seunagan, Negeri Lama</p> <p>2022: Rumah Kepompong added 2 embroidery machines</p> <p>2023: 10,000 tilapia fish fry provided in Seunagan</p> <p>2024: 2 sets of noodles making equipment for Rumah Kepompong &amp; BUMDes; Provision of 3 tents &amp; 4 carts for street vendors in Bangun Bandar, Tanah Besih, Mata Pao.</p>
<b>Health</b>	Routine health program at the pharmacy, family medicine garden, herbal village establishment, herbal infusion training.	2023-2024: Distribution of 95,030 seedlings for herbal village program.
<b>Infrastructure</b>	Clinic construction, bridge construction, heavy equipment assistance for road equalization, road improvement, house of worship improvement, ditch cleaning, dredging.	2024: Road and bridge infrastructure improvements in various areas; use of excavators for ditch cleaning in Tanah Besih; road improvements in Aek Loba.
<b>Environment</b>	Technical assistance to smallholder farmers (best agricultural practices) (Notes: Company reports focus more on internal initiatives and	-

	mitigation, less detail on direct environmental programs to communities other than those related to agriculture/cultivation).	
<b>Socio-Cultural</b>	Religious and sports facilities, workshops & community capacity building, cultural arts (traditional dance training).	2024: Organize traditional dance training for village children through Rumah Kepompong for local events.

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*Sumber: Diadaptasi dari Socfindo Sustainability Report 2018, 2020, 2022, 2024*

Data analysis from the sustainability report shows that PT Socfin Indonesia has been actively running various CSR programs that quantitatively demonstrate commitment to various welfare domains. A consistent increase in the number of scholarship recipients indicates a priority on local human resource development (*Socfindo Sustainability Report 2020*, 2020). This is reinforced by the statement of Ms. Sartika, an employee of PT Socfin Indonesia: "I think it has been quite useful for the surrounding community, because the company provides assistance based on reports received, what they need, and what they expect so I think it is enough." This view reflects the company's perspective that CSR has been optimal because it is based on a mechanism of requesting needs from the community, a practice that is aligned with the company's efforts to respond to stakeholders (Saputri et al., 2024).

### **CSR Optimization from a Stakeholder Perspective: The Gap between Expectations and Reality**

Although company reports indicate extensive CSR activities, analysis of interviews with community stakeholders reveals a significant gap between community expectations and the effectiveness of PT Socfin Indonesia's CSR implementation, particularly in the aspects of optimization and resolution of fundamental problems (Yani & Halim, 2023). This gap becomes a crucial point in analytically applying Stakeholder Theory.

According to Ms. Sartika, CSR optimization has been achieved because the company is responsive to reports of needs: "For optimization, I think it is also optimal, because the community makes reports on what they need and expect, if there is no report, we do not act." This statement indicates that the company adopts a passive-responsive stakeholder model, where CSR actions are triggered by initiatives or complaints coming from the community (Carolyn et al., 2023). In terms of Stakeholder Theory, this reflects recognition of stakeholder claims, but

may not always be proactive in comprehensively identifying and addressing root causes (Julythiawati & Ardiana, 2023).

In contrast, the community perspective, represented by Mr. Ruslan and Mr. Ijul, highlighted that optimization has not been achieved to its full potential. Mr. Ruslan, Head of the Perjuangan Farmer Group, stated: "In my opinion, the CSR program of PT Socfin Indonesia (Socfindo) has been useful but not yet optimal for the community, there are still problems between the farmer groups and the company that have not been resolved until now." This complaint was supported by Mr. Ijul: "The programs carried out are also not all based on the needs of the community, only limited to fulfilling their obligations. Many programs are also not optimal, such as road infrastructure that is much damaged, sports infrastructure that is not well maintained and conflict issues with farmer groups that have not been resolved."

This perception gap indicates that the "report" mechanism on which optimization is based from the company's perspective may not be effective enough to capture and resolve structural issues and latent conflicts. This is a critique of stakeholder approaches that focus only on reactive responses. The HGU land conflict mentioned by Mr. Ruslan supported by (Septiliana & R, 2024) on the alleged overgrazing of approximately 472 Ha of HGU that has not been resolved and the factory waste issue raised by Mr. Ijul, are examples of crucial issues that have not been resolved despite various CSR programs. Debates in the CSR literature often highlight that without sustained, inclusive and proactive dialogue, CSR programs can become mere "greenwashing" or fulfilling obligations without real transformative impact (Saleh et al., 2022).

The company's focus on programs such as scholarships or facility development that appear positive on the surface, sometimes obscures fundamental issues that erode trust and long-term well-being (Hasibuan et al., 2023). This critical analysis shows that while PT Socfin Indonesia has established and publicized internal and external grievance procedures, their effectiveness in resolving complex conflicts is still questioned by communities. This challenges the assumption that the availability of grievance channels automatically guarantees optimization and effective conflict resolution (Saputra & Anthonie, 2024). This underscores the need for companies to shift from passive-responsive to more proactive-participatory stakeholder engagement in order to identify and address the real root causes of problems (Asari et al., 2024).



## **Relevance of PT Socfin Indonesia's CSR in Maslahah Review: Achievements and Challenges**

The concept of *maslahah* (benefit) serves as a critical analysis tool to evaluate whether PT Socfin Indonesia's CSR programs truly bring holistic and sustainable benefits to the community, or only relieve symptoms without touching the root of the problem (M. Astuti, 2023). From a *maslahah* perspective, PT Socfin Indonesia's CSR programs in various domains, such as education (scholarships, school renovations), health (routine programs, herbal villages), and economy (MSME empowerment, fish farming), fundamentally aim to achieve *maslahah dharuriyyah* (fulfillment of primary needs) and *maslahah hajiyyah* (fulfillment of secondary needs) for the community (Irmayanti et al., 2024). This effort shows the company's intention to create shared value in line with *maslahah* principles that prioritize benefits for all affected parties (Pramiana & Anisah, 2021).

However, the concept of *maslahah* also requires that the benefits provided must be comprehensive and not cause *mafsadah* (damage or harm) on the other side (Jalilah et al., 2022). Unresolved issues, such as the HGU land conflict and pollution-inducing factory waste management problems, are counterproductive to the overall achievement of *maslahah*. Mr. Ijul's complaints about the “factory waste problem” and unmaintained roads suggest that the negative impacts of the company's core operations can erode the *maslahah* built through other CSR programs. This raises a critical question: how can it be said that there is *maslahah* if the company's core operations still cause significant harm to the community and the environment?

The analysis found that there is a disconnect between CSR programs that provide benefits and the impacts of company operations that cause harm. *Maslahah* demands that companies not only provide charity or side programs, but also take full responsibility for the negative impacts of their core operations (Kamaluddin & Khusnia, 2025). Therefore, optimizing CSR from a *maslahah* perspective means that companies should:

1. Prioritize mitigating *mafsadah*: Thoroughly and transparently addressing waste, pollution and land conflict issues should be a top priority. This is not just about compliance, but about realizing true *maslahah*, where the company's existence does not harm society and the environment (Kartikasari et al., 2020).
2. Active and proactive participation: As suggested by Mr. Ruslan and Mr. Ijul, companies need to be more proactive in “listening to the grievances of the community by coming to the source of the problem and solving the problem as soon as possible”. This involves equal

dialogue and community participation in every stage of program planning, implementation and evaluation, rather than just being reactive to reports. This approach will ensure the program is more relevant and achieves targeted *maslahah* (Salimudin & Jubaedah, 2024).

3. Evaluation of sustainability and long-term impact: The lack of discussion on long-term monitoring and evaluation of CSR programs in company reporting (and confirmation from community interviews) points to a gap in ensuring the sustainability of *maslahah*. CSR programs should be designed to empower communities to be self-reliant, not create dependency (Annisia et al., 2024).

Overall, while PT Socfin Indonesia has undertaken various CSR programs that have the potential to bring benefits, challenges in managing fundamental conflicts and the negative impacts of its operations hinder the achievement of comprehensive and sustainable *maslahah* for the surrounding communities. This highlights that CSR is not only about what is given, but also about how companies operate as a whole and how they respond to issues arising from their operations, to truly realize holistic well-being (Pakpahan et al., 2022).

## CONCLUSION

1. CSR Optimization Gap: Although Socfindo runs extensive CSR programs (education, economy, health, etc.) that they consider optimal based on community needs reports, community perceptions show otherwise. Fundamental issues such as land conflicts (HGU) and mill waste remain unresolved, eroding trust. This highlights the company's reactive policy as opposed to the community's proactive need for root cause resolution.
2. *Maslahah* Hindered by *Mafsadah*: CSR programs have the potential to bring *maslahah* (benefits), but the negative impacts of the company's core operations (*mafsadah*), such as land disputes and pollution, significantly hinder the achievement of holistic welfare. This shows a disconnect between the “giving” through CSR and the “harm” caused by core operations.

Critically, Socfindo's CSR effectiveness is hampered by an inability to address underlying challenges such as unresolved conflicts and ineffective grievance procedures. This creates ongoing dissatisfaction, even as the company reports infrastructure investments that are not maintained according to communities.

The findings suggest PT Socfin Indonesia should adopt a more proactive and participatory approach to CSR. Prioritize resolving land and waste management conflicts, strengthen two-way

dialogue, and actively involve communities throughout the CSR program cycle. For future research, a mixed methods approach with a wider range of informants, a focus on conflict resolution case studies, and an in-depth evaluation of the long-term sustainability of CSR programs is recommended.

As a single case study with three informants, the findings are contextual and cannot be widely generalized. Reliance on company reports also limits the objectivity of the data.

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