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Implementation Of Corporate Social Responsibility (CSR) at PT. ZYX: A Case Study in the Palm Oil Industry

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ABSTRACT

The strong influence of traditional customs, along with unique demographic and socio-economic conditions, presents significant challenges for PT. ZYX in implementing its Corporate Social Responsibility (CSR) programs. These complexities are further shaped by environmental factors, raising the research problem of how CSR initiatives can be effectively designed and implemented to meet community needs while supporting business sustainability. Therefore, this study aims to analyze the implementation of CSR programs carried out by PT. ZYX. This study applies a qualitative research method with a case study approach. Data were collected through in-depth interviews, observations, and document analysis to obtain a comprehensive understanding of CSR practices within the company. The results show that PT. ZYX implements CSR across five main areas: strengthening cooperatives, managing community relations, promoting sustainability, providing public facilities, and developing human resources. Prior to implementation, the company conducts social mapping, which includes program design, area assessment, implementation planning, and target setting. In addition, collaboration with various stakeholders—such as local communities, government authorities, village leaders, partner companies, and economic institutions—plays an important role in ensuring the effectiveness and sustainability of CSR programs

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1. INTRODUCTION

PT. ZYX, a company operating in the palm oil industry and located in West Kalimantan, faces complex challenges in implementing its Corporate Social Responsibility (CSR) programs. The social conditions of the community—characterized by strong traditional customs, diverse demographic structures, and unique socio-economic and cultural dynamics—require the company to design CSR programs that are contextual, adaptive, and sustainable. The main problem lies in how the company can ensure that its CSR programs

are not merely a formality or regulatory compliance, but are genuinely capable of effectively empowering local communities.

As a producer of Crude Palm Oil (CPO), PT. ZYX holds social and environmental responsibilities that are not only strategic but also legally mandated. This is stipulated in Law Number 40 of 2007 concerning Limited Liability Companies, which requires companies operating in natural resource sectors to carry out social and environmental responsibilities [1]. Furthermore, the palm oil industry is highly vulnerable to social and environmental issues, making CSR implementation increasingly important [2]. However, in practice, there remains a gap between CSR program planning and the actual needs of the community.

Based on these issues, this study aims to: (1) analyze the implementation of CSR at PT. ZYX, (2) identify the planning stages of CSR programs through social mapping, (3) examine the role of stakeholders in supporting CSR program success, and (4) evaluate the alignment of CSR programs with local community needs. This study is expected to provide a comprehensive understanding of CSR implementation effectiveness in natural resource-based companies, particularly in areas with strong socio-cultural characteristics.

From a theoretical perspective, CSR refers to a company's commitment to contributing to sustainable development by considering economic, social, and environmental aspects. This concept has evolved from philanthropic activities into an integral part of corporate strategy [3]. According to Carroll [4], CSR encompasses four main responsibilities: economic, legal, ethical, and philanthropic. Effective CSR implementation should also adhere to the triple bottom line principle, which emphasizes a balance between profit, people, and planet.

In practice, social mapping is an important approach in designing effective CSR programs. Social mapping is defined as a process of identifying the socio-economic and cultural conditions of the community, as well as regional potential, to serve as a basis for program planning [5], [6], [7], [8], [9], [10]. Through this approach, companies can better understand community needs and identify both opportunities and challenges within their operational areas.

In addition, stakeholder involvement is a key factor in the success of CSR programs. Stakeholders include all parties with an interest in the company, such as government institutions, local communities, employees, and other related entities [11]. Their roles can be categorized based on levels of influence and interest, including key players, context setters, subjects, and crowd [12]. Moreover, effective communication among stakeholders plays a crucial role in ensuring successful CSR implementation [13], [14], [15], [16], [17], [18], [19].

Previous studies indicate that CSR implementation across various industries still faces several challenges. Ulfa et al. [20] found that CSR is both a moral and legal obligation; however, its implementation is often not optimal, particularly in environmental aspects. Utama [21] showed that CSR can improve community welfare when properly designed. Meanwhile, Kospa [22] emphasized the importance of community empowerment in CSR programs, and Razak et al. [19] found that CSR has an insignificant impact on community welfare when not supported by proper planning. These findings highlight the importance of

designing CSR programs that balance business interests with community needs and environmental sustainability.

Based on these findings, a research gap is identified: there is still limited research specifically examining the CSR planning process through social mapping and stakeholder involvement in palm oil companies operating in regions with strong local cultural characteristics such as West Kalimantan. Therefore, this study offers novelty by providing an in-depth analysis of the planning, implementation, and stakeholder roles in CSR at PT. ZYX. As an effort to address the identified problems, this study adopts an analytical approach to CSR implementation, covering the stages of planning (through social mapping), program execution, and monitoring and evaluation. This approach is expected to provide strategic insights for improving the effectiveness of CSR programs based on community needs.

This study is expected to contribute both theoretically and practically. Theoretically, it enriches the literature on CSR implementation in the palm oil sector, particularly regarding social mapping and stakeholder engagement. Practically, the findings are expected to serve as recommendations for PT. ZYX and similar companies in designing CSR programs that are more targeted, sustainable, and impactful for local communities

.2. METHODS

This research uses a qualitative research method with a case study approach. The qualitative method was chosen because the researcher wanted to obtain a holistic discussion. The researcher used a case study approach in this study because the researcher raised a single, specific case, namely the implementation of CSR that only occurred at PT. ZYX West Kalimantan. The case raised is also considered unique because it is based on the unique socio-economic conditions of the community, namely the Dayak Tribe, the location of residence and livelihood known as oil palm plantations, and the community's still strong cultural identity. In determining the research subjects, the researcher used purposeful sampling, where the researcher selected informants who provide specific information about the problems and phenomena [23].

Researchers explore real-world situations through detailed and in-depth data collection involving various sources of information, including in-depth interviews, observations, and documents. In-depth interviews are conducted through face-to-face Q&A sessions with informants. In the observation method, the researcher acts as a participant observer. In the document data collection technique, researchers collect data from various types of documents, such as company websites, activity reports, and visual documentation.

3. RESULTS AND DISCUSSION

CSR at PT. ZYX is essential for the company's business sustainability. While it requires significant output, it has a positive impact by operating smoothly and consistently, creating a positive image and enhancing the company's reputation. In implementing CSR objectives, PT. ZYX carries out several activities which are grouped into five major sections, namely:

1. Cooperative

PT. ZYX develops and empowers community cooperatives by providing training and outreach for communities that have plasma plantations around the company's area. This training and outreach are also developed to meet the standards of palm oil plantation certificates such as ISPO (Indonesian Sustainable Palm Oil) or Indonesian Sustainable Palm Oil Plantations. This palm oil plantation business system is economically, socio-culturally, and environmentally friendly certified. It is issued by the Indonesian government, as well as the RSPO (Roundtable on Sustainable Palm Oil) certificate issued by an international palm oil body that regulates stakeholders in the industrial sector related to sustainable palm oil. Training and development are also provided by PT. ZYX by inviting consultants or foundations engaged in the plantation sector as facilitators and companions, for example, in conditions where the harvest is only once a year or conditions fail, consultants and extension assistance from third parties will be needed to reduce the potential for similar failures in the future.

2. Public Relations

PT. ZYX's CSR role involves the company's relationship with the local community, usually related to land conflicts and disputes over company plantation boundaries. PT ZYX itself participates in maintaining relationships with surrounding communities such as local indigenous community organizations, supporting village and district government activities. In certain conditions, the company's good relationship with external agencies will provide non-material benefits for the company, such as the need to involve the police in the discovery of criminal acts of palm oil theft or security disturbances to the company's business continuity. The need for police assistance will be met and given priority because the relationship between PT. ZYX and the police has been built for a long time, so this maintained relationship will then have a positive impact for both parties. The local district government also provides various appreciations regarding PT. ZYX's involvement both in empowering local communities with CSR programs and in collaborating to support district government activities directly. This condition also creates a good relationship and relationship between the company and the local district government.

3. Sustainability

PT. ZYX in its CSR activities also empowers local communities by developing the potential of local resources outside of palm oil potential, such as rice fields and cattle/goat farms and vegetable farming. The results of this CSR will be absorbed by the company for employee consumption. This process will gradually provide natural resource diversification for local village communities who have been highly dependent on palm oil plantations or have the view to participate in opening new palm oil plantations owned by residents. In this CSR program, PT. ZYX makes it mandatory for the villages involved to have vegetable seeds and fertilizer, including training on proper fertilization in implementing the program according to the relevant village.

4. Public facilities

PT. ZYX also has a community service program for the local community, building public facilities and access, such as bridge construction and routine road repairs. Furthermore, PT. ZYX's CSR program involves providing electricity installation assistance in several villages. PT. ZYX is also involved in a public restroom renovation and development program to support community sanitation, a program carried out in collaboration with relevant agencies from the local district.

5. Human Resource Development

PT. ZYX, in its planned CSR program, provides human empowerment assistance in the form of educational scholarships and BMT (Supplementary Food Materials) assistance. This educational scholarship assistance itself targets local residents who have graduated from high school to continue their education to a bachelor's level. This will also provide opportunities for these students to be able to work directly at PT. ZYX. PT also distributes BMT (Supplementary Food Materials) assistance. ZYX to communities in need and families with children in their infancy as part of the company's involvement in reducing stunting in the surrounding community. In addition, the company also participates in gender equality. The company focuses on protecting employees and their children through a gender committee as an effort to protect them from violence, harassment, or domestic violence.

Table 1. Five Parts of CSR Roles at PT. ZYX

Field	Activity
Cooperative	Handling communities who have plasma plantations in the company area, developing and providing training or outreach regarding palm oil plantation certification such as ISPO or RSPO.
Public Relations	Handling cases related to people demonstrating or fencing off company plantations
Sustainability	Empowerment and training of assisted villages so that they do not only depend on palm oil
Public facilities	Building public facilities and access such as bridge construction, routine road repairs, electricity installation in several villages, renovation programs, and development of public bathroom facilities
Human Resource Development	Providing assistance in the form of educational scholarships to provide students with the opportunity to work directly at PT. ZYX.

Source: Researcher's Processing

In addition, PT. ZYX carries out internal and external activities to support economic and social development, including:

Table 2. PT. ZYX's Activities Support Economic & Social Development

Internal	External
Registering internal labor unions directly with the Manpower Office, providing training on how to form good labor unions	Empowerment and training are provided by inviting third-party consultants or foundations specializing in the required fields. The company acts solely as a facilitator. For example, a village with rice fields that only harvest once a year or fail to harvest will bring in consultants or provide training to achieve the target of two harvests per year.
For workers who carry heavy equipment but do not yet have a work certificate, the company provides training.	

Source: Researcher's Processing

PT. ZYX has seven villages under its guidance. These seven villages have hamlets, with each village having four to five. These villages were selected based on the surrounding villages' land use rights (HGU). The company uses the terms type 1, type 2, type 3, and so on to refer to these villages.

> "From these types, the company will determine which villages are most affected by pollution and which villages will be affected most quickly, ultimately arriving at these seven villages." (IM - PT. ZYX CSR Team)

The details of the demographic, socio-psychological, and economic conditions are as follows:

- Regional conditions (Demographics): Low-lying area, yellow soil, active villages, near the most crowded districts, with natural resources of rubber, sand, and palm oil. To the south are several villages with conservation forests and rivers.
- Individual attributes (Socio-Psychology): People who are a little less diligent/lazy, average age 20-40, still lacking in knowledge, low mindset, education is not considered very important, very dependent, less independent, reject new things that are taught, and are easily jealous.
- Socio-Cultural Characteristics: The Dayak people, before they were introduced to oil palm, were rubber farmers, dependent on companies and today's oil palm plantations. Previously, they had rice paddies, but these were buried under oil palms. They had rubber plantations that were burned to become oil palm plantations.

To minimize program failure, PT. ZYX first conducts social mapping. Social mapping is the first step, providing a database to gain a general understanding of stakeholder needs, the needs of the community, and vulnerable groups. It serves as the basis for developing both short-term and long-term CSR program plans. Based on the interview results, the PT. ZYX CSR Team explained that in conducting social mapping:

> "Initially, we will assess the field conditions. For example, if the area is more suitable for livestock farming, then the livestock program will be prioritized. Furthermore, key community leaders will be recruited as key partners in the program's sustainability to ensure there are no obstacles." (IM - PT. ZYX CSR Team).

The stages carried out before carrying out empowerment are:

Initially, the program is designed with stakeholders through Focus Group Discussions (FGDs). All stakeholders sit together for an open discussion to listen to the community's complaints and needs. Then, they examine the location and its suitability for the program. At this stage, paying attention to detailed demographic, socio-psychological, and economic conditions can facilitate the team. Next comes the execution planning, whether involving consultants or additional groups/organizations/communities. This stage is necessary to ensure that the knowledge conveyed truly comes from experts in the field. Finally, targets are determined. The company's CSR team informs the desired final results and the follow-up, including if the output is not achieved, which will be calculated and the problem returned to the village.

Focus Group Discussions (FGDs) are always conducted, even at the smallest stages, informally, by convening village-level forums to identify the location and conditions on the ground. To ensure the successful implementation of the empowerment program, and to address individual attributes and the socio-psychological conditions of the community, the company employs a face-to-face approach, one-on-one, rather than group-based. CSR establishes relationships with external parties. The relationships established with various stakeholders in CSR activities are as follows:

Figure 1: Stakeholders Involved in PT. ZYX's CSR Implementation
(Source: Researcher Processing)

Local communities surrounding the company, such as Non-Governmental Organizations (NGOs) related to the environment, solidarity, and the colors of PC Indonesia. Then, social services for women's empowerment through good cooperation, for example, sharing stories, inviting each other when there are activities, and collaborating with other companies. Furthermore, the Regent, as the highest regional government, and participating in terms of financing and program equipment. The police and TNI are agencies that help maintain security. Traditional leaders and village/hamlet heads are influential people and have the authority to influence and invite the community to participate in CSR activities actively. Other related companies are important in building cooperation and sharing information. Nearby cooperatives have profit-sharing gardens. Credit unions are economic institutions that can improve the welfare of members and the community. Women's and children's communities ensure there is no discrimination and ensure the protection, empowerment, and rights of women and children members and the community.

> "The fostered village is still very much rooted in tradition, so we collaborate with the traditional leader, the village head, and look for influential people there, for example, the head of the group. We talk to him. Later, he will spread the word, and usually in

the village, word of mouth is more easily trusted, and there must be an example first so they can see that it works. So they will dare to implement it, but it must be under our supervision, otherwise, they will stop halfway." (IM - PT. ZYX CSR Team).

The company communicates more effectively with the local community using the same approach it uses to acquire resources, such as identifying the community, identifying strata, identifying key figures, and often collaborating with them through investment. Furthermore, routine initiatives with these figures, such as traditional ceremonies and invitations to important company events, foster a sense of community and a bond between the company and local figures and are needed. Program changes are selected from the closest villages to prevent envy among villagers. The company cannot directly empower all seven villages. This is achieved through providing explanations and understanding. The company is also very open to suggestions and program ideas from residents. This input is collected and prioritized based on urgency or prior consideration. Consequently, the program is short-lived due to the large number of pending programs. The program change process takes time, and sometimes field personnel can conduct the approach first, allowing for a focus on each village without having to reach all villages simultaneously. To motivate the assisted residents, villages that have received the desired program and excel will receive rewards from the company, usually clothes or tours to nearby villages.

The impacts experienced by the company before and after the program include: Before the CSR program, the company struggled to operate, cases were rife, and workers' lives were threatened. After the CSR program, the company had more freedom to conduct business, the community had more trust in the company, and was involved in community activities. Everything the company did became part of the community's activities. Relations with the surrounding community were also maintained with special worker allocations. This had a significant impact, given the frequent demonstrations. After the CSR program, which involved assisting local village workers, cases decreased drastically. This condition was achieved through regular interaction with the community.

4. CONCLUSION

This study indicates that the implementation of Corporate Social Responsibility (CSR) by PT. ZYX has generally been directed toward community empowerment through a structured and needs-based approach. The CSR programs reflect the company's efforts to build sustainable relationships with local communities while strengthening the role of stakeholders in the implementation process. The implications of this study highlight that the success of CSR programs is not solely determined by regulatory compliance, but also by the accuracy in identifying community needs, active stakeholder involvement, and the sustainability of the programs. This underscores the importance of participatory and data-driven approaches, such as social mapping, in enhancing CSR effectiveness.

However, this study has limitations as it focuses on a single company within a specific geographical context, which limits the generalizability of the findings. In addition, the study primarily employs a qualitative approach, which does not fully capture the quantitative impact of CSR programs on community welfare.

Therefore, future research is recommended to examine CSR implementation across different industries and regions, as well as to integrate both qualitative and quantitative methods to obtain more comprehensive results. This study is expected to contribute to companies, policymakers, and communities in designing CSR programs that are more adaptive, participatory, and sustainable, ultimately providing meaningful benefits to society at large.

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