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Strategic Role of Corporate Social Responsibility in Mitigating Air Pollution A Case

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Strategic Role of Corporate Social Responsibility in Mitigating Air Pollution: A Case Study of PT Pertamina (Persero) Refinery Unit II Dumai

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ABSTRACT

This study examines the role of Corporate Social Responsibility (CSR) in addressing environmental challenges, particularly air pollution, by PT Pertamina (Persero) Refinery Unit II in Dumai City. The research aims to assess how the company's CSR initiatives contribute to mitigating negative environmental impacts while fostering sustainable development in its operational area. Employing a qualitative research design, data were collected through interviews and document analysis, then processed using NVivo 12 for thematic analysis. The findings reveal that PT Pertamina's CSR implementation is structured around three core strategies: leadership commitment, regional outreach, and stakeholder engagement. Among these, stakeholder engagement was identified as the most significant factor in strengthening the effectiveness of CSR practices, especially in building community trust and promoting cooperative problem-solving related to air pollution. The study also highlights that CSR is not merely a legal or ethical obligation but functions as a strategic mechanism for social welfare improvement and long-term business sustainability. However, this research is limited by its qualitative focus, which does not include direct environmental data or broad community-based surveys. Future studies are recommended to integrate quantitative environmental metrics and expand stakeholder representation to enhance the reliability and policy relevance of CSR evaluations in the context of environmental management.

INTRODUCTION

Pollution is one of the most pressing issues facing communities around companies today (Tan et al., 2021). PT Pertamina company in Dumai city, apart from having a positive impact, also has a negative impact on the community. The community is very tormented by thick dust from the company's trucks, the smell of company smoke, black smoke pollution, and the residual combustion powder that often flies in the PT Pertamina company area in Dumai City (Shackel, 2023). Under these circumstances, Dumai City, which is inhabited by 2,500 heads, must breathe unhealthy and polluted air (Candrasari et al., 2023). The urgency of this issue is significant due to its widespread and long-term detrimental impacts on health, the environment, and the global economy.

The negative impact of PT Pertamina also contributes to the repeated spillage of Crude Palm Oil (CPO) in the Dumai sea because there is no loading and unloading standard that can minimise the occurrence of CPO spills (Shackel, 2023). Concrete steps need to be taken to address the urgency of environmental pollution by paying attention to Corporate Social Responsibility for the company PT Pertamina. CSR can play a very important role in addressing environmental pollution issues (M. D. Wedayanti et al., 2024). Companies can adopt CSR strategies that aim to reduce air pollution and improve corporate reputation (M. D. Wedayanti & Pulungan, 2023).

The importance of corporate social responsibility within the scope of the organization Mardikanto in (Bárcena-Ruiz & Sagasta, 2022) includes: 1. The existence of globalization, which illustrates how boundaries between different parts of the world are blurred to create a sense of universality. Multinational corporations might therefore grow anywhere as a link in the globalization chain. 2. As the main public for-profit entities,

consumers and investors require a summary of the company's obligations with regard to social and environmental issues; 3. In order to effectively manage the business, organizational responsibility—better known as "good corporate governance"—is a necessary component of organizational ethics; 4. When an organization cares about social and environmental issues, communities in a number of nations believe that it satisfies organizational ethical requirements; 5. At the very least, social responsibility can lessen the likelihood of organizational catastrophes. 6. It is believed that social responsibility can enhance an organization's reputation.

In connection with the importance of implementing corporate social responsibility, the regional government hopes that development can be carried out with or through one form of responsibility from companies, business entities, and industry. A Regional Regulation of the City of Dumai Number 1 of 2018 about the administration of corporate social responsibility was released by the Dumai government. The application of corporate social responsibility in Dumai City is supported by this regulation. Pertamina Ltd. is one of the businesses in Dumai City.

Founded on December 10, 1957, Pertamina Ltd. is an oil and gas corporation owned by the Indonesian government (the National Oil Company). The history of the establishment of Pertamina Ltd. (Persero) RU II Dumai: the construction of the Pertamina Refinery Unit II Dumai refinery was carried out on April 20, 1969, on the basis of the "Turn Key Project" agreement, which was the result of cooperation between Pertamina and Far East Sumitomo Sloye Kaisha, who was a Japanese contractor. This refinery was confirmed in a director's decree main Pertamina Ltd. minaminamina (Persero) Number 334/Kps/DM/1967. The address of Pertamina Ltd. (Persero) RU II Dumai is on Raya

Refinery Princess Seven Street, Tanjung Palas Village, East Dumai District, Dumai City, Riau.

In its implementation, Pertamina Ltd. has carried out corporate social responsibility activities by carrying out four programs: first, Dewi Gatra with the target of the Uncle Jaya Farmers Group; second, Creative Economy Enterprises with the target of the Mitra Persada Group and Joint Berkahan Group; third, Pertamina Sehati with the target of the Sehati Posyandu Group; and fourth, Minapolitan Village Targeting Tuna Fishermen Group. However, in implementing the corporate social responsibility program, Pertamina Ltd. is still facing various problems.

So far, there has been a lot of research on pollution, especially in recent years. There has also been a lot of work on CSR. However, few specific and simultaneous research results are related to both topics, especially in studying available research documents and initiating accommodating policies. Such as to what extent the local regulation of Dumai City on CSR needs to be revised, to what extent the involvement of the Corporate Social responsibility forum, the government, the community and the company in dealing with CSR is needed. (M. D. Wedayanti et al., 2022).

This research aims to fill the void of previous research on PT Pertamina's environmental pollution changes with CSR by using qualitative methods with the help of N Vivo analysis. Through this approach, this research will collect and analyse relevant bibliographic data on pollution and CSR globally. There are two research questions that must be answered are How is the successful implementation of CSR in addressing air pollution in Dumai City using the N Vivo theory Budi in (Anastasia, 2019)? The answers to the research questions are useful for evaluating the research contribution to the development of studies on pollution and CSR, including finding useful policy recommendations for the future related to CSR in Dumai City.

METHOD

This research uses a database obtained from 11 informants, consisting of RU II Dumai Community Empowerment Section Officer (1 person, key informant), Head of RT 02 Tanjung Palas Village (1 person, informant), Head of Tanjung Palas Village (1 person, informant), and Head of Dumai Timur Sub-District (1 person, informant). CSR Forum (1 person, informant) Member of DPRD Commission III of Dumai City Province (1 person, informant) Secretary of Dumai City Malay Customary Institution Riau Majelis Kerapatan Adat (1 person, informant) Community around the company (5 people, informant). The database of informants was selected because the informants are directly affected by PT Pertamina pollution in Dumai City, so they are considered to be more aware of the real conditions of Dumai City. Data collection from informants was taken from August 2022 to August 2023. In the selection of informants, informants who know very well the history before the PT Pertamina company was established until now. In addition, this research also uses scopus data to assist in analysing the data.

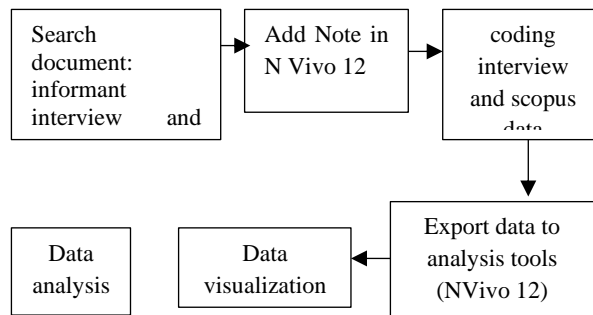


Figure 1: Data analysis process

Figure 1. illustrates the overall data analysis process, where the research data analysis process is focused on data sources from interviews and scopus data. The choice fell on the results of interviews with informants who really know the conditions in Dumai City because the informants are considered to know the real success of CSR in Dumai City. Additional data fell on the Scopus database because it is popular and selective. Therefore, the use of interview results and Scopus data provides access to high-quality research documents. After filtering, the data collected was transferred to the N Vivo 12 analytical tool, allowing the material to be visualised and thoroughly analysed to answer the research questions presented.

RESULTS AND DISCUSSION

Eight indicators of successful CSR implementation will be used to evaluate Pertamina Ltd.'s (Persero) Refinery Unit II Dumai City's CSR implementation. according to Budi in (Anastasia, 2019):

Leadership

Leadership is looking at the extent to which bureaucratic leadership can even be said to be a facilitator between companies and the community in implementing or supporting regional regulations and other regulations related to the implementation of corporate social responsibility in the form of imposing sanctions on companies that do not implement CSR or evaluating the implementation of regulations. area. (Hubert Ta & Campbell, 2023; Maury, 2022; Wang et al., 2024; Watanabe, 2024).

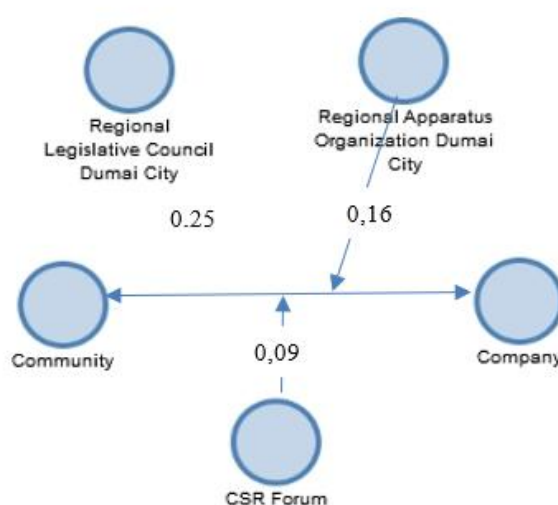


Figure 1. The Role of the Facilitator between the Dumai City Community and the Company.

Source: N Vivo 12 App

Likewise, the company's leadership sees the extent to which the company's leadership consciously states that the implementation of corporate social responsibility is important for the continuity of the company itself (Asri & Insari, 2020; Haq et al., 2020; Humairah, 2022). Based on the results of interviews with informants, it was found that there were three stakeholders who became facilitators between the community and companies in Dumai City, namely the Dumai City Assembly at provincial, the Corporate Social Responsibility Forum, and the Dumai City Regional Apparatus Organization.

Dumai City has 29 Regional Apparatus Organization related to the implementation of corporate social responsibility in Dumai City. Figure 1 shows that the one with the highest power as a facilitator role between the people in Dumai City and the company so far is the Dumai City Assembly at provincial, with a correlation of 0.25. The Dumai City Assembly at provincial has made regulations related to the implementation of corporate social responsibility in the City of Dumai, namely Regional Regulation Number 1 of 2018 Concerning the Management of Corporate Social Responsibility. However, in the implementation of Regional Regulation Number 1 of 2018 Concerning the Management of Corporate Social Responsibility, there are still obstacles, so a revision of the regional regulation is needed by adding several articles to Regional Regulation Number 1 of 2018 Concerning the Management of Corporate Social Responsibility.

The change relates to the need for a written, regulated percentage regarding what percentage of the company's profits each year must be issued by the company. So that the community can get the maximum amount of CSR funds that are the rights of the people who are in Ring I. Apart from that, other changes are also related to the need for different written concepts related to corporate social responsibility and social assistance. Corporate Social Responsibility Assistance is assistance from companies for long-term community development and sustainability development (Samsidik & Nurhayana, 2022). Meanwhile, social assistance is assistance provided to people who experience social risks without long-term indicators or sustainability development. (M. Wedayanti et al., 2021)

The Dumai City Assembly at provincial has also created a Corporate Social Responsibility Forum (CSR Forum) in Dumai City as stated in Regional Regulation Number 1 of 2018 Concerning the Management of Corporate Social Responsibility. The CSR forum has the following tasks: a. coordinate and accommodate the planning and implementation of corporate social responsibility programs in the regions; b. formulate procedures for company data collection, preparation of CSR programs for local communities; and c. monitor and evaluate the implementation of CSR in the regions; d. carry out program/activity reports in the context of implementing CSR in the regions to the Regional Government, Assembly at provincial and companies implementing CSR; e. conduct outreach about CSR to companies that run their business in the regions; f. serving and facilitating companies that have obligations and/or can carry out social responsibility to actualize CSR and its environment; g. record, record, document and publish all CSR activities carried out; h. appraise and give appreciation/award to companies that have implemented CSR in a real and effective way, as well as contributing to improving the welfare of the community; and i. compile a CSR program so that it can collaborate with Regional Government programs/activities.

Figure 1 shows a correlation of 0.09 between Dumai City CSR Forum and the community as a facilitator role between the community and the company. This correlation looks lower than the other stakeholders. This is because the main tasks and functions of the Dumai City CSR forum have not yet been carried out. Based on the results of an interview with the CSR Forum, it was stated that the main tasks and functions of the CSR Forum had not been carried out optimally, not without reason. Formation of regulations: Regional Regulation Number 1 of 2018 Concerning the Management of Corporate Social Responsibility was formed at the end of 2018, and preparations for its implementation began in 2019, but in 2020 Indonesia was hit by the COVID-19 disaster, which had to cause activity restrictions. So that the plans that had been planned in 2019 could not be carried out. Regional Apparatus Organization Dumai City has a correlation of 0.16 related to the role of facilitator between the people of Dumai City and the company for the implementation of corporate social responsibility. This is because the Regional Apparatus Organization is only waiting for a meeting call from the CSR forum with regard to coordinating and accommodating the planning and implementation of corporate social responsibility programs in the City of Dumai with the Regional Apparatus Organization programs of the Dumai City government. However, since 2019, there has been no letter from the CSR Forum regarding the meeting between the Regional Apparatus Organization and the Dumai City Company. So that the Regional Apparatus Organization continues to carry out its function as a public servant as stated in the main tasks and functions of each Regional Apparatus Organization in the City of Dumai.

Based on an interview with the RU II Dumai Community Development Officer Section, it was said that the leadership of Pertamina Ltd. has realized that the implementation of corporate social responsibility is important for the survival of the company itself.

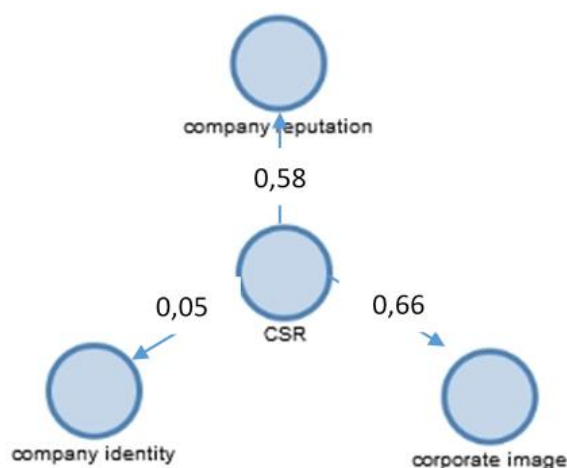


Figure 2. The effect of CSR on PT. Pertamina.

Source: N Vivo 12 App

The impact of corporate social responsibility on a company's identity, reputation, and image is depicted in Figure 2. The impact of implementing corporate social responsibility is positively correlated with company image (0.66) and negatively correlated with business reputation (0.58). Although there is a 0.05 association between corporate identity and the effects of Pertamina Ltd.'s application of CSR, this is corroborated by

earlier study that revealed that CSR initiatives and a company's reputation are critical to its survival. Positive relationships between the business and its stakeholders—particularly the community through CSR initiatives—as well as the company's established reputation will boost its worth, as evidenced by the share price, which is determined by supply and demand in the capital market and represents how the general public views the business's performance. (Afifah et al., 2021) Reputation is positively impacted by the caliber of CSR reporting data and the caliber of management system data shown in CSR reports. However, the company's reputation is severely harmed by the caliber of the data included in the CSR report. (M. D. Wedayanti et al., 2019).

The success of the company's CSR initiatives contributes to 29% of its reputation, with other factors accounting for the remaining 71%. The company's CSR actions have a positive impact on its reputation. (Yohana, 2021) Disclosure Financial performance is influenced by corporate social responsibility, and the relationship between financial performance and CSR disclosure can be moderated by corporate reputation. (Student et al., 2021) Customer loyalty, customer happiness, corporate social responsibility, and brand image all contribute to the company's reputation in a positive way and at the same time. (Yuliana Putri & Hermi, 2022) An further study that discovered a connection between corporate social responsibility initiatives and company image was also presented by (Prasetio, 2022) perceptions of the social aspects of CSR, perceptions of the economic aspects of CSR, perceptions of the environmental aspects of CSR, and place have a positive effect on corporate image. (Prasetio, 2022) Efforts to improve the CSR program are a form of company identity and a form of concern for the community. (Sutiknya & Sesario, 2021) Besides that, PT. Putra Bintang Sembada also shows a very strong influence of the corporate social responsibility program on corporate image. (Humairah, 2022) PT. Inalum also shows the effectiveness of the program implemented by PT. Inalum, which is in the very effective category and is in line with the corporate image received by PT. Inalum, which is in the very positive category. (Simanjuntak & Sofyan Sjaf, 2022).

Aid Proportions

The Regulation of the State Minister for BUMN Number 5 of 2007 Chapter III in Article 9 states that 2% of company profits are intended for partnership and community development programs, which has become a common practice for companies to implement corporate social responsibility (CSR). The implementation of CSR must also be in accordance with the profits obtained by the company. This means that the suitability of the company's uptake with the program must undoubtedly be taken into consideration when implementing CSR. (M. D. Wedayanti et al., 2022) Based on the results of interviews with the RU II Dumai Community Development Officer, it was found that there was no regulation contained in Regional Regulation No. 1 of 2018 concerning the management of corporate social responsibility regarding the percentage of 2% of company profits that must be spent on corporate social responsibility funds.

So that the company has so far only issued corporate social responsibility funds based on submissions from subsidiaries to the parent company. Furthermore, how much of the corporate social responsibility fund is given to the community in accordance with the budget that has been approved by the parent company? Pertamina Ltd. Dumai City only carries out the implementation of corporate social responsibility in accordance

with what has been approved by the parent company. The Dumai City community also explained that the community did not know about the proportion of assistance related to the amount of corporate social responsibility funds given to the community. The community is also lacking education regarding the rights that must be obtained by the community as a community that is in Ring I of PT. Dumai City Pertamina. Regional Regulation Number 1 of 2018 Concerning the Management of Corporate Social Responsibility also explains that one of the tasks of the Dumai City Corporate Social Responsibility Forum is to socialize CSR among companies that carry out their business in Dumai City. However, this task has not been carried out by the Corporate Social Responsibility Forum for companies and communities. The Social Responsibility Forum said that CSR-related socialization to companies had not been carried out due to restrictions on activities during COVID-19 in 2020 and early 2023, and then the Dumai City Corporate Social Responsibility Forum would carry out socialization related to the proportion of assistance to all companies in Dumai City in turn.

Transparency and Accountability

Apart from having to have an annual program report provided by the company to find out what programs have been implemented during one period, the government, as the facilitator in implementing regulations related to the implementation of corporate social responsibility (CSR), must also have accountability, which is the responsibility of the government and company in ensuring the implementation of regulations governing corporate social responsibility. (M. D. Wedayanti et al., 2022) Based on the interview results, it was found that the company's annual report, Pertamina Ltd., related to corporate social responsibility. Pertamina Ltd. has conducted an annual report on its corporate social responsibility program to the parent company but has not reported regularly to the Dumai City corporate social responsibility forum. Pertamina Ltd. has so far only provided an annual report on its corporate social responsibility program to the public who need research data on the condition that they have permission from either the institution or the Keshbangpol. Flow of activities The annual report on the corporate social responsibility program is contained in Regional Regulation Number 1 of 2018 concerning Management of Corporate Social Responsibility, which states that every implementation of CSR by a company must be reported to the CSR Forum, and every person or community group who obtains the CSR program is required to submit a report on CSR programs that have been accepted by the CSR Forum. The CSR Forum is required to submit a report in the form of company data collection, program preparation, and collection and distribution of the CSR program annually to the Supervisory Board. (M. D. Wedayanti et al., 2022) Based on the results of interviews with the community members who received corporate social responsibility funds, it was found that the community members or community groups who received the corporate social responsibility program had never reported their activities to the Dumai City corporate social responsibility forum. The absence of community or community group reporting regarding the activities of the corporate social responsibility program is due to a lack of information from the public, who know that these activities must be reported to the corporate social responsibility forum. Lack of education for the public is an important thing that must be evaluated. So that by educating the public regarding reporting on corporate social responsibility activities, it can make

it easier for the board of directors of the corporate social responsibility forum to also report to the supervisor of the corporate social responsibility forum.

In implementing corporate social responsibility, the company must understand which areas are said to be directly affected and which areas are not directly affected and must receive corporate social responsibility (CSR). This has also been classified within the corporate social responsibility ring, including: 1. Ring I: Communities that are directly affected by the company's activities; this can be said to be a priority in a small scope, namely the village. 2. Ring II: is a community that is indirectly affected by the company's activities; this is said to be a district. 3. Ring III: Communities that are not affected by company activities, namely the provinces (M. D. Wedayanti et al., 2022).

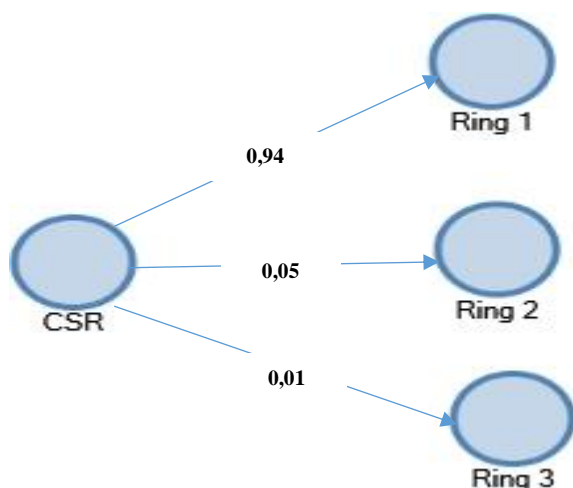


Figure 3. Coverage of areas affected by CSR Pertamina Ltd. Source: N Vivo 12 App

Pertamina Ltd. has implemented corporate social responsibility in various coverage areas. Figure 3 shows the finding that Ring 1, which is the community closest to the impact of company activities, has a correlation of 0.94. Ring 2, which is a community indirectly affected by company activities, has a correlation of 0.05. Ring 3, which is a community that is not affected by company activities, has a correlation of 0.01. Pertamina Ltd. Dumai City has mapped the Kelurahan, which is Ring 1, which is directly affected by the company's activities, as follows:

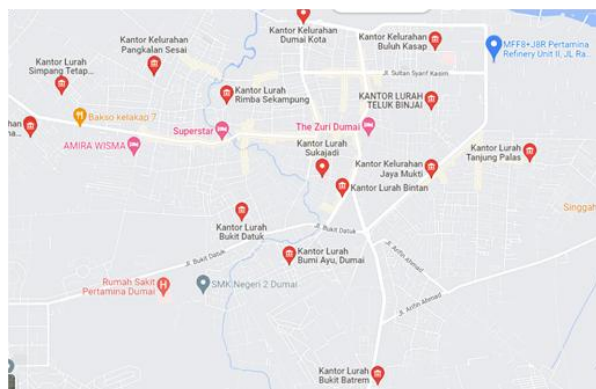


Figure 4. The urban village, which is directly adjacent to the company Pertamina Ltd., Source: Google Maps

Figure 4 shows that there are several sub-districts that are directly adjacent to PT. Dumai City Pertamina. The sub-districts

are Tanjung Palas Sub-District, Buluh Kasap Sub-District, Teluk Binjai Sub-District, Jaya Mukti Sub-District, Kota Dumai Sub-District, Sukajadi Sub-District, and Bintan Sub-District. Based on the results of the interviews, it was found that the corporate social responsibility activities of Pertamina Ltd. in Dumai City are as follows:

Table 1. Area Coverage for the Implementation of Corporate Social Responsibility at Pertamina Ltd.

Field	Program	Location
1. Pertamina Smart this is related to education	1. Pertamina Refinery Unit II Dumai helps Elementary Schools located in Tanjung Palas Village 2. State Senior High School (SMAN) 2 Dumai which is located on Seventh Princess Street, Teluk Binjai, Kec. East Dumai, Dumai City	1. Tanjung Palas Urban village 2. Teluk Binjai Urban village
2. Pertamina Berdikari is a CSR program that aims to create independent communities	1. Providing capital assistance to the community in catfish farming activities 2. Another Pertamina Refinery Unit II Dumai Foster Partner, namely KSM ADELI'S which was formed on January 25 2013. KSM ADELI'S is a business that displays a variety of handmade products, such as key chains, shirt brooches, glass mats and lids, tissue boxes, scarves, and beautifully embroidered clothes	1. Tanjung Palas Urban village 2. Jaya Mukti Urban village
3. Pertamina Sehat is related health	1. In 2016, Pertamina Refinery Unit II Dumai assisted Puskesmas (Kelurahan Health Center) equipment 2. Pertamina Sehati (Pertamina Healthy Children and Beloved Mothers) 3. Especially the	1. Tanjung Palas Urban village, 2. Buluh Kasap Urban village, 3. Teluk Binjai Urban village, 4. Jaya Mukti Urban village ,

	Posyandu program, for example, mass circumcision and free medical treatment	5. Kota Dumai Urban village, 6. Sukajadi Urban village 7. Bintan Urban village .
4. Green Pertamina related to the environment	1. Planting trees. Collaboration with universities, for example with UNRI, planted mangrove trees in Purnama, Dumai city 2. At Bukit Datuk Pertamina Refinery Unit II Dumai collaborated with young Jaya Mukti to plant trees at Bukit Datuk 3. Garbage bank	1. Kota Dumai Urban village 2. Jaya Mukti Urban village 3. Bintan Urban village

Source: PT. Dumai City Pertamina

Table 1 shows that the scope of the implementation of corporate social responsibility by Pertamina Ltd. City of Dumai is mostly in Ring 1, namely the Kelurahan, which is directly adjacent to the activities of the company Pertamina Ltd.

Monitoring and Evaluation Planning and Mechanism

Seeing how far in the planning process the government, as the facilitator, knows in the implementation of corporate social responsibility (CSR), what matters are concerned with the sustainability of the implementation of corporate social responsibility (CSR), both controlling and evaluating agreed regulations as a process of improving the quality of corporate social responsibility (CSR) and increasing community empowerment. (M. D. Wedayanti et al., 2022) The Assembly at provincial, as the facilitator, has drafted Regional Regulation Number 1 of 2018 Concerning the Management of Corporate Social Responsibility in 2018 and will revise articles deemed important in 2023. Regarding the monitoring mechanism for the implementation of corporate social responsibility, it has been written in Regional Regulation Number 1 of 2018 concerning the management of corporate social responsibility that those who oversee the implementation of corporate social responsibility in Dumai City are the management of the corporate social responsibility forum, consisting of 3 company representatives, 1 academic, and 1 Regional Apparatus Organization local government official. (Samsidik & Nurhayana, 2022) The management of the Dumai City Corporate Social Responsibility Forum is also supervised by a supervisory board consisting of the Mayor, Assembly at provincial, Riau Malay Traditional Institutions, Universities, and Heads of Regional Development Planning Agencies. (Andalus, 2019) The supervisory board will be able to summon the management of the corporate social responsibility forum if it does not carry out its main duties and functions. The supervisory board of the corporate social responsibility forum is required to provide guidance on the performance of the management of the forum. (Csr et al., n.d.)

Based on the results of the interviews, it was found that planning for corporate social responsibility has gone well with the enactment of Regional Regulation Number 1 of 2018 concerning the Management of Corporate Social Responsibility. Although there is a need for revisions regarding the articles that are considered important, there are no regulations regarding the procedures for implementing corporate social responsibility in Dumai City. Considering that the city of Dumai is nicknamed the city of industry, it is necessary to make regulations regarding the procedures for implementing and reporting corporate social responsibility to become guidelines for implementing corporate social responsibility in Dumai City. The monitoring mechanism is contained in Regional Regulation No. 1 of 2018 concerning the management of corporate social responsibility: who supervises, what is supervised, and how to supervise it. However, in reality, monitoring and evaluation have not been carried out considering that implementation has been constrained due to restrictions on COVID-19 activities in 2020.

Stakeholder engagement

The government's function as a facilitator between companies and the community is certainly an important basis for seeing that the implemented program must benefit both parties, namely the community and the company itself. (Prasetyo et al., 2021).

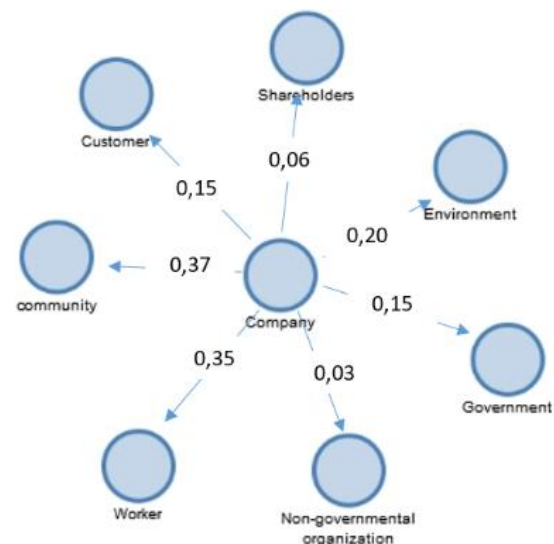


Figure 5. Stakeholders involved as a result of Pertamina Ltd.
Source: N Vivo 12 App

Figure 5 shows that there are 7 stakeholders involved as a result of PT. Dumai City Pertamina. Benefits of corporate social responsibility Pertamina Ltd. is also felt by the seven stakeholders. The community is the most involved stakeholder, with a correlation value of 0.37. Workers in the company are also involved, with a correlation of 0.35. The environment has a correlation between involvement and the impact of corporate social responsibility of 0.20. Customers also become engaged, with a correlation of 0.15. Government involvement with a correlation of 0.15. Shareholders with a correlation of 0.06 and LS with a correlation of 0.03. Stakeholder involvement in the implementation of corporate social responsibility can be seen in the following table:

Table 2. Stakeholder involvement in Pertamina Ltd.

N	Stakeholder	Corporate Social Responsibility
o	Name	Engagement

1	Public	1. The right to protection from business crimes. 2. Get a positive impact from the existence of the company..
2	Worker	1. Security guarantee at work 2. Health insurance 3. Fair non-discriminatory treatment.
3	Environment	1. Get guarantees against nature protection. 2. Obtain rehabilitation rights..
4	Customer	1. The right to quality products. 2. Right to a decent price.
5	Government	1. Receive reports on compliance with legal requirements. 2. Assisted in the welfare of society..
6	Shareholders	1. Decent share price and share profit..
7	NGO	1. The control function is good for regulations and company commitments..

Table 2 shows that there is stakeholder involvement in the company as a result of the implementation of corporate social responsibility. Based on the interview results, it was found that Pertamina Ltd. Dumai City has carried out corporate social responsibility, but in its implementation, it has not involved all stakeholders.

Continuity

Sustainability is a must for a program, and the government, as a facilitator, is expected to provide guidance, exercise control over the program, and evaluate the program. (M. D. Wedayanti et al., 2022) Corporate social responsibility is an activity on which the company spends 2% of its profits for long-term community empowerment or sustainability development. Based on interviews with informants, it was found that the company had carried out corporate social responsibility activities in the city of Dumai. However, it is necessary to educate companies regarding the different concepts of corporate social responsibility assistance and social assistance. Most companies in Dumai City consider social assistance to be the same as corporate social responsibility assistance. Social assistance such as cooking oil, rice, and basic food supplies when a disaster occurs is said to be corporate social responsibility assistance. Even though social assistance is non-compulsory assistance that companies provide to the community, corporate social responsibility assistance is mandatory assistance that must be provided to the community with indicators that the program must be sustainable in the long term. In connection with the corporate social responsibility program, it must be sustainable and educate the public. Based on the results of community interviews, there are still many people who do not know the difference between social assistance and corporate social responsibility assistance.

Real results

There are outcomes that are obtained or that arise after the implementation of the program and provide benefits for the community and companies for a better life. (Asri & Insari, 2020) Based on the results of interviews with informants, it was found that there were real results or outcomes that resulted after the implementation of PT. Dumai City Pertamina. However,

corporate social responsibility activities at Pertamina Ltd. have not provided benefits equally to all the people of Dumai.

CONCLUSION

The findings of this study demonstrate that the implementation of Corporate Social Responsibility (CSR) by PT Pertamina (Persero) Refinery Unit II Dumai plays a significant role in mitigating the negative environmental impacts, particularly air pollution, in Dumai City. The company's CSR strategy is characterized by a combination of leadership commitment, regional outreach, and strong stakeholder engagement. Among these factors, stakeholder engagement emerged as the most influential element in enhancing the effectiveness of CSR implementation. These results emphasize that CSR initiatives are not merely a form of corporate obligation, but rather a strategic instrument for fostering community trust and supporting sustainable economic growth in the company's operational areas. This study is limited by its reliance on interview data and document analysis, which may not fully capture broader community perspectives or direct environmental impacts. Future research should consider incorporating quantitative environmental data and involving a wider range of stakeholders to strengthen the findings and policy recommendations.

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