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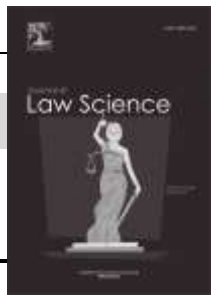

Indonesian Coastal Management and Corporate Social Responsibility

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ABSTRACT

This study examines the effectiveness of PT Huadi Nickel Alloy Indonesia's Corporate Social Responsibility (CSR) program in the coastal area of Bantaeng Regency, South Sulawesi, Indonesia, focusing on its impact on the local community, particularly in addressing clean water scarcity due to industrial activities. A qualitative approach with a descriptive method was employed, using interviews, observations, and document analysis to collect data from key informants. The effectiveness was analyzed using three indicators: goal attainment, integration, and adaptation. The results show that the CSR program has provided positive impacts but has not been entirely comprehensive due to budget limitations and conflicts among community members. The integration of the program has been facilitated through communication and coordination between stakeholders, but further efforts are needed to enhance integration and align the program with the community's needs. The adaptation has been supported by local government regulations, but strengthening collaboration is necessary to ensure sustainability. In conclusion, despite limitations and challenges, the CSR program has provided positive impacts for the coastal community. Further efforts are required to increase coverage, expand beneficiaries, and strengthen collaboration to ensure the program's sustainability and effectiveness in improving the welfare of the coastal community.

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1. Introduction

Indonesia is the world's largest archipelagic nation, boasting abundant coastal and marine resources. Coastal areas have become focal points for development and economic activities, including tourism, fisheries, maritime transportation, and settlements (Andersen-Ranberg et al., 2024; Di Franco et al., 2020; Jia et al., 2024). However, coastal zone management faces various challenges, such as resource utilization conflicts, environmental degradation, and socioeconomic disparities (Khan et al., 2023; Qian, 2024; Wang et al., 2025).

Coastal zone management in Indonesia has been delegated to local governments under Law No. 23 of 2014 on Regional Government. Nevertheless, issues in coastal management persist, including privatization by corporations, regulatory overlaps, environmental pollution, and inequities affecting coastal communities (Bennett et al., 2023; Gupta et al., 2024; Schlüter et al., 2020). These challenges confront local governments in their efforts to manage coastal areas sustainably and equitably.

Bantaeng Regency, located in South Sulawesi Province, possesses diverse coastal resources, encompassing capture fisheries, seaweed cultivation, and beach tourism (BPS-Statistics of Bantaeng Regency, 2022). The coastal area of Bantaeng Regency is divided into three districts: Bissappu, Bantaeng, and Pa'jukukang. Each district has distinct characteristics and potential, all playing crucial roles in the coastal community's economy (Putra et al., 2021; Saleh, 2019; Wardhani et al., 2021).

The presence of industry in Pa'jukukang District, particularly PT Huadi Nickel Alloy Indonesia, has generated problems for the local coastal community. Industrial activities have altered the management of coastal resources and impacted community livelihoods (Alam & Yousuf, 2024; Andrews et al., 2021; Fabinyi et al., 2022). One significant issue is the scarcity of clean water due to the drying up of residents' wells, disrupting the community's economic activities (Chowdhary et al., 2020; Dellachiesa & Myint, 2016; Hou et al., 2022; Mokarram et al., 2020).

In the context of the challenges faced by the coastal community in Pa'jukukang District, effective implementation of Corporate Social Responsibility (CSR) programs by companies becomes crucial. CSR is viewed as a strategic investment in building corporate reputation and competitive advantage (Fosu et al., 2024; Gálvez-Sánchez et al., 2024; García-Rivas et al., 2023), as well as a form of social and environmental responsibility as stipulated in Law No. 40 of 2007 on Limited Liability Companies and Government Regulation No. 47 of 2012 on Social and Environmental Responsibility of Limited Liability Companies (Achmad et al., 2021; Wijaya et al., 2022).

In addition to serving as corporate social and environmental responsibility, CSR programs can also contribute to achieving the Sustainable Development Goals (SDGs), particularly SDG 6 on clean water and sanitation. SDG 6 aims to ensure the availability and sustainable management of clean water and sanitation for all (Breuer et al., 2023; Kookana et al., 2020). Effective CSR programs in addressing clean water scarcity in coastal areas, such as those faced by communities in Pa'jukukang District, can help realize SDG 6 targets, including universal and equitable access to safe and affordable drinking water (Target 6.1) and access to adequate and equitable sanitation and hygiene (Target 6.2) (Tortajada & Biswas, 2018). Therefore, the analysis of CSR management effectiveness in this research can also provide insights into CSR programs' contribution to the SDGs, as well as challenges and opportunities in integrating CSR with the sustainable development agenda at the local level.

Although PT Huadi Nickel Alloy Indonesia has implemented CSR programs, including clean water assistance to the community, the effectiveness of these CSR management efforts requires further examination. The limitations of clean water assistance have led to new problems, such as conflicts among residents over water access (Adams et al., 2020; Jury & Vaux, 2007; Krakow, 2020). Therefore, this study aims to analyze the effectiveness of PT Huadi Nickel Alloy Indonesia's CSR management in the coastal area of Bantaeng Regency, to provide recommendations for improving CSR management that is more effective and positively impacts coastal communities.

Several previous studies have examined the effectiveness of CSR programs in addressing clean water access issues across various regions in Indonesia. For instance, research by (Rosyida et al., 2011) evaluated PT Newmont Nusa Tenggara's CSR program in providing clean water in West Sumbawa. The findings indicated that while the program successfully improved community access to clean water, challenges persisted in the sustainability and maintenance of the constructed facilities. Another study by (Prafitri & Damayanti, 2016) analyzed the effectiveness

of PDAM Bandung Regency's CSR program in providing clean water to rural communities. The findings revealed that the CSR program had successfully improved both the quality and quantity of clean water, though community participation in management still required enhancement. Meanwhile, research by (Nurbaiti & Bambang, 2017) assessed the success of PT Pertamina's CSR program in developing clean water infrastructure in East Kalimantan. The study results indicated that while the CSR program contributed to improved clean water access, program sustainability was hindered by insufficient local government support. These various studies provide insights into the successes and challenges in implementing CSR to address clean water issues in Indonesia, which can serve as comparative material and learning references for analyzing the effectiveness of PT Huadi Nickel Alloy Indonesia's CSR management in Bantaeng Regency.

Effectiveness is a measure indicating the success or failure of predetermined objectives. The closer the results of an activity are to its targets, the higher its effectiveness (Economidou et al., 2022; Salman et al., 2022). To determine whether an activity is on target, indicators are needed to measure its effectiveness. Richard M. Steers, (Steers, 1977) proposed three indicators to analyze effectiveness. First, goal attainment, which is the ability of a program to achieve its set objectives. Second, integration, which is the organization's ability to conduct socialization, communication, and coordination with various stakeholders. Third, adaptation, which is the organization's ability to adapt to environmental changes. These three indicators are used as a reference in analyzing the effectiveness of CSR program management in various contexts, including coastal areas affected by industrial activities.

This research is crucial given that coastal areas are vulnerable to industrial activities, including mining. Conflicts between industrial interests and coastal community livelihoods are often inevitable. Therefore, effective CSR management becomes key in bridging corporate interests with community needs, as well as realizing sustainable and equitable coastal development. This study focuses on examining the effectiveness of CSR management in coastal areas, particularly in the context of the mining industry, using comprehensive effectiveness indicators. The results of this study are expected to contribute to the development of CSR concepts and practices that are more contextual and responsive to coastal area issues, not only in Indonesia but globally.

2. Method

This study employs qualitative research to allow for an in-depth exploration and understanding of social phenomena, human interactions, and the complexities of real-world situations (Creswell, 2003). The descriptive approach aims to provide a detailed and accurate description of the CSR management practices and their consequences on the local community (Masum et al., 2020).

The research was conducted in the coastal area of Bantaeng Regency, specifically in the industrial zone of PT Huadi Nickel Alloy Indonesia, Pa'jukukang District. This location was selected due to its relevance to the research problem, as it represents a coastal community directly affected by the industrial activities of PT Huadi Nickel Alloy Indonesia.

Data for this study were collected from both primary and secondary sources. Primary data were obtained through interviews and observations. Semi-structured interviews were conducted with key informants, including representatives from PT Huadi Nickel Alloy Indonesia, local government officials, community leaders, and residents of the affected coastal villages.

Semi-structured interview methodology was selected for this research due to its capacity to explore community perspectives, experiences, and actual needs in a deep and flexible manner (Creswell, 2003). Semi-structured interviews enable researchers to pose open-ended questions that encourage informants to share their stories, opinions, and insights in greater detail (Bryman, 2016). This approach facilitates better understanding of the complex situations faced by coastal communities affected by PT Huadi Nickel Alloy Indonesia's industrial activities.

To ensure that the interview questions could effectively reveal the community's actual needs, the researchers conducted question validation prior to implementing the interviews. Validation was performed through expert judgment, where interview questions were reviewed by an expert panel consisting of academics and practitioners with expertise in CSR, community development, and coastal area management. Input and suggestions from the expert panel were used to improve and refine the interview questions, thereby generating data that is valid and relevant to the research objectives. Observations were carried out to gather first-hand information on the CSR activities and their impact on the community. Secondary data were sourced from relevant documents, books, articles, and journals related to CSR, coastal management, and industrial development.

Data collection techniques followed the guidelines proposed by (Creswell, 2003) which include interviews, documentation, and observation. Interviews were audio-recorded and transcribed verbatim to ensure accuracy and completeness of data. Documents were carefully selected based on their relevance and credibility. Observations were conducted systematically and recorded in field notes. Data analysis in this study adhered to the techniques outlined by (Creswell, 2003), consisting of four main steps: data collection, data reduction, data presentation, and conclusion drawing and verification.

To ensure the trustworthiness and credibility of the findings, data validation techniques were employed, including triangulation of sources, methods, and time (Rose & Johnson, 2020). Triangulation of sources involved comparing and cross-checking data from different informants and documents. Triangulation of methods entailed using multiple data collection techniques (interviews, observations, and document analysis) to corroborate the findings. Triangulation of time involved collecting data at different points in time to capture any changes or consistencies in the phenomena under study.

Triangulation techniques were employed in this research to ensure data accuracy and credibility, as well as to address potential informant bias (Bryman, 2016). Triangulation involves using multiple data sources, data collection methods, or theoretical perspectives to confirm research findings. In this study, source triangulation was conducted by comparing and cross-checking data obtained from various informants, including representatives of PT Huadi Nickel Alloy Indonesia, local government officials, community leaders, and affected coastal village residents. Method triangulation involved utilizing multiple data collection techniques, namely interviews, observations, and document analysis, to confirm findings. For example, interview data could be compared with field observation results and information from relevant documents to verify data consistency and accuracy. Time triangulation was also implemented by collecting data at different time points to identify changes or consistency in the studied phenomena. This helped address potential bias that might arise from informant responses influenced by temporary situations or conditions. By employing triangulation, researchers could obtain a more comprehensive and accurate understanding of PT Huadi Nickel Alloy Indonesia's CSR management effectiveness and its impact on coastal communities. Triangulation enabled researchers to confirm findings from various sources and methods, thereby enhancing the research results' validity and reliability (Merriam & Tisdell, 2015).

3. Analysis and Results

3.1. Achievement

The analysis of goal achievement indicators reveals that the implementation of PT Huadi Nickel Alloy Indonesia's CSR program has complied with applicable regulations, namely the Regent Regulation (PERBUP) No. 10 of 2023 and Regional Regulation (PERDA) No. 11 of 2021. Both regulations specifically govern Corporate Social and Environmental Responsibility (TJSLP) or CSR and establish the stages of its implementation. The local government, through the Regional Development Planning Agency (BAPPEDA), plays a role in formulating planning documents

and regulations related to CSR implementation, ensuring that the programs carried out by PT Huadi Nickel Alloy Indonesia have a clear direction and align with government policies.

The CSR program implemented by PT Huadi Nickel Alloy Indonesia, particularly the clean water distribution assistance, has positively impacted communities around the industrial area. However, the program's implementation is not yet comprehensive, with some community members still unreached by this CSR initiative. This limitation is due to the budget constraints allocated by the company, which depends on PT Huadi Nickel Alloy Indonesia's production capacity. To date, the company has constructed four borewell points in two hamlets: three in Mawang Hamlet and one in Balla Tinggia Hamlet. In addition to well construction, the company also provides supporting infrastructure such as pipes, water tanks, pumps, and electric meters, and covers monthly electricity costs for clean water distribution.

Although the CSR program for clean water assistance has benefited the community, its implementation still faces several obstacles and challenges. One emerging issue is the conflict among community members in utilizing the distributed clean water. Prior to program implementation, a Focus Group Discussion (FGD) was held involving hamlet residents, community leaders, and village government to discuss commitments on clean water usage, prioritizing daily needs such as washing, bathing, and drinking. However, in practice, some community members still use water for purposes outside the agreement, such as brickmaking, vehicle washing, and livestock bathing. This has led to conflicts, especially for downstream communities struggling to obtain sufficient clean water. Nevertheless, the recipients of clean water assistance still perceive a positive impact from this CSR program compared to conditions before the assistance was provided.

3.2. Integration

The analysis of integration indicators demonstrates that the Corporate Social Responsibility (CSR) program of PT Huadi Nickel Alloy Indonesia in the coastal area of Bantaeng Regency has assisted the local government in addressing budgetary constraints to resolve community issues. This aligns with planning documents that mandate industrial companies to provide CSR to communities surrounding industrial areas. Prior to implementing the CSR program, PT Huadi Nickel Alloy Indonesia conducted communication and coordination with local government entities, particularly the Regional Development Planning Agency (BAPPEDA) as the coordinating team leader, along with relevant Regional Apparatus Organizations (OPD). These meetings aimed to discuss the details of CSR program implementation before its execution in the community.

In the CSR program integration process, PT Huadi Nickel Alloy Indonesia involved various stakeholders, including village governments, hamlet officials, community leaders, and residents around the industrial area. These stakeholders played crucial roles in determining the implementation points of the CSR program through Focus Group Discussions (FGD). The involvement of company employees who are native residents living near the industrial area also facilitated the integration process and service delivery of the CSR program to the community. This demonstrates that the CSR program has been well-integrated among the company, government, and community.

An indicator of successful integration of PT Huadi Nickel Alloy Indonesia's CSR program is when the community directly experiences the benefits of the program. Recipients of CSR assistance in the form of clean water distribution have felt the positive impact of this program. However, the community also expects enhancements to existing CSR programs and the addition of other CSR initiatives from PT Huadi Nickel Alloy Indonesia to meet their needs. Although the implementation of the CSR program has involved various parties through meetings and FGDs, further efforts are needed to improve integration between the company and the community, as well as other elements, to align CSR programs with the needs of communities surrounding the industrial area (Lund-Thomsen et al., 2016; Ortiz-Avram et al., 2018).

3.3. Adaptation

The analysis of adaptation indicators for the effectiveness of Corporate Social Responsibility (CSR) management by PT Huadi Nickel Alloy Indonesia in the coastal area of Bantaeng Regency reveals that the local government has developed several documents regulating the environmental impact of industrial activities. These include the Spatial Planning (RTRW), Regional Regulation (Perda) on Industrial Zones, and Environmental Impact Analysis (Amdal). These documents have been disseminated to both the company and the community, facilitating the adaptation of PT Huadi Nickel Alloy Indonesia's CSR program to local community conditions and the surrounding environment. Given the importance of CSR programs for communities affected by industrial activities, the company needs to increase the proportion of assistance, intensify community outreach, and maintain the ecosystem in the area.

PT Huadi Nickel Alloy Indonesia involves employees residing near the industrial area in the implementation of CSR programs, from the development of facilities and infrastructure to control and monitoring. This approach is intended to facilitate the program's adaptation to the community environment. However, there is still a need to strengthen collaboration among the community, village government, and the company to ensure the sustainability of CSR programs. This collaboration is crucial to avoid conflicts within the community and ensure the success of both ongoing and future CSR programs.

Beneficiaries of PT Huadi Nickel Alloy Indonesia's CSR program assess that the assistance provided, particularly clean water distribution, is good but not yet optimal in improving community welfare. The community hopes that the assistance can be sustainable and enhanced to better meet their needs. In the adaptation process of CSR programs, all sectors - government, community, and company employees - play vital roles. The government provides legitimacy through regulations that ensure the implementation of CSR programs, while PT Huadi Nickel Alloy Indonesia involves employees in program delivery. Nevertheless, there is still a need for improvement in CSR programs and expansion of beneficiary coverage to avoid conflicts among community members.

4. Conclusion

Based on the analysis of the effectiveness of Corporate Social Responsibility (CSR) management by PT Huadi Nickel Alloy Indonesia in the coastal area of Bantaeng Regency, using three indicators - goal achievement, integration, and adaptation - it can be concluded that the CSR program implemented by the company has had a positive impact on communities surrounding the industrial area, although there are still some shortcomings and challenges in its implementation. The CSR program has complied with applicable regulations and aligns with local government planning documents. It has also involved various stakeholders in its implementation process, including the government, community, and company employees. However, limitations in budget and program coverage, as well as potential conflicts among community members in utilizing CSR assistance, remain obstacles that need to be addressed. Therefore, it is recommended that PT Huadi Nickel Alloy Indonesia enhance the effectiveness of CSR program implementation, particularly in addressing potential inter-community conflicts in utilizing CSR assistance. First, the company needs to increase aid proportions and expand beneficiary coverage, enabling more community members to benefit from CSR programs fairly and equitably. This can be achieved by conducting comprehensive community needs assessments and involving active community participation in CSR program planning and implementation. Second, the company needs to strengthen collaboration with local government and communities in managing and monitoring CSR aid distribution. This collaboration can be realized through the establishment of a joint committee comprising company representatives, local government officials, and community members, tasked with overseeing CSR program implementation and resolving potential conflicts. This committee can also serve as a platform for communication and coordination among stakeholders, fostering synergy and transparency in CSR program management. Third, the company can initiate programs aimed at building

community capacity and self-reliance, such as skills training, entrepreneurship development, and small-medium enterprise mentoring. These programs can help communities develop alternative income sources and reduce dependence on CSR assistance, thereby minimizing potential conflicts over limited resources.

This research can contribute to developing CSR concepts that are more responsive to local issues in coastal areas by highlighting the importance of considering unique social, economic, and environmental contexts in designing and implementing CSR programs. The research findings indicate that CSR program effectiveness is measured not only by goal achievement but also by its ability to adapt to coastal community dynamics and address their specific challenges, such as clean water scarcity and resource utilization conflicts. Therefore, the CSR concept needs to be developed with a more contextual and participatory approach, where companies actively involve local communities in every stage of CSR programs, from planning to evaluation. This approach enables CSR programs to be more responsive to coastal communities' needs and aspirations while ensuring sustainable program benefits. Additionally, this research emphasizes the importance of multi-stakeholder collaboration in implementing CSR in coastal areas. The CSR concept needs to be developed by considering the roles and responsibilities of various actors, such as companies, local governments, civil society organizations, and the communities themselves, in creating synergy and aligning CSR programs with regional development plans. This collaboration can strengthen institutional capacity and CSR governance at the local level, enabling CSR programs to deliver more significant and sustainable impacts on coastal community welfare. Thus, this research provides new insights into how CSR concepts can be developed to be more responsive to local issues in coastal areas through contextual, participatory, and collaborative approaches. The implications of this research are expected to encourage companies, governments, and other stakeholders to design and implement more effective and sustainable CSR programs that can contribute to inclusive and equitable coastal area development.

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