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ANALYSIS OF CSR IMPLEMENTATION AS A COMPANY CONTRIBUTION IN ACHIEVING SUSTAINABLE DEVELOPMENT (CASE STUDY ON PT. OTSUKA INDONESIA)

Elisa Deviadini¹
Driana Leniwati^{2*}
Endang Dwi Wabiyuni³
Ahmad Juanda⁴

^{1,2,3,4}Faculty of Economics, Universitas Muhammadiyah Malang, Malang, Indonesia
^{*}Correspondence: driana@umm.ac.id

Abstract

This study aims to explore the implementation of Corporate Social Responsibility (CSR) programs at PT Otsuka Indonesia, a pharmaceutical company, focusing on the alignment of these initiatives with the Triple Bottom Line concept and their contribution to the Sustainable Development Goals (SDGs). Using a descriptive qualitative approach within an interpretive paradigm, this study collected data through in-depth interviews and observations with key informants from the CSR division as well as company employees. This study offers novelty by focusing on PT Otsuka Indonesia's specific contribution to the SDGs, revealing the extent to which their CSR programs support sustainable development targets. The results show that most of the company's CSR programs are aligned with the three main elements of the Triple Bottom Line-economic, social, and environmental-and directly contribute to the achievement of several SDG targets. However, to improve the effectiveness of CSR programs, this study recommends companies to shift to a Creating Shared Value (CSV) approach, which not only provides social benefits but also increases economic returns. The findings not only contribute to the theoretical understanding of the role of CSR in sustainable development, but also provide practical implications for companies in optimizing CSR implementation to deliver shared value for society and business. Thus, this study suggests strengthening the CSR framework at PT Otsuka Indonesia to ensure the achievement of sustainable development goals in a more holistic and integrated manner.




Keywords : Corporate Social Responsibility; Sustainable Development Goals; Triple Bottom Line

Abstrak

Penelitian ini bertujuan untuk mengeksplorasi implementasi program-program Tanggung Jawab Sosial Perusahaan (CSR) di PT Otsuka Indonesia, sebuah perusahaan farmasi, dengan fokus pada keselarasan inisiatif tersebut dengan konsep Triple Bottom Line dan kontribusinya terhadap Tujuan Pembangunan Berkelanjutan (Sustainable Development Goals/SDGs). Menggunakan pendekatan deskriptif kualitatif dalam paradigma interpretif, penelitian ini mengumpulkan data melalui wawancara mendalam dan observasi dengan informan kunci dari divisi CSR serta

Ekonomi Umm

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 Driana Leniwati
 PLAGIASI DOSEN
 University of Muhammadiyah Malang

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Penelitian ini bertujuan untuk mengeksplorasi implementasi program-program Tanggung Jawab Sosial Perusahaan (CSR) di PT Otsuka Indonesia, sebuah perusahaan farmasi, dengan fokus pada keselarasan inisiatif tersebut dengan konsep Triple Bottom Line dan kontribusinya terhadap Tujuan Pembangunan Berkelanjutan (Sustainable Development Goals/SDGs). Menggunakan pendekatan deskriptif kualitatif dalam paradigma interpretif, penelitian ini mengumpulkan data melalui wawancara mendalam dan observasi dengan informan kunci dari divisi CSR serta

karyawan perusahaan. Studi ini menawarkan kebaruan dengan menitikberatkan pada kontribusi spesifik PT Otsuka Indonesia terhadap SDGs, mengungkapkan sejauh mana program CSR mereka mendukung target-target pembangunan berkelanjutan. Hasil penelitian menunjukkan bahwa sebagian besar program CSR perusahaan telah selaras dengan tiga elemen utama Triple Bottom Line—yaitu ekonomi, sosial, dan lingkungan—dan secara langsung berkontribusi pada pencapaian beberapa target SDGs. Namun, untuk meningkatkan efektivitas program CSR, penelitian ini merekomendasikan perusahaan untuk beralih ke pendekatan Creating Shared Value (CSV), yang tidak hanya memberikan manfaat sosial tetapi juga meningkatkan keuntungan ekonomi. Temuan ini tidak hanya berkontribusi pada pemahaman teoritis tentang peran CSR dalam pembangunan berkelanjutan, tetapi juga memberikan implikasi praktis bagi perusahaan dalam mengoptimalkan implementasi CSR agar memberikan nilai bersama bagi masyarakat dan bisnis. Dengan demikian, penelitian ini menyarankan penguatan kerangka CSR di PT Otsuka Indonesia untuk memastikan tercapainya tujuan pembangunan berkelanjutan secara lebih holistik dan terintegrasi.

Kata Kunci : Tanggung Jawab Sosial Perusahaan; Pembangunan Berkelanjutan; *Triple Bottom Line*

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INTRODUCTION

The Indonesian reform era has empowered individuals to voice their aspirations for responsible business practices, prompting companies to adopt a more conscientious approach. Environmental and social considerations now necessitate positive contributions from businesses. Article 74 of Law Number 40 of 2007 concerning Limited Liability Companies mandates companies to support sustainable economic development, enhancing the quality of life and the environment (Muhamad, 2021). This underscores companies' need to fulfil social responsibilities toward society and the environment. Companies can achieve this by allocating some of their profits to programs that benefit the environment and society.

Based on ISO 26000, Corporate Social Responsibility (CSR) is the company's responsibility to stakeholders, especially to the community or society around the company (Standarku.com, 2021). This definition clarifies that a company's social and environmental responsibility is crucial. Companies can carry out CSR activities, such as social services, public facilities, or other activities that benefit the community. The existence of CSR can impact the achievement of sustainable development goals (SDGs).

CSR and sustainable development are very important in the context of environmental issues. Currently, many company activities negatively influence social and environmental conditions. One example is natural damage caused by resource exploitation activities aimed at sustaining company operations and maximizing profit for the benefit of owners and shareholders. Therefore, companies need to provide CSR programs to address these problems.

The implementation of CSR in Indonesia is still criticized by many. People believe that implementing CSR in some companies is still not targeted and uneven. The awareness and commitment of companies in implementing corporate social responsibility still need to be higher and often only aimed at the interests of certain parties. In this case, the community acts as a subject in implementing CSR, so the community needs to be heard and involved in the company's CSR decision-making. Thus, companies are expected to provide appropriate CSR programs to the community to encourage community life. In this case, it is necessary to research whether the company's CSR program has been targeted and evenly distributed. Knowing whether the CSR program aligns with the Sustainable Development Goals is also necessary.

Previous research conducted by Tio (2021) stated that implementing CSR can be done using a combination strategy so that the company can implement the CSR program properly and correctly. Another study by Anjani et al. (2021) mentioned that PT Pupuk Kujang has contributed to achieving SDG goals. This is evidenced by the implementation of PT Kujang's CSR program, which is evident from the contribution made by the company to cover almost all of the goals and objectives of the SDGs.

According to (Santang et al., 2020) In Indonesia, many companies still need to understand the importance of implementing the right CSR program to provide real convenience to the community. As a result, current CSR programs are still in the profit-sharing stage and only focus on fulfilling wants rather than meeting real needs (Juli et al., 2023). It is also mentioned that most of the CSR in Indonesia is only used to improve the company's reputation, not as an internal awareness of the company to build a sustainable economy. Promoting conformity or "walking the walk" requires professional governance to achieve standardization and disclosure of corporate support for the SDGs. (Wisnu Setyawan, Dewi Nanny, 2023). This study has different discussions based on the research, such as the objects and samples used. This study understands how CSR programs align with Sustainable Development Goals (SDGs) pillars.

One of the companies in the pharmaceutical industry, PT Otsuka Indonesia, will be the object of research. The company is built on an area of 48,397m² located on Jl Sumber Waras No. 25 Kalirejo Village, Lawang District, Malang Regency, East Java Province. The company produces and markets medicinal products, such as infusion fluids, ethical drugs, medical devices, and nutritional products for medical purposes. PT Otsuka Indonesia has proven to master the intravenous fluid business, so the company continues to develop its products to meet consumer needs on an ongoing basis. The reason for choosing this company to be the object of research is because, as a company in the pharmaceutical industry, PT Otsuka Indonesia has a significant impact on society, and PT Otsuka Indonesia is consistently fulfilling its social responsibility.

LITERATURE REVIEW

Stakeholder Theory

Stakeholders are individuals or groups interested in a company and can influence or be influenced by its activities (Angela & Meiden, 2021). The concept of corporate social responsibility (CSR), often linked to stakeholder theory, has been prevalent since the 1970s. Stakeholder theory posits that a company's management should address the needs and expectations of its stakeholders (Sudaryanti & Riana, 2017). It challenges the notion that companies exist solely to maximize profits,

emphasizing the importance of considering a broader range of stakeholders, including shareholders, creditors, customers, suppliers, governments, the general public, and analysts. The theory underscores the interconnectedness between companies and society, highlighting the moral obligation of companies to fulfil their responsibilities towards their stakeholders (Budi, 2021).

Sustainable Development Goals

The Sustainable Development Goals (SDGs) represent a global call to action to eradicate poverty, reduce inequalities, and safeguard the environment (Kusdiharta, 2021). Comprising 17 goals and 169 targets, the SDGs provide a comprehensive framework for addressing pressing global challenges by 2030. These goals are interconnected and mutually reinforcing, acknowledging the complex interplay between development's social, economic, and environmental dimensions.

The SDGs encompass four key aspects: social, economic, environmental, and legal and governance. The social aspect focuses on ensuring basic human rights and promoting well-being for all. Economic aims to foster sustainable and inclusive economic growth through decent work, innovation, and infrastructure development. The environmental aspect emphasizes the sustainable management of natural resources and environmental protection. Lastly, the legal and governance seeks to establish just, transparent, and accountable institutions.

Achieving the SDGs necessitates a concerted effort from all stakeholders, including governments, businesses, and civil society. In Indonesia, the government and companies, whether state-owned or private, play a crucial role in implementing programs and policies that align with the SDGs' principles and targets (Boeren, 2019).

Corporate Social Responsibility

Corporate Social Responsibility (CSR) has evolved from being perceived as a burden or cost to being recognized as a strategic investment for companies (Utami & Mutaqi, 2023). In Indonesia, CSR is mandated by Article 74 of Law Number 40 of 2007 concerning Limited Liability Companies (UUPT), requiring companies to contribute to social welfare and environmental protection. This reflects the understanding that national development is a shared responsibility involving the government, industries, individuals, and communities. (Martin et al., 2018).

Companies' operations can significantly impact the quality of life and communities' social and environmental well-being. Increasingly, companies are expected to go beyond profit maximization and actively address their social and environmental responsibilities. Please do so to avoid social issues, conflicts, and loss of community support. CSR programs, therefore, serve as a means for companies to mitigate negative impacts, foster positive relationships with communities, and ensure the sustainability of their operations.

The implementation of CSR is guided by three core principles: sustainability, accountability, and transparency (PIERITSZ, 2021). Sustainability emphasizes the long-term implications of CSR initiatives, ensuring they contribute to the enduring well-being of stakeholders and the environment. Accountability underscores the company's responsibility for the impacts of its actions and decisions.

Transparency calls for openness and honesty in communicating CSR activities and performance, fostering stakeholder trust.

RESEARCH METHODS

Research Design

This study uses an interpretive paradigm with a qualitative descriptive approach, which is very relevant to understanding the social and contextual phenomena that occur at PT Otsuka Indonesia, especially related to the implementation of the Corporate Social Responsibility (CSR) program. The interpretive paradigm emphasizes the importance of understanding the meaning behind the behavior, interactions, and decisions taken by research subjects, with the aim of exploring deeper perspectives on how they view their social world. According to (Pua Uda & Leniwati, 2022) a qualitative descriptive approach is very effective in providing a comprehensive picture of complex and dynamic phenomena, especially in a social context such as CSR implementation.

This study aims to observe and understand how PT Otsuka Indonesia, located in Kalirejo Village, Lawang District, Malang Regency, runs its CSR programs and how the programs are received and responded to by the local community. The data collection process was carried out in depth through direct observation, interviews, and descriptive data collection in the form of speech, writing, or behavior that is relevant to the object of the study. Direct interviews with key informants are a very important source of primary data in this study, because they allow researchers to gain in-depth understanding from various different perspectives, both from the company and the local community who are the beneficiaries of the CSR program.

The unit of analysis in this study includes various important actors who are directly or indirectly involved in the implementation of the CSR program at PT Otsuka Indonesia, namely the company's CSR division, employees, and residents of Kalirejo Village. The analysis of the CSR division aims to evaluate how the strategies and decisions taken by the company in designing and implementing the CSR program, as well as how they measure the success and impact of the program. On the other hand, the analysis of employees aims to understand how the company's internal involvement in the implementation of this program, whether they are directly involved in CSR activities, and how they perceive the initiatives carried out by the company.

The residents of Kalirejo Village as the main beneficiaries of the CSR program are also an important unit of analysis in this study. The researcher seeks to explore how the local community responds to the CSR programs run by PT Otsuka Indonesia, and to what extent these programs have succeeded in improving their social and economic welfare. In addition, this study also seeks to understand whether these programs truly meet the needs of the local community or merely fulfill the company's obligations without significant impact.

The interpretive paradigm in this context allows researchers to not only view the CSR phenomenon from the perspective of the company, but also from the perspective of the community, thus providing a more holistic picture of the interaction between the company and the community around its operational location. Thus, this study can provide deeper insights into how CSR not only functions as a marketing tool for companies, but also as an important mechanism for improving social relations and the welfare of local communities. The qualitative approach also allows researchers to identify social dynamics that occur in the field, including potential conflicts, challenges, and opportunities faced by companies in implementing their CSR programs.

By combining these perspectives, this study is expected to provide significant contributions in understanding how CSR programs can be effectively integrated into a company's business strategy, while still providing real benefits to the community around its operational areas. The results of this study are expected to provide more concrete recommendations for PT Otsuka Indonesia in optimizing their CSR programs, as well as providing valuable input for other companies who want to implement similar CSR programs in the future.

Data Collection Method

Data collection in this study was conducted through in-depth interviews, which aimed to explore rich and in-depth information from key informants who had direct knowledge and active involvement in the implementation of PT Otsuka Indonesia's Corporate Social Responsibility (CSR) program. Key informants in this study included members of the company's CSR division, employees who had roles or close working relationships with the CSR program, and residents of Kalirejo Village who were direct beneficiaries of the programs. Through in-depth interviews, researchers were able to explore informants' experiences, perceptions, and interpretations of CSR implementation, as well as its impact on them individually and on society as a whole.

To ensure that the data obtained reflects various perspectives, the snowballing system was used in the data collection process. Snowballing is a sampling technique in which initial informants recommend additional informants who are considered relevant and have the necessary information. In the context of this study, after initial interviews were conducted with members of the CSR division and employees of PT Otsuka Indonesia, they recommended residents of Kalirejo Village who had direct involvement or experience with the CSR program to be interviewed. This technique not only broadens the scope of data collection but also increases the validity and validity of the data collected by ensuring that the perspectives of the local community are also well accommodated. This approach helps researchers obtain data from informants who may not have been identified at the initial stage, but have important contributions in describing the overall effectiveness of the company's CSR program.

By using the snowballing system, this study can identify informants who may have different perspectives or face unique challenges in implementing the CSR program. For example, some residents of Kalirejo Village may have a positive view of the CSR program, while others may feel that there are shortcomings or injustices in its implementation. Interviews with various informants allow researchers to gain a more holistic picture of the social impact of PT Otsuka Indonesia's CSR initiatives, both in terms of the benefits felt by the community and the challenges faced in its implementation.

Data collected through in-depth interviews and snowballing will be analyzed qualitatively using thematic analysis techniques, which allow researchers to identify key themes that emerge from the data. These findings will then be compared with relevant literature to assess the extent to which PT Otsuka Indonesia's CSR program implementation is in line with the Triple Bottom Line theory and the Sustainable Development Goals (SDGs). This analysis will also help identify areas where the company's CSR program can be improved to provide greater benefits, both for the company and the local community.

The information table below is about selected informants compiled to provide a clear picture of the background of each informant, their role in the CSR program, and their involvement in the interview process.

Table 1.
Research Informant Data

NO	NAME	AGE	POSITION
1	Supriadi	52 years old	Manufacturing Product Development Staff
2	Soesilo Handoko	50 years old	Head of CSR PT Otsuka Indonesia
3	Lilik	56 years old	Residents of Kalirejo Village
4	Sugeng Hariadi	42 years old	Utility Operator
5	Basuki	53 years old	Head of Kalirejo Village

The reason for choosing these informants is that each informant interviewed is a person who is directly involved in the CSR program run by the company. This research uses questions and answers and participant observation as data collection methods. Interviews are conducted using a snowballing system so that the data obtained is accurate, which will be reinforced with additional informants. Researchers observed how the CSR program provided by PT Otsuka Indonesia to the surrounding community is a form of the company's contribution towards sustainable development. The main target of the informants to be interviewed is the CSR division, which asks questions to informants to obtain information from the interview results.

Data Analysis Method

The data analysis method consists of three stages: grouping, data analysis, and data triangulation. In the first stage, grouping is done by collecting data, then summarizing, grouping important things, and setting aside things that are not needed so that the data that has been obtained previously can be processed more easily and can provide a more detailed picture. Second, the data that has been obtained from the CSR division is analyzed and then associated with the theory of Sustainable Development (SDGs) to facilitate compiling data from the research that has been done. Third is data triangulation, which tests the truth of the data obtained from interviews with all informants.

Researchers will use two types of triangulations: data source and method triangulation. The reason for using this triangulation is that the triangulation of data sources can check the data obtained through several informants so that the credibility of the data can be tested properly. Meanwhile, method triangulation aims to provide

confidence to researchers by asking the same questions in different forms to provide the same meaning.

In the last stage, researchers can provide conclusions from the research results. They interpret data to understand better the data that has been collected and analyzed and draw conclusions based on the theory and facts obtained from interviewees.

RESULTS AND DISCUSSION

Results

In implementing the concept of sustainable development, the Corporate Social Responsibility (CSR) program run by each company must pay attention to the Triple Bottom Line theory, which is a work strategy framework that focuses on three main pillars, namely profit, planet, and people. The Triple Bottom Line theory introduced by John Elkington in 1994 includes economic prosperity, environmental quality improvement, and social justice, thus providing guidance for companies to integrate social and environmental responsibility into their business operations (Michael et al., 2019) In other words, this theory emphasizes that in running a business, companies do not only focus on achieving financial profit, but must also make a positive contribution to society and maintain environmental sustainability.

The concept of the Triple Bottom Line theory creates a balance between social, economic, and environmental aspects that are the shared responsibility of all stakeholders involved in the company's activities. On the one hand, profit is the main indicator of a company's success in creating economic value, which reflects the company's responsibility to the wider economy. In this context, companies are expected to provide economic progress not only for their own interests, but also for wider stakeholders, including employees, suppliers, customers, and the surrounding community. Thus, companies do not only act as profit-seeking entities, but also as agents of social change that contribute to community development (Syahputra & Irawati, 2023).

On the other hand, the "people" pillar describes the company's responsibility to individuals and groups around them, including local communities, employees, and the wider community. This includes the company's efforts to improve the quality of life of the community through various initiatives, such as education, training, and social assistance programs, which are designed to empower communities and create better opportunities for all. Thus, companies are expected to not only focus on creating profits, but also strive to create positive and sustainable social impacts (Lumi et al., 2023).

Meanwhile, the "planet" pillar underlines the company's responsibility towards the environment in which they operate, which includes efforts to maintain, preserve, and restore natural resources and reduce the negative impacts of business activities on the environment. In this context, companies need to implement environmentally friendly business practices, such as waste reduction, sustainable use of resources, and carbon emission reduction, which aim to maintain environmental quality for the survival of future generations. By considering these three aspects—profit, people, and planet—companies can build a more sustainable and responsible business model, which in turn will support the achievement of the Sustainable Development Goals (SDGs) more effectively.

Thus, the application of the Triple Bottom Line theory in CSR programs is not only a moral obligation of the company, but also a long-term strategy that can create added value for the company itself, society, and the environment. This requires companies to innovate and find new ways to integrate social and environmental responsibility into their business strategies, thus creating a mutually beneficial ecosystem for all parties involved.

Implementation of CSR in Achieving Sustainable Development Based on the Profit Principle

The application of the profit principle in PT Otsuka Indonesia's CSR program has been deemed good. The company's CSR program can help improve the community's economy through hydroponics training.

"We have a CSR program, namely providing hydroponic plant training, which started in 2016. Around 30 residents were given training and then given a hydroponic installation to plant. It is not left alone, but we still monitor how to plant, harvest, and enjoy the harvest. From this program, sustainable development goals have been implemented, namely reducing poverty and improving the economy because residents can sell their crops during harvest. There is even one teacher of SMAN 1 LAWANG who has participated in this training since 2016 and has an income of more than 25 million." (Interview, October 30, 2023)

Based on the results of the interview above, PT Otsuka Indonesia's CSR program has applied the people principle because, from this program, residents who receive hydroponic training can harvest, enjoy the harvest, and sell their crops so that the harvest can generate income for residents and can prosper residents.

In addition, the costs incurred for CSR programs are purely for the community because the company does not expect profits from the CSR program. The Head of CSR of PT Otsuka Indonesia said this:

"For the cost itself, we budget first so that it does not exceed the budget. For the budget, we use approximately 4% of the profit earned by the company. Moreover, from the CSR program itself, we do not expect any profit at all. The costs we incur for CSR are already 100% for residents who do not return to the company. We are happy if the community can feel the impact of the CSR program that we have provided. (Interview October 30, 2023).

Implementation of CSR in Achieving Sustainable Development Based on the People Principle

Applying the people principle in the CSR program carried out by PT Otsuka Indonesia has been deemed good. In this case, the company must fulfil its responsibilities to the community around the company. The goal is for residents to benefit from the company. The company has implemented several CSR programs based on this people principle, including in the education and social sectors. This was said by Mr. Soesilo Handoko, the head of CSR of PT Otsuka Indonesia, as follows

Every year, the company provides scholarship assistance in the form of funds to residents of Kalirejo Village Range I PT Otsuka Indonesia. Scholarships are given to 120 people starting from elementary, junior high, and high school levels. The scholarship is delivered to the village and will then be distributed to the Chairman of

the RW, the Chairman of the RT, and the Chairman of the RT, who will choose its citizens to get a scholarship from PT Otsuka Indonesia according to the number of quotas given by the company. The scholarship is given to people who have economic constraints. So not only smart children get scholarships, but children who are not smart and have economic constraints also get scholarships from companies.” (Interview October 30, 2023).

“Every three months, PT Otsuka conducts fogging activities in Kalirejo Village. These efforts are to prevent the spread of dengue fever outbreaks.” (Interview October 30, 2023)

Furthermore, Mr. Soesilo Handoko also said the following:

"In the social sector, we assist disaster victims. The assistance we provide is usually in the form of assistance or logistics. For example, in 2006, we assisted victims of the earthquake disaster in Yogyakarta and the earthquake in Lumajang; during COVID-19, we also assisted hospitals. At that time, we collaborated with a psychology student and brought the student to Yogyakarta. We ask to help the mental health of children to make sure that if they are affected by a disaster, of course, there will be an impact on the mental health of children; they must have a sense of trauma. So, we collaborated with the students to help them recover mentally. In addition, PT Otsuka Indonesia provides a place for the people of Kalirejo Village to carry out Eid al-Fitr and Eid al-Adha prayers yearly. The implementation aims to provide comfort to the surrounding community. In addition, the company also provides gifts for residents of Kalirejo Range I Village.” (Interview October 30, 2023)

Then Mr Supriadi, as Manufacturing Product Development Staff, also said the following:

"The CSR program for employees is hydroponic training. Initially, the training was only intended for employees, but because employee involvement in the program was lacking, the program was finally combined for employees and the community. Usually, companies provide quotas for training; for example, for employees, the quota is 60%, and for the community, the quota is 40%. In addition, the company also provides educational scholarships for employees' children. So, every year, if an employee's child gets a rank between 1 and 10 at school, the employee can apply for a child scholarship at the company. The scholarships given are the same as those given to residents, namely those related to the provision of funds."

"Of course, it provides many benefits for both employees and residents. For example, from the scholarship program earlier, underprivileged residents can still finance their children to get a proper education. It must provide many benefits directly and indirectly if it is for benefits. Moreover, the company itself strives so that its CSR programs do not cause losses or negatively impact the community."

The People Principle aims to help the community by implementing PT Otsuka Indonesia's CSR program. In this principle, the company wants residents to benefit from the company because it is one of its social responsibilities to residents. The parties involved in the program are the people of Range I, Kalirejo Village, and the outside community. Based on the interview results, the Company has fulfilled the people principle in the Triple Bottom Line Theory because it can positively impact society.

Implementation of CSR in Achieving Sustainable Development Based on the Planet Principle

The application of the planet principle in the CSR program carried out by PT Otsuka Indonesia has been deemed good. In this case, the company has fulfilled its responsibility to the environment around the company. In this planet principle, the company has implemented several CSR programs in the environmental field, namely the greening program. This was stated by Mr. Soesilo Handoko, the Head of CSR at PT Otsuka Indonesia, as follows:

"In the environmental sector, the company has been conducting a reforestation program since 2007. The company is looking for land to carry out the program, and PT Otsuka Indonesia itself has a nature lover community. Planting that has been carried out includes Mendek Village, Toyomarto Village, and the slopes of Mount Arjuna. This reforestation program has been carried out for the longest time on the slopes of Mount Arjuna, starting in 2009-2019. The latest CSR program in the environmental sector is to save water sources so they can continue flowing to the surrounding community. In 2022, we used Bedali Village; we chose land managed by the Ismail Bedali Mosque. We strengthen it with trees or hard plants like rain, jabon, and avocado trees. Rain trees to strengthen water reservoirs, jabon trees to catch water, while avocados can be managed by the landowner to be distributed to the community." (Interview October 30, 2023)

The interview results show that the company has implemented its CSR program based on the triple bottom line theory on the planet principle because it has fulfilled its responsibility to the environment, namely by carrying out a reforestation program to save water sources.

Empirically, it was found that the implementation of CSR is interpreted into three meanings, namely a) Implementation of CSR is interpreted as an accounting meaning, b) Implementation of CSR is interpreted as a psychological meaning, and c) Implementation of CSR is interpreted as a spiritual meaning.

CSR Implementation Interpreted as Accounting Meaning

The implementation of Corporate Social Responsibility (CSR) is interpreted as accounting meaning, meaning that in every implementation of a CSR program, of course, every company requires costs/expenses to implement its programs as a form of corporate responsibility towards the surrounding environment. The Head of CSR stated this at PT Otsuka Indonesia in an interview conducted on October 30, 2023:

"Yes, ma'am, we make a budget whenever we want to create a program. For example, we budgeted 2022 for the CSR program in 2023 so that the time for implementing the program and the budget we spend do not exceed what we have budgeted. If they exceed the budget, the program will not be sustainable.

In this case, it can be seen that in implementing CSR, which is interpreted as accounting, the company does it by budgeting for the CSR program so that the budget spent on it does not exceed the budget, with the hope that the program can always run and be sustainable.

CSR Implementation Interpreted as Psychological Meaning

The implementation of Corporate Social Responsibility (CSR) is interpreted as psychological, meaning that this CSR program refers to the impact that can be given to the community or employees. CSR, as a psychological meaning, must be able to positively impact psychological well-being by creating a more positive environment. The company has implemented CSR as a psychological meaning because it can help improve the welfare of the surrounding community and provide a good psychological impact on the community. One of the residents of Kalirejo Village said this in an interview conducted on October 30, 2023.

"Of course, it provides many benefits for residents. I felt many benefits from the hydroponic training program provided by PT Otsuka Indonesia. From the training, I learned about planting methods, how to care for hydroponic plants, and even how to market them; the benefits that I felt from the program I can apply in my life because now I can open a business, namely selling hydroponic plants. So that what was originally only participating in training, I can also get income from the training that I have previously participated in."

Not only residents but also the village head of Kalirejo Village felt the positive impact of the company's CSR program. This was conveyed during an interview on November 5, 2023.

"Alhamdulillah, residents always respond positively in the sense that when we socialized the program, there was no rejection from the residents. Residents also felt very helped by the program provided by PT Otsuka Indonesia. I also felt the program's positive impact and felt happy if our residents were happy because the community was helped a lot. "

The discussion results show that the company has successfully implemented CSR as a psychological strategy. The company's CSR program has a positive impact and received a good response from residents because it can help improve residents' welfare.

CSR Implementation Interpreted as Spiritual Meaning

Implementing corporate social responsibility (CSR) is interpreted as spiritual because CSR is related to the company's social responsibility; of course, the company must assist its environment, including the surrounding community. This assistance can be associated with spiritual meaning because assisting reflects spiritual values, namely empathy. One of the manufacturing product development staff stated the results of the implementation of CSR, which is interpreted as spiritual meaning, in an interview conducted on October 30, 2023.

"The company provides donations to victims of natural disasters. Not only from the company but also from the employees involved in providing donations or assistance to disaster victims."

From the interview, it can be seen that the company has implemented CSR with a spiritual meaning because it has shown empathy for the surrounding area by providing assistance to residents affected by the disaster.

In carrying out its social responsibility, the company certainly strives for its program to run as desired; therefore, in implementing its CSR program, PT Otsuka Indonesia carries out three stages, namely: 1) Planning stage, at this stage, the company

plans the program that the company will run. PT Otsuka Indonesia plans, starting with program targets and objectives, program funding, determining partners in implementing the program and determining the program period. 2) Implementation stage: At this stage, the company provides socialization to the community regarding the program that will be provided, and then the company implements its CSR program according to what was planned at the beginning. 3) Evaluation stage: At this final stage, the company conducts an evaluation related to the program that has been run previously to determine whether the program given is right on target and aims to improve the CSR programs that will be implemented.

DISCUSSION

These findings clearly show that PT Otsuka Indonesia has successfully implemented various CSR initiatives covering economic, social, and environmental dimensions with a structured and long-term oriented approach. These initiatives reflect the company's awareness of the importance of social responsibility, as well as the efforts made to create a real positive impact on the community and the surrounding environment. The company's proactive approach in implementing CSR is driven by the need to interact closely with local communities affected by the company's operational activities, so that the company is able to understand and respond to the needs and challenges faced by these communities. This requires an integrated strategy, not only to fulfill social responsibility, but also to ensure the sustainability of the company's operations in the long term. The implementation of CSR programs by PT Otsuka Indonesia is in line with the principles of the Triple Bottom Line theory, which emphasizes the importance of a balance between profit, people, and planet as the basis for corporate sustainability.

For example, the hydroponic training program run by the company is one real form of commitment to the People principle, where this program is designed to improve the skills and economy of the local community. By empowering the community through skills-based training, PT Otsuka Indonesia indirectly supports local economic development and reduces the community's dependence on traditional sources of income. In addition, initiatives such as providing educational scholarships, disaster relief, and employee training programs demonstrate the company's concern for broader social welfare, which is not only limited to the company's internal needs but also includes the external community. This further strengthens the company's position as an entity that is not only profit-oriented but also actively contributes to social development.

From an environmental perspective, PT Otsuka Indonesia's commitment to preserving natural resources is also evident in its reforestation and water source protection efforts. These activities reflect the application of the Planet principle, where the company actively plays a role in maintaining ecosystem balance and ensuring environmental sustainability for future generations. The steps taken by the company to maintain the availability of clean water through the reforestation program are a concrete example of efforts to support environmental sustainability in line with the SDGs goals related to clean water, sanitation, climate action, and terrestrial ecosystem protection.

Furthermore, PT Otsuka Indonesia's CSR initiatives are also aligned with the key pillars of the Sustainable Development Goals (SDGs), which are designed to promote social welfare, economic growth, and environmental protection. The company's educational scholarships directly contribute to the SDGs' goal of promoting inclusive and quality education, while disaster relief supports goals related to good health and well-

being. On the other hand, the hydroponic training program that focuses on community empowerment not only improves livelihoods but also drives sustainable inclusive economic growth. The company's commitment to environmental conservation through reforestation and water source protection supports various SDGs' environmental goals, including preserving terrestrial ecosystems and encouraging action to address climate change.

In addition to providing benefits to the community, CSR programs run by PT Otsuka Indonesia also provide significant positive impacts for the company itself. By implementing sustainability-oriented initiatives, the company not only improves its public image but also strengthens relationships with the surrounding community which ultimately supports operational sustainability. Harmonious relationships with local communities play an important role in creating a stable and supportive business environment. On the other hand, communities that are beneficiaries of CSR programs experience improved quality of life, both through access to education, skills improvement, and increased income opportunities. In particular, PT Otsuka Indonesia demonstrates its dedication to ensuring equitable distribution of benefits from their CSR initiatives by expanding the scope of the program's impact not only in the company's main operational area (Range I), but also in the wider community.

Although PT Otsuka Indonesia's current CSR program has shown very positive results, there is significant potential for further development towards the Creating Shared Value (CSV) model. Through this strategic shift, the company can focus more on efforts to create shared value that not only provides social and environmental impacts, but also brings direct economic benefits to the company, such as increased profitability and sales. This CSV model allows for deeper integration between business strategy and social initiatives, so that the company can be more optimal in meeting social and environmental needs while achieving more ambitious business goals. The implementation of CSV will ensure that the CSR program is not only a tool for building reputation but also a strategy that strengthens the company's competitiveness in the global market.

CONCLUSION, LIMITATIONS AND SUGGESTIONS

Conclusion

The research results show that the CSR program carried out by PT Otsuka Indonesia is in accordance with the Social, Economic, and Environmental pillars contained in the Sustainable Development Goals (SDGs). In addition, the CSR program is also based on the triple bottom line theory, which includes three aspects: profit, people, and planet. In the principle of the Triple Bottom Line Profit Theory, the company does not expect profit from the CSR program that has been implemented. The company feels that the CSR program is profitable if the program gets a positive response from residents and can help residents. The People principle the company has implemented well because the CSR program of PT Otsuka Indonesia can help improve the welfare of residents through the programs that have been implemented. Likewise, in the Planet principle, the company has carried out its social responsibility towards the surrounding environment by planting trees to save water sources.

Limitations

One of the main limitations of this study is the lack of complete data related to the costs incurred by companies for CSR programs. This is due to limited access in the

interviews conducted, where informants from the company could not provide detailed information regarding the allocation and use of funds for CSR programs. In addition, the object of this research is a non-public company, so its financial statements, including details related to budgets and expenditures for CSR, are not publicly available. This condition results in limitations in comprehensively analyzing the economic impact of CSR implementation on the company's financial performance. Such data limitations also restrict the ability of the study to assess the efficiency of resource use in CSR implementation and its relation to the achievement of the Sustainable Development Goals (SDGs). Nonetheless, in terms of theoretical implications, this study is expected to contribute to an improved academic and practical understanding of how CSR can support sustainable development in Indonesia. The results of this study can enrich the literature on the role of CSR in improving social welfare and environmental sustainability, while providing a clearer framework for other companies in designing and implementing effective CSR strategies that are aligned with the SDGs. From a practical standpoint, the findings of this study provide valuable insights for companies in Indonesia, particularly in the pharmaceutical sector, on the importance of well-planned CSR, and how these initiatives can provide tangible benefits, both for the company and the wider community. In addition, this study is expected to encourage companies to be more transparent in structuring and reporting their CSR activities, thereby increasing accountability and ensuring that the positive impact of CSR can be clearly measured, both in terms of social, economic and environmental aspects. By taking into account these findings and recommendations, companies are expected to optimize the implementation of CSR so that it not only supports the company's reputation and performance, but also directly contributes to the achievement of the SDGs pillars in Indonesia towards the 2030 target.

Suggestion

The authors strongly recommend that future research be conducted on different research objects in the context of broader social and environmental phenomena as well as in diverse industry sectors. Further research will thus enable a more in-depth assessment of the extent to which other companies, both in the public and private sectors, have implemented CSR programs that are not only aligned with the Sustainable Development Goals (SDGs) but also how their adaptation and implementation may vary according to the specific needs of the surrounding society and environment. Such research will provide a more holistic insight into the linkages between CSR practices and commitment to the SDGs, as well as enrich the literature on the long-term impact of such initiatives on social, economic and environmental well-being. In addition, future research will contribute to strengthening Indonesia's national strategy in achieving the SDGs targets by 2030 by providing broader empirical evidence on the effectiveness of CSR policies in diverse social and cultural contexts, while offering guidance for policymakers, business leaders, and other stakeholders to formulate more strategic and sustainable CSR programs. Further research can also help identify the challenges and opportunities faced by different industry sectors in supporting the achievement of sustainable development, and encourage cross-sector collaboration in achieving these global goals.

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