

Exploring the Implementation of Corporate Social Responsibility (CSR) at PT Badak NGL Based on SDGs to Enhance Organizational Resilience (A Case Study of the Telihan Recycle Community Empowerment Program)

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ABSTRACT : In an increasingly competitive global landscape, maintaining business sustainability requires a robust Corporate Social Responsibility (CSR) strategy, particularly in high-risk, resource-intensive industries such as oil and gas. This study explores the implementation of CSR, focusing on the “Telihan Recycle” Community Empowerment program by PT Badak NGL, a leading Indonesian company in the Liquefied Natural Gas (LNG) sector, which has received CSR Awards (PROPER Gold) for consecutive years. Using an exploratory qualitative case study approach, this research examines how PT Badak NGL integrates CSR into its operational framework, emphasizing alignment with the Sustainable Development Goals (SDGs) and its role in fostering legitimacy and maintaining relationships with stakeholders. Data collection techniques included interviews (coding), observation, and documentation, which were subsequently interpreted using Miles and Huberman’s interactive data analysis model. The findings indicate that PT Badak NGL’s CSR implementation is supported by a robust management system that applies the Plan-Do-Check-Act cycle at every management level and is complemented by a multi-layered risk management framework. This study underscores the importance of stakeholder collaboration and diversified CSR initiatives in enhancing corporate legitimacy and adapting to industry dynamics, in line with legitimacy and stakeholder theory. Ultimately, this research highlights PT Badak NGL’s strategic CSR, particularly through the Telihan Recycle initiative; it simultaneously integrates economic, social, and environmental aspects in community empowerment to foster a circular economy that not only contributes to sustainable development goals but also forms part of the corporate strategy to strengthen organizational resilience amid an ever-evolving energy landscape.

KEYWORDS: Community Empowerment, CSR Diversification, Risk Management, Circular Economy, Sustainable Development Goals, Resilience Organization

I. INTRODUCTION

In the contemporary business landscape, sustainable development and Corporate Social Responsibility (CSR) have emerged as critical strategies for organizational survival and societal contribution. Companies are increasingly expected to transcend profit maximization and actively address environmental and social issues. This paradigm shift is particularly evident in resource-intensive industries, such as the oil and gas sector, where operational activities interact directly with natural ecosystems and surrounding communities. PT Badak NGL, a significant player in Indonesia’s Liquefied Natural Gas (LNG) industry, operates within this dynamic context, navigating the complexities of resource extraction and processing while striving for sustainability and community well-being.

The imperative for companies to integrate CSR into their core strategies is amplified by the global adoption of the Sustainable Development Goals (SDGs). These 17 goals, established by the United Nations, provide a comprehensive framework for addressing critical global challenges, ranging from poverty alleviation and environmental protection to social equity and economic prosperity. For companies like PT Badak NGL, aligning CSR initiatives with the SDGs offers a pathway to demonstrate commitment to the global sustainability agenda, enhance corporate reputation, and foster stronger stakeholder relationships (Kholis, 2020; UNDP, 2025).

The oil and gas industry, characterized by its high-risk operations and significant environmental footprint, faces unique challenges in achieving sustainability. Environmental impacts, resource depletion, and social equity issues are inherent concerns that necessitate robust CSR frameworks. PT Badak NGL’s operational context in Bontang, East Kalimantan, places it at the forefront of these challenges, requiring proactive engagement with environmental stewardship and community development. The company’s efforts to secure accolades such as PROPER Gold and its adherence to international standards like ISO 50001 underscore its

commitment to responsible operations (PT Badak NGL Sustainability Report, 2024).

This study delves into the implementation of CSR at PT Badak NGL, with a specific focus on the "Telihan Recycle" Community Empowerment Program. This program, by transforming waste into valuable products and fostering local economic self-sufficiency, exemplifies a progressive approach to CSR that aligns with the principles of a circular economy and the SDGs. The study aims to explore how this specific CSR initiative contributes to the company's overall sustainability objectives and, crucially, to its organizational resilience in the face of an evolving energy landscape and societal expectations.

Existing literature highlights the importance of CSR in enhancing corporate legitimacy and stakeholder engagement (Setyastri et al., 2019; Julythiawati & Ardiana, 2023). However, a detailed examination of how specific community empowerment programs, integrated with global sustainability frameworks like the SDGs, contribute to organizational resilience within the Indonesian LNG sector remains an area requiring further exploration. This study seeks to fill this gap by investigating the implementation of the Telihan Recycle program through the lens of Legitimacy Theory and Stakeholder Theory, assessing its role in building PT Badak NGL's resilience and its alignment with the SDGs.

The research question guiding this study is: How is Corporate Social Responsibility (CSR) implemented at PT Badak NGL, particularly through the Telihan Recycle Community Empowerment Program, and how does this implementation, aligned with the SDGs, contribute to the company's organizational resilience? By addressing this question, the study aims to provide valuable insights into effective CSR strategies for sustainability and resilience in Indonesia's resource-based industry, contributing both theoretically and practically to the field.

II. RESEARCH METHODS

This study employed a qualitative research approach with an exploratory case study design. A qualitative approach was chosen for its ability to delve deeply into complex phenomena, understand meanings, and explore "how" and "why" questions that are central to this research (Creswell, 2014). The case study approach enabled an in-depth exploration of a specific phenomenon within its real-world context. In this instance, the case was the implementation of PT Badak NGL's Telihan Recycle CSR program. This design is useful for exploring intricate processes and uncovering nuanced insights that might not be captured through quantitative methods (Yin, 1994; Baxter & Jack, 2015). The exploratory nature of this design aimed to provide an initial understanding and identify key factors, patterns, and relationships within the context of CSR implementation.

The data analysis employed an interactive model developed by Miles and Huberman (2014), which involves an iterative process of data collection, data condensation, data display, and conclusion drawing/verification. This qualitative research approach allowed for a continuous flow of analysis that was closely linked to data collection. The researcher acted as the primary instrument, engaging with the data in its natural setting without manipulation. Analysis was conducted inductively, seeking to understand the meanings and constructions of the phenomenon from the participants' perspectives. The process can be visualized as follows:

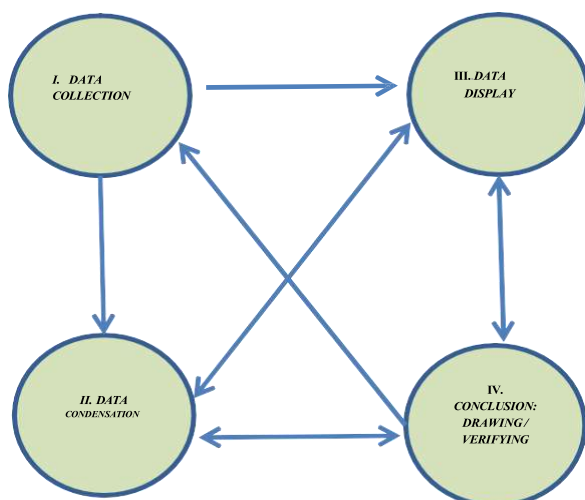


Figure 1: Interactive Data Analysis Model by Miles and Huberman

The research was framed as an in-depth case study of PT Badak NGL's CSR implementation, with a specific focus on the Telihan Recycle program. The case study method was chosen for its ability to provide a rich, holistic understanding of complex phenomena within their natural context (Yin, 1994). This method allows for the exploration of reciprocal relationships between various factors, such as company policies, community engagement, environmental practices, and social impacts. By focusing on a specific case, the study can uncover

unique contextual elements that shape CSR implementation and its outcomes. Patton (1980) emphasized that case studies excel in providing depth and detail through focused observation of a small number of information-rich cases, allowing for profound insights into the complexities of the phenomenon being observed.

The research was conducted at PT Badak NGL's operations in Bontang, East Kalimantan, Indonesia. This location was chosen because PT Badak NGL is a leading LNG producer in Indonesia with a long operational history and significant community engagement. The company's high-risk operations, interacting directly with the environment and local communities, make it a relevant setting for studying CSR implementation and its impacts. The specific address provided is 4F6F+3GJ, Satimpo, Kec. Bontang Selatan., Kota Bontang, Kalimantan Timur 75325. The company's strategic location and its role in the national energy sector underscore the importance of these CSR practices.



Figure 2: Research Site - Map indicating Bontang, East Kalimantan

This study involved both internal and external informants to obtain a comprehensive perspective. Internal informants were employees directly involved in CSR implementation, while external informants included individuals from the local government and community members who benefited from CSR programs. These informants provided perspectives on the program's impact from the community and local government viewpoints.

Table 1. Corporate Informant Details

No.	Informant Code	Position
1.	CCSM	Corporate Communication & Services Manager
2.	CDV-1	CSR & Comdev Specialist - Team Leader
3.	CDV-2	CSR & Comdev Specialist
4.	CDV-A	CSR & Comdev Analyst

Source: Processed by Researcher, 2026

The research utilized qualitative data, primarily in the form of words, descriptions, and observations.

This included:

- Primary Data: In-depth interviews with internal informants and direct observations of CSR program activities and Teliha Recycle facilities.
- Secondary Data: Documents such as company reports (Sustainability Reports and Annual Reports), news articles, local government decisions, and other relevant publications.

The data collection process aimed for triangulation, cross-verifying information from various sources and methods to ensure validity and reliability. Quantitative data from company reports were used to support qualitative understanding rather than for statistical analysis.

III. RESULT AND DISCUSSION

3.1. Exploration of Corporate Social Responsibility (CSR) Implementation at PT Badak NGL

CSR implementation at PT Badak NGL is characterized by a systematic and integrated approach, transcending mere compliance to become a core component of its sustainability strategy. The company structures its CSR initiatives around four key pillars: empowerment, capacity building, philanthropy, and infrastructure development. This multi-faceted approach aims to meet the diverse needs of the community, encompassing economic, social, and environmental dimensions.

As highlighted by the Corporate Communication & Services Manager (CCSM), CSR programs are designed with a sense of continuity, linking initiatives from one year to the next, ensuring sustained impact (CCSM, interview, July 27, 2026). This continuity is crucial for fostering genuine community development rather than isolated projects. The company's commitment to creating shared value is evident in its focus on programs that not only address community needs but also align with business objectives, contributing to overall organizational resilience. Research by Busori et al. (2017) supports this, indicating high levels of community satisfaction with PT Badak LNG's CSR programs.

The CSR strategy is closely tied to the company's efforts to achieve the Sustainable Development Goals (SDGs). Programs are designed to address specific SDGs, such as poverty eradication (SDG 1), decent work and economic growth (SDG 8), and responsible consumption and production (SDG 12). This alignment ensures that the company's CSR efforts contribute to both local development agendas and global sustainability targets. For instance, the focus on empowering vulnerable groups, such as fishermen and farmers, directly addresses aspects of poverty vulnerability and economic instability (CDV-1, interview, July 27, 2026). The company's CSR initiatives are not merely philanthropic acts but strategic investments in social capital and community well-being, reflecting a holistic understanding of corporate responsibility.

3.2. Legitimacy Perspective on Corporate Social Responsibility

PT Badak NGL leverages its CSR programs, particularly the Teliha Recycle initiative, as strategic tools to maintain and enhance its social legitimacy. The company's consistent achievement of PROPER Gold awards over 15 consecutive years serves as a strong indicator of its environmental performance and alignment with societal and regulatory expectations (PT Badak NGL Sustainability Report, 2024). Legitimacy theory suggests that such recognition validates the company's operations and its commitment to responsible practices, thereby securing its social license to operate.

The company's approach to CSR is proactive rather than purely reactive. It aims to demonstrate that its operations provide tangible benefits to the surrounding community and environment, thereby mitigating potential conflicts and fostering trust. CCSM emphasized that achieving PROPER Gold is a multi-stage process, starting with basic compliance (PROPER Blue) and progressing through enhanced environmental performance (PROPER Green) before reaching the highest Gold level, which encompasses significant community empowerment initiatives (CCSM, interview, July 27, 2026). This progressive approach highlights a deep-seated commitment to environmental and social responsibility that underpins corporate legitimacy.

The inherent risks associated with the LNG industry—safety, environmental impact, and resource management—make legitimacy a critical factor for sustainable operations. PT Badak NGL's CSR programs, including community engagement and plant tours, serve to build transparency and foster positive perceptions among stakeholders, including local communities, NGOs, and government bodies (CDV-A, interview, July 27, 2026). This strategic use of CSR helps the company build and maintain a narrative of responsible energy provision, which is crucial in an era of energy transition.

3.3. Stakeholder Collaboration

Stakeholder Theory underscores the importance of managing relationships with all parties that affect or are affected by an organization. PT Badak NGL recognizes a broad spectrum of stakeholders, including shareholders, employees, contractors, local communities, government agencies, gas suppliers, customers, educational institutions, environmental organizations, and future generations. The company actively engages in stakeholder mapping and communication to understand and address their expectations and concerns (PT Badak NGL Sustainability Report, 2024).

This stakeholder engagement is operationalized through various initiatives, termed Stakeholder Engagement, which aim to build and maintain the social license to operate (SLO). The company collaborates with various entities, including other companies (e.g., PAMA, Indominco), local government departments (e.g., Public Works, Tourism), and community groups to effectively implement CSR programs. An example is the development of Tihi-Tihi Village, where collaboration between PT Badak NGL, other companies, and local government resulted in critical infrastructure improvements such as water and electricity (CCSM, interview, July 27, 2026).

Furthermore, PT Badak NGL engages with various segments of the community, including women, youth, fishermen, informal workers, persons with disabilities, and low-income households. This inclusive approach ensures that program design and implementation consider the diverse needs and potential impacts on different groups. Focus Group Discussions (FGDs) involving community groups, local government, and environmental agencies are used to collaboratively plan initiatives, such as the "Salin Suara" program (CDV-2, personal communication, July 23, 2026). This commitment to collaborative planning and implementation strengthens stakeholder buy-in and enhances the relevance and effectiveness of CSR programs.



Figure 3: CSR Collaboration among Stakeholders

3.4. The Telihan Recycle Community Empowerment Program

Telihan Recycle stands out as PT Badak NGL's flagship CSR program, embodying the principles of community empowerment and circular economy. The program focuses on transforming waste materials, particularly aluminum insulation from gas pipes and household waste like used cooking oil, into value-added products such as boat propellers and aluminum ingots, as well as aromatic candles and detergents. This initiative not only promotes environmental cleanliness through waste reduction, reuse, and recycling but also generates economic opportunities for the local community.

The program's success is evidenced by its recognition, including winning the Nusantara Appropriate Technology Competition in 2023. The Bontang local government also views Telihan Recycle as a valuable partner that aligns with its own waste management initiatives (GOV-1, personal communication, July 28, 2026). PT Badak NGL supports Telihan Recycle by providing facilities, such as smelting furnaces and gas supplies, and by facilitating expert training in aluminum smelting and propeller manufacturing. This combination of tangible assets (equipment) and intangible assets (knowledge transfer) is critical for community capacity building (TR, interview, July 28, 2026).

The Telihan Recycle program exemplifies a circular economy model, shifting away from a linear "take-make-dispose" approach to one that emphasizes recycling, resource efficiency, and closed-loop systems. This aligns with global efforts to achieve sustainable consumption and production patterns (SDG 12). The program's unique position within the umbrella initiative "Salin Swara," which focuses on the downstream processing of specific waste streams like aluminum into functional products for local industries (e.g., fishermen), distinguishes it from other waste banks (CDV-2, interview, July 23, 2026). This direct linkage between waste management, local economic activities, and community needs highlights the program's integrated approach to CSR.



Figure 4: Waste Recycling Process Flow at Telihan Recycle to Create Value-Added Products

This aligns with global efforts to achieve sustainable consumption and production patterns (SDG 12). The program's unique position within the "Salin Swara" umbrella initiative—which focuses on the downstream processing of specific waste streams, such as aluminum, into functional products for local industries (e.g., fishermen)—sets it apart from other waste banks (CDV-2, interview, July 23, 2026). This direct link between waste management, local economic activities, and community needs highlights the program's integrated approach to CSR.



Figure 5: Telihan Recycle Leader, accompanied by Local Government Officials, Explaining the Aluminum Waste Recycling Process into Value-Added Products

3.5. Telihan Recycle Community Empowerment as CSR based on SDGs

The Telihan Recycle program contributes significantly to several Sustainable Development Goals (SDGs), demonstrating a strong alignment between the company's CSR efforts and global sustainability targets. The primary SDGs supported by the program are:

Table 2. SDGs Related to Telihan Recycle

No.	SDGs	Kaitan dengan Telihan Recycle
1.	SDG 8: Decent Work and Economic Growth	The program creates productive business activities, added value, and potential income for beneficiary groups and coastal communities
2.	SDG 9: Industry, Innovation, and Infrastructure	There is social and simple technological innovation to process waste into appropriate industrial products such as ship propellers
3.	SDG 11: Sustainable Cities and Communities	The community-based program in Bontang reduces the waste burden and supports more sustainable settlement environments
4.	SDG 12: Responsible Consumption and Production	The core of the program is the recycling of non-hazardous waste into new, useful products.
5.	SDG 13: Climate Action	Waste reduction and material reuse help mitigate the environmental impact of waste disposal.
6.	SDG 14: Marine Ecosystems	Ship propeller products support the activities of coastal fishermen, thus indirectly linking to marine communities

Source: Processed by Researcher, 2026

These SDGs are interconnected, and the Telihan Recycle program addresses various "core issues" identified within the SDG framework. The program's focus on economic empowerment, waste innovation, sustainable production, and community benefits reinforces its relevance to SDGs 8, 9, 11, 12, 13, and 14. The company utilizes the Plan-Do-Check-Act (PDCA) cycle for program management, ensuring systematic planning, implementation, evaluation, and continuous improvement (CDV-A, interview, July 23, 2026).

However, a challenge for companies integrating SDGs into their CSR is ensuring these goals are embedded within core business strategy, not just isolated programs. While PT Badak NGL demonstrates strong CSR practices, the extent to which SDGs influence broader business decisions, investments, and risk management requires ongoing attention (CCSM, personal communication, July 27, 2026). The company's engagement with consultants for specialized assessments like Social Return on Investment (SROI) and Community Satisfaction Index (CSI) indicates a commitment to rigorous evaluation and external validation.



Figure 6: Position of SDGs in CSR within Telihan Recycle Community Empowerment

3.6. Enhancing PT Badak NGL's Resilience through its Flagship Partner (Telihan Recycle)

PT Badak NGL's CSR strategy, particularly its engagement with partners like Telihan Recycle, plays a critical role in strengthening its organizational resilience. Resilience, in this context, refers to the company's capacity to anticipate, prepare for, respond to, and recover from disruptive events, as well as to adapt and transform in response to changes in the energy sector, market dynamics, and societal expectations. The diversification of CSR programs—moving beyond philanthropy to capacity building, stakeholder engagement, and strategic transformation—is key to this resilience.

PT Badak NGL's resilience is manifested in several ways:

1. **Commitment to Decarbonization and Energy Transition:** The company is actively pursuing decarbonization initiatives, including integrating renewable energy (e.g., a 4 MW solar power plant) and emission reduction programs. This demonstrates a forward-looking approach to the energy transition (PT Badak NGL Annual Report, 2024).
2. **Business Diversification and Green Innovation:** PT Badak NGL is exploring new business avenues, such as converting carbon emissions into methanol and methane, aligning with net-zero emission goals and the circular economy.
3. **Strengthening National Energy Security:** The company continues to play a vital role in national energy security by exploring new gas reserves and optimizing production, while also supporting government initiatives for energy transition.
4. **Adaptation of Business Models:** By leveraging its expertise in LNG operations to develop new services like training, consulting, and operations & maintenance, PT Badak NGL is transforming its core competencies into new revenue streams.

The Telihan Recycle program serves as a microcosm of these resilience strategies. By empowering communities in waste management and circular economy practices, PT Badak NGL builds social capital and fosters local economic self-sufficiency. This reduces the community's sole reliance on the company, mitigating potential social risks associated with operational fluctuations or industry shifts. Moreover, by developing a robust waste management model that yields both economic benefits and environmental protection, the company strengthens its legitimacy and social license to operate, critical components of organizational resilience, especially in a resource-dependent industry facing global pressure towards sustainability.

IV. CONCLUSION

This study demonstrates that PT Badak NGL's CSR implementation, exemplified by the Telihan Recycle Community Empowerment Program, is a systematically structured and strategically integrated initiative. It moves beyond mere philanthropic activities to become a cornerstone of the company's sustainability strategy, firmly embedded in its operations and stakeholder relations. The company's CSR framework, built upon four pillars—empowerment, capacity building, philanthropy, and infrastructure development—effectively addresses the multifaceted needs of the local community, encompassing economic, social, and environmental dimensions.

The Telihan Recycle program, in particular, stands out as a successful integration of CSR principles with the Sustainable Development Goals (SDGs) and the circular economy model. By transforming waste into valuable products and fostering local economic self-sufficiency, the program not only generates tangible community benefits but also significantly contributes to PT Badak NGL's social legitimacy and organizational resilience. The program's alignment with SDGs 8, 9, 11, 12, 13, and 14 underscores its contribution to both local development agendas and global sustainability.

Through the lens of Legitimacy Theory, PT Badak NGL's consistent achievement of PROPER Gold highlights its success in aligning operational performance with societal expectations, thereby securing its social license to operate. Stakeholder Theory further elucidates how the company's proactive engagement and collaborative approach with various stakeholders are crucial for maintaining trust, managing risks, and ensuring its long-term operational continuity.

PT Badak NGL's resilience is reinforced by its diversified CSR strategies, which transition from compliance-based approaches to empowerment-driven ones. These strategies enable the company to adapt to the evolving energy landscape, strengthen stakeholder relationships, and prepare communities for the transition beyond the fossil fuel era. The company's transformation into an "energy and knowledge company" supporting sustainable development, as evidenced by its investments in the LNG Academy and green initiatives, positions it well for future challenges and opportunities.

In conclusion, CSR implementation at PT Badak NGL, particularly through its community empowerment programs like Telihan Recycle, serves as a strategic instrument for building social legitimacy, ensuring a social license to operate, and driving the transition towards a circular economy. This approach not only benefits the environment and the community but is also vital for the company's long-term sustainability and resilience in a rapidly changing global context.

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