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Modernization of Social Dialogue through Corporate Social Responsibility in Business Organizations in Indonesia

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Abstract

This study critically examines the modernization of social dialogue through Corporate Social Responsibility (CSR) in Indonesian business organizations. Employing a descriptive qualitative approach, the research utilizes a multiple case study design involving four organizations from the manufacturing, plantation, energy, and financial services sectors. Data collection methods include semi-structured interviews, targeted observations, focus group discussions, and reviews of sustainability reports, CSR documents, regulations, and relevant literature. A total of 24 informants participated, including CSR managers, industrial relations staff, worker representatives, beneficiary communities, local government officials, and civil society organization members. Thematic analysis was conducted to identify patterns related to participation, information transparency, communication equity, complaint resolution, and social outcomes. Findings indicate that CSR initiatives provide substantial benefits through business training, education, health services, financial literacy programs, environmental stewardship, and local economic partnerships. However, stakeholder dialogue remains uneven, as workers and community members are often involved only after program designs are complete. Additionally, complaint mechanisms frequently lack clear response timelines, designated responsible parties, and follow-up reports. While digital channels improve communication efficiency, in-person meetings are still necessary, particularly for groups with limited digital literacy. This research highlights the potential of CSR to enhance social dialogue when stakeholders are actively engaged from the outset.

Keywords:
Social Dialogue; Corporate Social Responsibility; CSR; Business Organizations.

1. INTRODUCTION

Transformations in economic structure, the growth of digital work, and sustainability demands compel businesses in Indonesia to improve their interactions with workers, communities, the government, and other stakeholders. Social dialogue can no longer be confined to formal meetings between management and employees. Organizations must view it as a governance mechanism that influences trust, legitimacy, and business resilience. Without equal communication spaces, corporate decisions can easily lead to tensions, especially when operational policies directly affect the welfare of workers and surrounding communities. Corporate Social Responsibility (CSR) can strengthen social dialogue if companies do not position it merely as a ceremonial activity or compliance report. CSR should function as a bridge between business interests and genuine social needs. By designing programs that involve the participation of workers and communities, companies can foster more open communication patterns, reduce power imbalances, and enhance problemsolving quality. In Indonesia, many companies still approach CSR with short-term philanthropic strategies. This approach is inadequate to address issues of industrial relations, job insecurity, and public trust. Therefore, the modernization of social dialogue must be integrated with more measurable, participatory, and accountable CSR strategies. This direction provides a foundation for assessing whether CSR genuinely strengthens organizational social relations or merely serves as an institutional image that is difficult to verify empirically.

This research aims to evaluate CSR as a tool for enhancing the quality of social dialogue within business organizations in Indonesia. Companies should not regard CSR as a social activity that occurs only after business decisions are made. CSR must be involved in every stage, from planning and implementation to evaluation and restoration of social relations when business activities impact workers and communities. Without this connection, companies risk using CSR as a means to build reputation, while issues of industrial relations, access inequality, and public trust remain unresolved. Nikitin (2021) emphasizes that the modernization of social dialogue is a prerequisite for strengthening the social responsibility of business organizations. This perspective reinforces that social dialogue should not cease at routine formal forums. Dialogue must transform how companies listen, respond, and correct decisions. If companies merely open forums without providing bargaining space for workers and communities, the communication generated will be lopsided. Such relationships undermine trust, as parties involved feel they are merely procedural complements, not stakeholders whose interests are genuinely considered by the company. For business organizations in Indonesia, this challenge becomes increasingly apparent as economic changes coincide with digitalization, job restructuring, supply chain expansion, and sustainability demands. Company management often assesses these changes from the perspectives of efficiency, cost, and competitiveness, while workers and communities evaluate them based on job security, income, environmental conditions, and access to economic benefits. Differences in interpreting change can lead to tensions if companies do not establish honest and consistent dialogue channels. Therefore, CSR needs to function as a connector between business decisions and the social needs that arise from those decisions.

The role of civil society organizations also provides valuable lessons for corporate social dialogue. Rusfiana and Kurniasih (2024) explain that civil society organizations in Indonesia promote social and political change through transparency, accountability, citizen participation, advocacy for rights, social justice, and environmental sustainability. This operational approach is relevant for companies because CSR often directly interacts with residents, vulnerable groups, local institutions, and communities affected by business activities. By opening spaces for civil society organizations, companies can gain insights that are closer to residents' experiences, thereby reducing the risk of designing programs based solely on management assumptions. However, the involvement of civil society organizations should not devolve into mere formalities. Companies must provide access to information, adequate dialogue time, and clear follow-up mechanisms. Forums without follow-up only extend the list of meetings, as if communities lack meaningful agendas. Healthy social dialogue requires decision records, role distribution, achievement metrics, and accessible complaint channels for the community to use without fear. When companies create such spaces, CSR shifts from merely providing assistance to improving social relations. Purnamawati et al. (2023) demonstrate that CSR can strengthen the connection between green growth, digitalization, and sustainable rural economic development. These findings lay the groundwork for business organizations to design CSR initiatives that focus on the economic capacity of communities rather than simply channeling funds.

Social modernization does not progress linearly from companies to communities. Nain et al. (2025) illustrate that rural communities in South Sulawesi negotiate, reinterpret, and adapt modernization to local values. These findings remind companies not to implement CSR programs with a uniform logic. Residents do not always reject change; rather, they evaluate whether such change aligns with their way of life, social relations, and local economic needs. Digitalization programs, job training, or production partnerships can provoke resistance if companies do not understand the social reasons behind residents' attitudes. Social dialogue assists companies in gauging acceptance, concerns, and the limits of change that communities can endure. From a legal and standards perspective, Rahmi (2011) discusses ISO 26000 as a reference that links corporate social responsibility with ethical norms, environmental considerations, and legal instruments in Indonesia. Arifudin et al. (2024) also explore social and environmental responsibility through an economic law lens. Both references clarify that CSR does not exist outside of regulations. Although companies often use voluntary language, CSR practices remain tied to accountability for the impacts of business decisions. Companies must transcend administrative compliance by establishing dialogue processes that allow workers and communities to assess the benefits, risks, and improvements that the company implements. Seran et al. (2024) connect CSR with corporate advancement, sustainable business practices, and stakeholder relationships. This perspective is acceptable but requires critical interpretation. If companies only pursue image, CSR can easily become a promotional message. Conversely, if companies link CSR with social dialogue, reputational value emerges from the real experiences of stakeholders. Workers and residents do not evaluate social responsibility based on slogans but rather on access to information, responsiveness to complaints, protection against business impacts, and the economic benefits they experience. Ethical communication strengthens the relationship between CSR and social dialogue. Ayunita et al. (2025) link business communication ethics with corporate social responsibility. In organizational practice, ethical communication means management provides clear information, does not manipulate forums, addresses objections openly, and is willing to change decisions when social data indicates risks.

Global market pressures also increasingly tie CSR to international business ethics. Putri Ramadhani and Ibrahim (2023) and Erjani (2023) discuss the role of ethics and social responsibility in cross-border business. Business organizations in Indonesia need to pay attention to this, as buyers, investors, and global partners increasingly evaluate supply chains, worker protections, environmental impacts, and corporate integrity. Strong social dialogue can help companies demonstrate that social responsibility does not merely appear in annual reports. The dialogue process provides evidence that companies have mechanisms to listen, rectify, and account for their decisions. Experiences from philanthropy and religious civil society movements can also enrich the understanding of CSR. Fauzia (2017) discusses Islamic philanthropy in Indonesia in relation to modernization, Islamization, and social justice. Latief and Nashir (2020) describe the Muhammadiyah movement as a modernist Islamic organization actively engaged in social, humanitarian, and global networking activities. These two references indicate that social work requires institutional frameworks, values, networks, and management capacity. Companies can learn from these patterns, particularly regarding proximity to communities and program sustainability. However, CSR must continue to be managed as a corporate responsibility, not merely as an act of charity.

Based on the above discussion, research on the modernization of social dialogue through CSR needs to focus on the relationship between corporate policies, participation spaces, communication ethics, and measurable social outcomes. This focus helps researchers assess whether CSR strengthens the relationship between companies and stakeholders or merely enhances the organization's outward appearance. Evaluation can be directed toward several aspects, such as worker involvement in program formulation, information openness to communities, responsiveness to complaints, changes in local economic benefits, and clarity of evaluation mechanisms. Such measures ensure that discussions of CSR do not end with untestable claims.

2. RESEARCH METHOD

This study adopts a descriptive qualitative approach with a multiple case study design. This methodology was chosen to investigate how business organizations in Indonesia align Corporate Social Responsibility (CSR) with the modernization of social dialogue. The focus is on understanding communication processes, forms of participation, complaint management, and the engagement of workers and communities in CSR implementation. Rakhimova (2023) notes that modernizing social and labor relations can diminish workplace conflicts and tensions. This perspective underscores the necessity for companies to actively manage social dialogue rather than treating it as a mere formality. The research targets business organizations in Indonesia that have established CSR programs and maintain direct relationships with workers, local communities, local governments, or civil society organizations. Purposive sampling techniques were employed to identify relevant companies and informants that align with the study's objectives. The informants include CSR managers, industrial relations staff, worker representatives, community leaders, program beneficiaries, village officials, and representatives from civil society organizations. The sample size ranges from 15 to 25 individuals, ensuring a broad range of insights from both internal and external stakeholders.

Data collection encompasses both primary and secondary sources. Primary data is gathered through semi-structured interviews, targeted observations, and focus group discussions. Interviews facilitate the collection of information related to CSR planning, dialogue spaces, expression of aspirations, complaint follow-up, and the benefits of programs for workers and communities. Targeted observations are conducted during accessible CSR activities or communication forums. Focus group discussions allow for comparative assessments of company programs from the perspectives of workers and community members. Secondary data is sourced from sustainability reports, annual reports, CSR documents, regulations, ISO 26000 standards, journal articles, and academic texts. Research instruments include interview guidelines, observation sheets, and document review formats. The interview guidelines contain questions addressing the understanding of CSR, program formulation processes, stakeholder involvement, complaint mechanisms, communication quality, and program evaluation.

Hamdani and Awatara (2016) link corporate social responsibility to organizational commitment and employee performance, prompting an examination of how CSR relates to worker experiences. Adrian et al. (2025) emphasize the importance of business ethics in enhancing CSR, highlighting the relevance of communication ethics in data collection. A reference titled "Strategic Analysis of Business Organization Forms and the Role of Spirituality in Enhancing Organizational Performance Based on Ethics and Social Responsibility" (2025) is utilized to strengthen the discussion regarding the interplay between ethics, organizational performance, and social responsibility. Data analysis employs thematic analysis. The researchers systematically review interview transcripts, observation notes, and supporting documents, coding data relevant to CSR, social dialogue, participation, accountability, communication ethics, and social impact. These codes are organized into main themes, which are then compared across sources to identify consistent patterns and differing viewpoints. Wirba (2024) emphasizes the role of government in promoting CSR, prompting attention to the involvement of regulations and local government in corporate practices. Validity is upheld through source triangulation and technique triangulation. The researchers compare insights from management, workers, community members, local government, civil society organizations, and corporate documents to ensure a balanced analysis. Ethical considerations are prioritized through informed consent from participants, confidentiality of identities, and the appropriate use of data for academic purposes. Informant codes are utilized to protect the identities of those providing information, particularly when they express critical views regarding the company or the execution of CSR programs.

3. RESULTS AND DISCUSSION

3.1. Results

The research engaged four business organizations that implement Corporate Social Responsibility (CSR) programs while maintaining direct relationships with workers, local communities, local governments, and civil society organizations. These organizations represent the manufacturing, plantation, energy, and financial services sectors. The selection of diverse sectors allows for a nuanced understanding of different CSR practices and social dialogue patterns across various business environments. A total of 24 informants participated, including representatives from CSR management, industrial relations, workers, community beneficiaries, local government, and civil society organizations.

Table 1. Distribution of Research Informants

Code	Informant Category	Number	Percentage
MCSR	CSR Managers or Staff	4	16.7%
HI	Industrial Relations or HR Staff	4	16.7%
PK	Worker Representatives or Unions	5	20.8%
KM	Community Leaders or Beneficiaries	7	29.1%
PD	Village or Local Government Officials	2	8.3%
OMS	Civil Society Organizations	2	8.3%
Total	All Informants	24	100%

The distribution of informants indicates a significant focus on communities and workers, who are directly impacted by corporate policies. While management serves as a primary source for understanding program designs, the study does not rely solely on corporate narratives for analysis. Insights from workers, residents, local officials, and civil society organizations provide essential perspectives that challenge official claims.

Table 2. Characteristics of Business Organizations

Company Code	Business Sector	Main CSR Activities	Ongoing Dialogue Forums	Worker Involvement	Community Involvement
P1	Manufacturing	Job training, health, waste management	Bipartite forum and community forum	Moderate	Moderate
P2	Plantation	Farmer partnerships, educational aid, village infrastructure	Village deliberation and partnership forum	Low	High
P3	Energy	Environmental programs, scholarships, small business empowerment	Social consultation forum	Low	Moderate
P4	Financial Services	Financial literacy, business training, MSME digitalization	Community forum and digital channels	Moderate	High

The data reveals that the business sector shapes how companies engage in social dialogue. Plantation and financial service companies tend to have more frequent interactions with communities due to programs aimed at farmers, small business operators, and village residents. Conversely, manufacturing and energy companies primarily utilize formal forums to address labor relations, safety, environmental management, and operational complaints. These distinctions illustrate that CSR practices are inherently linked to the nature of the business, work environment, and the stakeholders affected by corporate activities.

Interview findings indicate that some companies are beginning to transition CSR from mere assistance to more targeted initiatives. This shift is evident in job training, farmer partnerships, financial literacy, scholarships, and environmental programs. However, the quality of participation remains inconsistent. Some companies still develop programs primarily at the management level, inviting community input only during implementation. This approach often positions residents and workers as recipients rather than active participants in shaping program direction. Such critiques do not diminish the positive aspects of CSR but stress that social benefits must be accompanied by equitable dialogue opportunities.

Table 3. Assessment of CSR Practices and Social Dialogue

Indicator	P1	P2	P3	P4	Average
Worker and community participation	3.4	3.6	2.8	3.8	3.4
Openness of program information	3.2	2.9	2.6	3.7	3.1
Equality of communication	3.0	2.8	2.5	3.5	2.9
Complaint follow-up	2.9	2.7	2.4	3.6	2.9
Perceived social benefits	3.5	3.7	3.1	3.8	3.5

Table 3 indicates that perceived social benefits received the highest average score of 3.5. Informants acknowledged that CSR initiatives assist workers and communities through training, economic support, education, health services, and social facilities. However, the indicators for communication equality and complaint follow-up averaged only 2.9. This disparity suggests that companies can deliver social benefits without necessarily fostering balanced dialogue. While corporate assistance proves valuable, it does not automatically enhance the bargaining power of workers and residents. Company P3 recorded the lowest scores across nearly all indicators. In the energy sector, while environmental programs and scholarships are routinely implemented, residents perceive that consultation forums remain predominantly controlled by management. Some informants noted that companies often present program designs prior to meetings, leading to forums functioning more as notification spaces than genuine negotiation platforms. These findings suggest that dialogue forums do not always equate to meaningful participation. Companies must allow residents to influence decisions from the outset, rather than merely seeking approval for pre-established plans. Company P4 achieved higher scores by utilizing community forums and digital channels to gather input from small business operators. Informants reported that the company responds more swiftly to complaints due to the presence of program facilitators and reporting applications. Nevertheless, digital channels cannot replace face-to-face interactions. Some residents, particularly the elderly, prefer to express their concerns in person. This reality underscores the necessity for modernizing social dialogue to incorporate both technology and direct social engagement. Companies cannot delegate all communication to applications, as not all residents engage comfortably with screens and notifications.

Table 4. Main Themes from Interviews and Observations

Theme Findings	Number of Informants Mentioning	Meaning of Findings
CSR provides economic and social benefits	20 out of 24 informants	Company programs assist with training, small businesses, education, health, and community facilities
Communities are often involved after programs are designed	17 out of 24 informants	Companies do not consistently open participation spaces from the planning stage
Workers rarely participate in external CSR formulation	14 out of 24 informants	CSR is more often directed towards external communities rather than internal labor relations
Forums exist, but decisions remain centralized in management	16 out of 24 informants	Participation does not always influence decisions
Complaints require clearer follow-up	18 out of 24 informants	Complaint channels exist, but resolution reports are inconsistent
Communication ethics affect trust	19 out of 24 informants	Honest information and prompt responses stabilize social relations

Table 4 highlights that CSR receives positive feedback when programs address tangible needs. Initiatives such as business training, farmer partnerships, financial literacy, health services, and environmental management are the most recognized among informants. However, this positive reception does not eliminate criticism regarding how programs are formulated. Many informants feel that companies frequently adopt a top-down approach. Companies set the agenda, and communities are expected to adhere to the established timeline. This pattern creates an illusion of participation while maintaining limited influence for residents.

The most significant criticism emerged concerning complaint follow-up. Eighteen informants noted that while companies have established complaint channels, responses are not always clear. Some complaints are resolved through informal communication, while others remain merely documented. This situation complicates efforts for workers and residents to gauge the company's commitment. In social dialogue, merely documenting complaints is insufficient. Companies must establish response timelines, designate responsible parties, and provide resolution reports to ensure that trust is not solely based on promises. Another critical finding pertains to the role of workers in CSR. Fourteen informants indicated that workers are rarely involved in external CSR formulation. Companies often direct CSR efforts toward surrounding communities, relegating workers to roles as implementers or volunteers. This pattern disconnects CSR from essential issues such as industrial relations, workplace welfare, safety, and internal communication. Workers, being closest to the company's operations, possess vital insights for assessing social impacts from within the organization.

Table 5. Patterns of Modernizing Social Dialogue through CSR

Practice Pattern	Key Features	Impact on Social Dialogue	Assessment
Assistance-based CSR	Financial aid, goods, or ceremonial activities	One-way communication	Weak
Program-based CSR	Training, education, health, environmental support, and business assistance	Dialogue emerges during implementation	Moderate
Participation-based CSR	Workers and residents involved from the planning stage	Social needs are more accurately understood	Strong
Accountability-based CSR	Complaints, follow-up, evaluation, and accessible reports	Trust increases as companies provide evidence of responsiveness	Very strong

The patterns outlined in Table 5 illustrate that the modernization of social dialogue progresses through various levels. The weakest level occurs when companies treat CSR as a one-way assistance model. The next level is observed when companies develop more structured programs, although stakeholder involvement primarily takes place during implementation. A stronger level emerges when companies engage workers and communities from the planning phase. The highest level is evident when companies incorporate accountability through complaints, follow-up, evaluations, and accessible outcome reports for relevant stakeholders.

3.2. Discussion

Corporate Social Responsibility (CSR) has the potential to enhance the modernization of social dialogue when companies manage it as an integral aspect of their governance framework. CSR should not be an afterthought that arises only after business decisions are made. Organizations must embed CSR within their communication strategies, program planning, complaint management, and evaluations of relationships with workers and communities. Research findings indicate that social benefits received the highest average score of 3.5. Workers and community members acknowledge the advantages of programs that offer business training, educational support, health services, environmental management, financial literacy, and local economic partnerships. However, the scores for communication equality and complaint follow-up averaged only 2.9, revealing a disconnect between perceived benefits and the quality of dialogue.

While companies can provide assistance, such support does not automatically empower workers and residents in decision-making processes. This observation aligns with the views of Lopuschnyak, Marshavin et al. (2021), who argue that modernizing social dialogue requires broader engagement from workers, employers, government, local communities, civil organizations, and other groups affected by economic policies. In some instances, CSR forums operate primarily as notification platforms. Residents and workers attend meetings, but program designs are often predetermined by the company. This approach diminishes the impact of participation. Effective forums should allow workers and communities to shape program direction rather than merely approving pre-established plans. Rakhimova (2023) emphasizes that modernizing social and labor relations can reduce workplace conflicts and tensions. The research supports this perspective, as 18 out of 24 informants noted that while companies have complaint channels, follow-up actions are not consistently clear. Some complaints are resolved informally, while others remain as mere records. This situation complicates efforts for workers and residents to assess the company's commitment. Complaint channels must establish response timelines, designate responsible parties, outline resolution pathways, and provide outcome reports. Without these mechanisms, companies risk creating an illusion of orderliness while unresolved issues accumulate.

The role of workers in CSR requires strengthening, as 14 informants reported that they rarely participate in external program formulation. Workers often serve as committee members, implementers, or volunteers rather than actively shaping program direction. Hamdani and Awatara (2016) connect CSR with organizational commitment and employee performance. Companies seeking to leverage CSR for organizational strength must involve workers from the planning phase, as they possess valuable insights into operational risks, safety, workload, management communication, and industrial relations. Their involvement can also help identify issues before they escalate into open complaints that undermine trust. CSR that appears attentive to external communities while neglecting worker experiences may look robust in reports but lacks substance in practice. Purnamawati, Yuniarta, and Jie (2023) illustrate that CSR can bolster sustainable rural economic development through green initiatives and digitalization. Findings from the financial services sector support this, particularly through digital channels that expedite complaint responses and expand access for small business operators.

However, technology must be complemented by face-to-face support, especially for elderly residents and those with low digital literacy. Nain et al. (2025) explain that rural communities adapt modernization to align with local values and needs. Community programs should stem from the actual needs of residents rather than being mere administrative designs imposed by companies. Thus, organizations must actively listen to residents, respect social structures, and create spaces for underrepresented voices.

The involvement of civil society organizations and local governments also impacts the quality of social dialogue. Rusfiana and Kurniasih (2024) position civil society organizations as key players in promoting transparency, accountability, citizen participation, rights advocacy, and environmental sustainability. The research findings suggest that engaging civil society organizations enables companies to gain a more nuanced understanding of residents' needs. Wirba (2024) further emphasizes the government's role in promoting CSR. At the local level, government presence should extend beyond ceremonial events or receiving activity reports. Local authorities must assist in overseeing dialogue processes, ensuring that complaints receive timely responses, and preventing CSR benefits from being concentrated solely among groups closely aligned with local power structures. Legally, Rahmi (2011) identifies ISO 26000 as a reference that connects CSR with legal frameworks in Indonesia. Arifudin et al. (2024) analyze social and environmental responsibility through an economic law lens. These references reinforce the argument that CSR cannot be treated as a voluntary activity detached from legal and social obligations. While administrative compliance is necessary, companies must go beyond this through open communication, traceable complaints, and evaluations that can be scrutinized by workers and communities.

Communication ethics significantly influence the effectiveness of CSR. Ayunita, Nofiyanti, and Asbari (2025) and Adrian et al. (2025) assert that business ethics and communication play crucial roles in strengthening CSR. The research indicates that informants tend to trust companies that provide clear information, respond to complaints straightforwardly, and demonstrate a willingness to improve programs. Trust is not built on slogans of concern; it develops through direct experiences of workers and residents when interacting with the company. Seran et al. (2024) also link CSR with corporate advancement and stakeholder relationships. This suggests that CSR will support organizational progress only if built on equitable relationships rather than superficial image management. Experiences from philanthropy and social movements provide valuable context. Fauzia (2017) shows that modern philanthropy does not automatically lead to social justice. Latief and Nashir (2020) explain that organizations like Muhammadiyah develop social work through institutional frameworks, networks, and humanitarian orientations. These insights encourage a critical examination of CSR. Corporate social assistance is insufficient if it merely involves distributing funds or goods. Companies must focus on building residents' capacities, strengthening local institutions, and ensuring the sustainability of programs beyond formal activities.

Modernizing social dialogue through CSR necessitates three fundamental changes. First, companies must engage workers and communities from the planning phase. Second, organizations need to enhance transparency regarding program objectives, targets, budgets, complaint mechanisms, and evaluation results. Third, companies must establish accountability through clear and verifiable follow-up actions. Strong CSR is not measured by the volume of activities but by the quality of participation, honesty in communication, responsiveness to criticism, and the tangible social benefits experienced by workers and communities.

4. CONCLUSION

This research demonstrates that the modernization of social dialogue through Corporate Social Responsibility (CSR) must shift from a model centered on assistance to one that prioritizes participatory, transparent, and accountable governance. CSR has the potential to benefit workers and communities through initiatives such as business training, education, health services, financial literacy, environmental management, and local economic partnerships. However, the benefits of these programs do not always coincide with equitable dialogue opportunities. Companies frequently engage workers and community members only after program designs are finalized, which limits their influence on decision-making. The findings emphasize the importance of positioning workers as central figures in CSR planning. Workers have valuable insights into operational risks, workplace safety, workload, management communication, and industrial relations. Their experiences can guide companies in creating programs that better address the needs of both the organization and the community. Furthermore, companies should enhance their complaint mechanisms by establishing clear response timelines, designating responsible parties, outlining resolution pathways, and providing follow-up reports that can be verified. While digital channels can facilitate faster communication, they should not entirely replace in-person interactions. Many residents still require face-to-face support due to variations in age, access to technology, and digital literacy. Local governments and civil society organizations must play active roles as intermediaries, monitors, and accountability advocates. CSR will effectively strengthen business organizations in Indonesia if companies commit to sharing information openly, involving stakeholders from the beginning, respecting local needs, and ensuring clear accountability for their decisions.

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