

Evaluating Corporate Social Responsibility Budget Effectiveness and Efficiency in Supporting SDG 12: Evidence from PT Pupuk Sriwidjaja

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ABSTRACT

Objective: This study aims to evaluate the effectiveness and efficiency of the Corporate Social Responsibility (CSR) budget at PT Pupuk Sriwidjaja and examine its contribution to responsible resource utilization in supporting Sustainable Development Goal (SDG) 12: Responsible Consumption and Production. **Method:** This study employed a survey approach using data from the Environmental Social Responsibility Department of PT Pupuk Sriwidjaja. Data were collected through documentation techniques and analyzed descriptively based on CSR budget realization across program categories. Effectiveness and efficiency were measured by comparing budget allocations, realizations, and program outcomes. **Results:** The findings indicate that PT Pupuk Sriwidjaja implemented its CSR budget effectively and efficiently, achieving an effectiveness rate of 78%. Among all CSR programs, the Natural Disaster program received the highest proportion of CSR fund allocation. The results also demonstrate that efficient CSR budget management contributes to greater social benefits while supporting responsible resource utilization. Furthermore, effective CSR implementation can strengthen corporate reputation and enhance market competitiveness. **Novelty:** This study contributes to the CSR literature by integrating effectiveness and efficiency assessments of CSR budget management with the perspective of sustainable development, particularly SDG 12. It provides empirical evidence on how responsible CSR budget allocation can support both social impact creation and sustainable corporate practices.

INTRODUCTION

In recent years, the role of Corporate Social Responsibility (CSR) has become increasingly important in supporting sustainable development. The United Nations Sustainable Development Goals (SDGs), particularly SDG 12 (Responsible Consumption and Production), emphasize the importance of efficient resource utilization, sustainable business practices, and responsible corporate behavior. As companies allocate substantial resources to CSR activities, ensuring that these funds are managed effectively and efficiently is essential to maximize social and environmental benefits. Therefore, evaluating CSR budget effectiveness and efficiency is not only relevant from a managerial perspective but also contributes to the broader agenda of sustainable development and responsible resource management.

Corporate Social Responsibility (CSR) is an important issue in the modern business context. The importance of corporate social responsibility has been widely recognized by the business world and society (Frynas & Yamahaki, 2016). However, the success and effectiveness of the company's CSR budget is still a concern and a challenge. Companies are often faced with critical questions about how to allocate CSR budgets wisely so that social goals can be achieved optimally (Albuquerque et al., 2019). Consideration of how a company's CSR budget can achieve significant social impact without sacrificing efficiency is

also not easy. Research on the effectiveness and efficiency of CSR budgets has high relevance for supporting corporate decision-making in making smart and targeted fund allocations (Lau et al., 2016). This research will provide in-depth insights into the best approach to managing CSR budgets, identify factors that contribute to program success, and avoid potential obstacles or irregularities in CSR implementation. Even though CSR has become a topic that has been widely researched, theoretical gaps still exist, especially in the effectiveness and efficiency aspects of CSR budgets (Rhodes & Fleming, 2020). Previous studies have focused more on aspects of program implementation and social impact, while attention to budget efficiency has been limited (Yuan et al., 2019). This research will fill this gap by examining the factors that influence the efficient use of CSR budgets and the implications for corporate social goals.

There is a need to fill empirical gaps regarding CSR budget management practices in various companies. Previous research tends to ignore differences in industry context and company size which can affect the effectiveness and efficiency of CSR budgets (El Ghouli et al., 2019; Sharma, 2019). This research will explore empirical data from various sectors and company sizes to provide a more comprehensive picture. The uniqueness of this research lies in its holistic approach in analyzing the effectiveness and efficiency of the CSR budget (Barauskaite & Streimikiene, 2021). This research will combine theoretical and empirical aspects to provide new insights on how companies can optimize the use of their CSR funds in ways that have a significant impact on society and the environment.

This research is expected to provide practical benefits for companies in managing their CSR budget. In addition, this research will also make a scientific contribution to the development of CSR and financial management literature by enriching the understanding of the factors that influence the effectiveness and efficiency of CSR budgets. In addition, this study will identify factors that influence the effectiveness of CSR programs and analyze efficient CSR budget management practices. Thus, this research will provide recommendations and practical guidance for companies in optimizing the use of their CSR budget to achieve maximum social impact. Moreover, it is important to link this research with marketing analysis. In this context, the effectiveness and efficiency of CSR budgets not only contribute to achieving social goals but also have a significant impact on the company's brand image and market competitiveness. This research will examine how proper CSR budget allocation can enhance the company's reputation in the eyes of consumers and other stakeholders, as well as strengthen the company's market position. Thus, this research will not only provide insights into effective and efficient CSR budget management but also how good CSR strategies can be a powerful marketing tool to boost the company's competitiveness in the industry. Based on the above description, the purpose of this research is to analyze the effectiveness and efficiency of the Corporate Social Responsibility budget at PT Pupuk Sriwidjaja and link it with marketing strategies to enhance the company's brand image and market competitiveness.

LITERATURE REVIEW

Management is a management company that binds important matters in the implementation of company operations (Goncharova et al., 2019). This is as stated by Macke & Genari, (2019), several contexts the two have the same meaning, with the content of the meaning to control which means to regulate and manage.. This management aims to regulate the process of utilizing human resources carried out by the CSR program and other sources effectively and efficiently to achieve a better goal (Osborne & Hammoud, 2017). CSR budget management

depends on programs or activities made by the company (Huang & Watson, 2015). In managing CSR funds, the way to manage them is a special activity program that includes natural resources and human resources caused by company activities (Scherer et al., 2016). CSR programs specifically in the fields of education, health, and the surrounding environment where this activity is a program created by a company specifically for the community and the company's employees are involved, so the management should be carried out directly by the company, namely the head office of PT Pupuk Sriwidjaja domiciled in Palembang. Companies that can receive or manage CSR funds from the Company are companies that in their budget basically contain business activities for carrying out services or social activities for collecting CSR funds in accordance with predetermined company regulations (Kim et al., 2021). CSR budget management is good if the distribution of these funds goes well through the implementation of CSR activities from the course of implementing CSR activities which will later be analyzed and become a determinant of the budget can be said to be effective and efficient [6]. Based on the description above, the author concludes that a company, especially PT Pupuk Sriwidjaja, can receive and/or manage CSR funds from the company if the company carries out business activities in the form of services or social activities to collect CSR funds and/or carries out business activities in the form of CSR activities to be carried out.

Article 8 Governor Regulation No. 112 of 2013 regulates the implementation of CSR in the form of direct activities to the community and/or participation in local government programs. CSR can be carried out in a way that is carrying out directly from planning to implementation and funding the implementation of social activities carried out directly by the beneficiary communities of CSR activities based on proposals submitted by local communities using the services of third parties (Hanaysha, 2018). Several companies work together to collect funds to finance a social program/activity that is carried out directly or through third parties (Liang & Renneboog, 2017). Based on these provisions, the implementation of CSR activities can be carried out through a company that provides services to formulate and/or implement Social and Environmental Responsibility to the community (Yuan et al., 2019). Activities that CSR wants to carry out are in the form of environmental, health or education development for the community around the company's location through the authorities. So that party as a company that will receive and manage CSR funds from the company must be a company that can provide benefits to the community so that the implementation of CSR in the form of this development can be carried out properly (Kim et al., 2021). According to previous research, companies that support companies can run well, apart from having good profit management, they also have a good role for the community in implementing CSR activities used as a forum to solve problems and gaps caused by the company to the community which is expected to later also improve the company's image (Harter et al., 2002). Not only that, but the pressure also exerted by the local community to disrupt the company's operations is often resolved by the company by rolling out a CSR program. Many programs are prepared after considering the conditions and demands of the local community. Therefore, the CSR program is part of the investment to protect the company's operations from various disturbances from the local community.

Effectiveness is basically related to the achievement of policy goals or targets (utility). Effectiveness is the relationship between the output and the goals or objectives that must be achieved (Sari et al., 2018). Operational activities are said to be effective if the process of activities achieves the goals and objectives of the policy (spending wisely) (Hill & Hupe, 2021). Effectiveness is a measure of the success or failure of an organization in achieving its

goals (Matthews, 2018). If an organization succeeds in achieving its goals, then the organization is said to have been running effectively (Ismail & Al Allaq, 2019). The most important thing to note is that effectiveness does not state how much money has been spent to achieve that goal (Kang & Sung, 2017). Effectiveness only sees whether a program or activity has achieved the stated goals.

Efficiency is closely related to the concept of productivity. Efficiency measurement is carried out by using a comparison between the output produced and the input used (cost of output) (DiMaria et al., 2020). The process of operational activities can be said to be efficient if a particular work product or result can be achieved by using the lowest possible resources and funds (spending well) (Obrenovic et al., 2020). In measuring value for money performance, efficiency can be divided into two, namely allocative efficiency and technical or managerial efficiency (Mei & Wang, 2021). Allocative efficiency is related to the ability to utilize input resources at an optimal capacity level, while technical or managerial efficiency is related to the ability to utilize input resources at a certain level of output (Kusumawati & Hadi, 2018). With a clear understanding of these two aspects of efficiency, companies can better optimize the use of their resources to achieve maximum results at minimum costs.

RESEARCH METHOD

Research design

This research is a type of survey research conducted at PT Pupuk Sriwidjaja, Department of Environmental Social Responsibility, which is located at Jalan Mayor Zen, Kalidoni, Palembang City, South Sumatra 30118, Indonesia. When the research was carried out from April to June 2023. In this study, the data collection technique used was a documentation technique, by collecting secondary data and primary data. Primary data was obtained through active participation and observation during the internship, while secondary data was collected from various sources such as literature studies, related institutions, and data from previous research.

Data collection technique

Data collection techniques used in research include observation, interviews, and documentation. Observations were made to directly observe welfare issues and the effectiveness of the company's CSR program. Furthermore, interviews were conducted using an interview guide (interview guide) to explore important matters related to the research problem. Finally, data is also collected through documentation, namely by taking data from various reading materials, documents, and photographs that are relevant to the object of research.

Data analysis technique

In this research, the operation of the quantitative descriptive method is to calculate the value of the efficiency of the budget issued by the company for the corporate social responsibility program, calculating the price/cost index. The efficiency results and the price/cost index are then compared to become a budget that can be said to be effective and efficient. The effectiveness measurement formula is as follows:

$$\text{Effectiveness} = \frac{\text{Outcome}}{\text{Output}} \times 100\% \quad (1)$$

Information:

Outcome = Impact arising from an activity.

Output = Results achieved by program policies.

The effectiveness criteria are as follows:

- If the comparison value is less than 100% ($X < 100\%$) then, it is not effective.
- If the comparison value is equal to 100% ($X = 100\%$) then, the effectiveness is balanced.
- If the comparison value is more than 100% ($X > 100\%$), it is effective.

The efficiency measurement formula is as follows:

$$Effectiveness = \frac{Output}{Input} \times 100\% \quad (2)$$

Information:

Output = Results achieved by program policies and activities.

Input = Budget realization.

The efficiency criteria are as follows:

- If the comparison value is less than 100% ($X < 100\%$) then, it is not efficient.
- If the ratio value is equal to 100% ($X = 100\%$) then, the efficiency is balanced.

RESULTS AND DISCUSSION

Results

CSR budget effectiveness and efficiency measurement

The following is a research report on the effectiveness and efficiency of the CSR budget at PT Pupuk Sriwidjaja. The CSR program is very important in the implementation of company activities because it requires adequate financial support. PT Pupuk Sriwidjaja allocates 7 billion rupiah for the CSR program which is divided into five areas of activity. The source of the funds comes from 2% of the company's after-tax profit. The implemented CSR programs consist of programs for Public Health, Community Environment, Community Education, Religious Facilities and Infrastructure, and Natural Disasters (see table 1). From the CSR budget realization data, it was found that the CSR program implemented by PT Pupuk Sriwidjaja was classified as efficient because it succeeded in achieving its goals with a lower budget than what was allocated.

Table 1. CSR budget realization

Program	Budget Realization
Public health	Rp. 19,000,000
Community Environment	Rp. 479,483,729
Community Education	Rp. 316,371,330
Worship Facilities and Infrastructure	Rp. 117,373,350
Natural disasters	Rp. 3,278,367,650
CSR Operations	Rp. 278,197,548

Based on Table 1, the CSR program implemented by PT. Pupuk Sriwidjaja can be said to be an efficient CSR budget because of the budget realization funds that came out of Rp. 7,000,000,000, the CSR program can be achieved with only Rp. 5,000,000,000. This is in accordance with the theory of Cordes et al., (2015) which states that efficiency is the relationship between the input of resources by an organizational unit (for example: staff, wages, administrative costs) and the resulting output. The process of operational activities

can be said to be efficient if a particular work product or result can be achieved with the lowest use of resources and funds (spending well). As for knowing the amount of the proportion for each program, it can be presented in the Table of Proportion of CSR Program Funds implemented by PT. Pupuk Sriwidjaja Palembang.

Table 2. Proportion of CSR funds

Program	Proportion
Public health	75%
Community Environment	85%
Community Education	80%
Worship Facilities and Infrastructure	80%
Natural disasters	90%
CSR Operations	90%

The calculation above uses the theory put forward by Tan, (2020) which explains that the level of effectiveness is calculated by comparing the realization of the budget with the predetermined budget. The level of effectiveness is classified into several categories, namely: The results of the comparison of achievement levels above 100% means it is very effective. The results of the comparison of achievement levels of 99% to 91% means it is effective and the results of the comparison of achievement levels below 90% means it is not effective.

Based on Table 2, it can be seen that the highest proportion of the use of CSR funds is in natural disaster programs. PT. Pupuk Sriwidjaja provides aid for natural disasters. Facilities and infrastructure for disaster victims, one of which is a house and an emergency health center. The distribution of CSR assistance for natural disasters requires a strong commitment and harmonious collaboration between the government, companies and the community. PT. Pupuk Sriwidjaja through its Corporate Social Responsibility program can participate in natural disasters through the distribution of aid. This is in accordance with the theory of classification in the field of CSR put forward by Suharto (2018), namely CSR as a corporate concern that sets aside a portion of profit (profit) for the benefit of human (people) and environmental (planet) development in a sustainable manner based on proper procedures and professional.

Based on the results of effectiveness and efficiency calculations, the level of effectiveness of PT Pupuk Sriwidjaja's CSR program reached 78%, in accordance with Article 11 of the Regulation of the Minister of State for State-Owned Enterprises Number PER-05/MBU/2007. Every year, 70% of the total available CSR Program funds can be channeled through the BUMN Pembina CSR Program. Although there are no specific rules regarding the amount of CSR costs that must be incurred by the company, this also shows that the company has succeeded in carrying out CSR programs quite effectively and efficiently. Analysis of the proportion of funds allocated to each CSR program shows that the Natural Disaster program has the highest proportion (Kim et al., 2021). This program reflects the company's commitment to assisting communities in dealing with natural disasters by providing the necessary facilities and infrastructure. Meanwhile, based on the theory of the classification of the CSR field put forward by He & Harris, (2020), PT Pupuk Sriwidjaja's CSR program covers the fields of education, health, environment, social capital, and entrepreneurial economy. Even though the company has received awards in the field of environmental social responsibility which enhances the company's image, in terms of financial performance, the positive impact on society has not been fully felt. Therefore, PT Pupuk Sriwidjaja still needs

to continue working to improve the effectiveness of its CSR program so that it can provide more tangible benefits to the community.

Overall, this research shows that PT Pupuk Sriwidjaja has successfully implemented its CSR program well and achieved the set goals. This efficient and effective CSR program is a positive indicator for the company to continue to be committed to making a positive contribution to the community and the surrounding environment. However, it should be noted that usually the costs incurred for CSR programs are at least 2% to 3% of the company's total annual profit. In addition, companies must also consider that 30% of the total available CSR Program funds need to be allocated to the BL BUMN Peduli Program. Based on research results, PT Pupuk Sriwidjaja has received many awards in the field of social and environmental responsibility, but has not been fully appreciated by the community in terms of financial performance. The programs created need to be improved so that they can improve the welfare of the community. Therefore, companies must ensure that the implemented CSR programs really have a positive impact on the community to avoid repeat spending on the same thing in the future.

Discussion

With the existence of a legal basis for the implementation of regulations and laws applied to PT Pupuk Sriwidjaja Palembang through the Corporate Social Responsibility Program, industrial or corporation achievement activities are obliged to implement them, but this obligation should not be a burdensome burden but can show a form of company concern for the surrounding community. standing company (Scherer et al., 2016). The concept of CSR itself has a mechanism for an organization to voluntarily integrate attention to the environment and social into its operations and interactions with stakeholders, which goes beyond the legal responsibility of the organization (Zaman et al., 2022). The effectiveness of the CSR program can be seen by how many programs and how much the target is achieved, including indicators of the effectiveness of CSR is to measure the achievement of goals, integration and adaptation of the CSR program of PT. Pupuk Sriwidjaja Palembang, this is in accordance with the notion of effectiveness itself, namely according to Setyadi et al., (2023) effectiveness as a communication process that achieves the planned goals in accordance with the budgeted costs, the time set and the number of personnel determined and by looking at the forms of CSR of the company itself which consists of social, economic and environmental forms of PT. Pupuk Sriwidjaja Palembang in carrying out social responsibility activities such as dividing into two aspects, namely Charity (Charitable Actions) and Community Development (Community Development). improve community welfare. Social capital, including its elements such as trust, cohesiveness, altruism, cooperation, social networking and collaboration which have a major influence on economic growth.

Through various ways, social capital can increase the sense of responsibility towards the public interest, expand participation in the democratic process, strengthen social harmony and reduce levels of violence and crime. As in the concept of community welfare itself according to Ursu, (2018) states that the welfare of the middle and lower classes can be represented from the level of people's lives. The people's level of living is marked by the reduction of poverty, the level of health, the acquisition of a better level of education, and the level of community productivity. The following are a number of interviews that have been obtained and compiled from various informants related to the effectiveness of CSR Goal achievement is a measure of effectiveness with the efforts made in achieving goals by looking at the time period and objectives, the overall effort to achieve goals must be seen as a process

that the measure of effectiveness can show success in terms of achieving or not achieving the indicators that have been set, especially in this case the achievement of CSR goals is a form of company concern for the surrounding environment. CSR is a company or business world's commitment to contribute to helping improve the welfare of the surrounding community by paying attention to social responsibility. CSR is a tool that provides an opportunity for companies to complement the limitations of the government which plays a role in national prosperity. In achieving the objectives of the CSR program in the company, which is seen from the period and the concrete objectives of the company's social responsibility program. There is still a gap between the company and residents which lies in the health program. The obstacle acknowledged by PT Pusri Palembang's CSR is the lack of awareness and community participation in the programs presented, while the obstacles felt by the community are the lack of information and outreach from the company. The results of this study have a point one-way problem if associated with the information contained in the information and calculations that have been carried out by researchers.

Based on these findings, research on the effectiveness and efficiency of the budget through the corporate social responsibility program will later focus on the environmental social responsibility program at PT Pupuk Sriwidjaja with areas aimed at the surrounding community. The focus of research on the environmental social responsibility section is in accordance with the information that has been obtained about the program both from the company's point of view, namely existing facts, community suggestions and comments, as well as from previous research. Then research on the environmental social responsibility program was seen in the previous year until now there is conformity with the data obtained which illustrates that there are more challenges at PT Pusri Palembang with the community, especially the correlation between the assessment of the range of program fund distribution carried out and the balanced utilization received by the community with the impact received by the community for the active activities of the company PT Pupuk Sriwidjaja which resulted in circulating comments from residents. So that this is the company's challenge to increase the budget through environmental social responsibility programs so that it can be said to be effective and efficient at the company PT Pupuk Sriwidjaja Palembang. Based on this information that has been previously described to determine the level of effectiveness and efficiency of the social responsibility program budget at PT Pupuk Sriwidjaja has quite effective results in the community surrounding the company. The budget so that it can be said to have decreased from the criteria of being effective to being quite efficient. It is hoped that the Agency can carry out good and mature planning in budget target policies so that the budget assets in each program and activity listed on the Implementation List of CSR program activities can be realized properly. The level of effectiveness is calculated through a comparison between budget realization and predetermined budget targets. Then the percentage results are categorized into several levels of effectiveness.

The findings of this study also support the achievement of Sustainable Development Goal (SDG) 12: Responsible Consumption and Production. Effective and efficient CSR budget management reflects responsible resource allocation and ensures that corporate funds generate maximum social and environmental benefits. The ability of PT Pupuk Sriwidjaja to implement CSR programs efficiently demonstrates how companies can optimize resource utilization while maintaining accountability and sustainability. Therefore, CSR budget effectiveness and efficiency can be considered important mechanisms for promoting sustainable corporate practices and supporting the broader objectives of responsible production and consumption.

CONCLUSION

Fundamental Finding: This study evaluates the effectiveness and efficiency of Corporate Social Responsibility (CSR) budget management at PT Pupuk Sriwidjaja. The findings indicate that the company has successfully implemented its CSR programs with an effectiveness rate of 78%, demonstrating a strong commitment to social and environmental responsibility. The allocation of CSR funds across various programs has generated positive social benefits, with the Natural Disaster program receiving the highest proportion of funding. Overall, the results suggest that effective and efficient CSR budget management can support the achievement of corporate social objectives while contributing to sustainable development practices. **Implication:** The findings provide practical implications for corporate managers and policymakers. Effective and efficient CSR budget allocation can enhance accountability, improve program outcomes, and strengthen stakeholder trust. Greater transparency in social responsibility reporting is essential to ensure public confidence and support responsible resource utilization. Furthermore, the results support the implementation of SDG 12 (Responsible Consumption and Production) by encouraging efficient use of corporate resources and sustainable CSR practices. **Limitation:** This study is limited to a single case study of PT Pupuk Sriwidjaja, which may restrict the generalizability of the findings to other companies or industries. In addition, limited access to company data and information may affect the comprehensiveness of the analysis. **Future Research:** Future studies should examine CSR budget effectiveness and efficiency across different industries and organizational contexts to enhance generalizability. Researchers may also incorporate additional performance indicators, such as community welfare outcomes, stakeholder satisfaction, corporate reputation, or sustainability performance, to provide a more comprehensive evaluation of CSR program success.

AUTHOR CONTRIBUTIONS

Sri Rahayu contributed to conceptualization, investigation, data curation, formal analysis, and writing the original draft. **Ratna Sesotya Wedadjati** contributed to methodology, validation, interpretation of findings, and manuscript review and editing. **Bakti Setyadi** contributed to supervision, methodology development, data analysis, and critical review of the manuscript. **Sulaiman Helmi** contributed to conceptualization, project administration, supervision, validation, and manuscript review and editing. All authors have read and approved the final version of the manuscript and agree to be accountable for all aspects of the work.

CONFLICT OF INTEREST STATEMENT

The authors state that no financial or personal conflicts of interest exist that may have affected the content or findings of this research.

STATEMENT ON THE USE OF AI OR DIGITAL TOOLS IN WRITING

The authors declare that no artificial intelligence (AI) tools or other digital writing assistants were used in the preparation, analysis, or writing of this manuscript. All stages of the research process, including data analysis, interpretation, and manuscript writing, were conducted solely by the authors. The authors take full responsibility for the originality, accuracy, and integrity of the content presented in this article.

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