

INTISARI

Program *Corporate Social Responsibility* (CSR) berperan penting dalam pemberdayaan masyarakat, namun keberlanjutan manfaat program juga dipengaruhi oleh strategi pengakhiran yang diterapkan. Penelitian ini berfokus pada program CSR BUDIMAN OKE PT Pupuk Kalimantan Timur yang memberdayakan kelompok Makrifah Herbal sebagai usaha berbasis tanaman obat keluarga. Tujuan penelitian ini adalah menganalisis strategi pengakhiran yang diterapkan oleh perusahaan serta menilai keberlanjutan usaha setelah program CSR berakhir. Penelitian ini menggunakan pendekatan strategi pengakhiran untuk menganalisis penerapan strategi perusahaan dalam mendukung kemandirian kelompok, serta pendekatan *Sustainability Compass* untuk menganalisis keberlanjutan usaha berdasarkan empat dimensi keberlanjutan. Kedua pendekatan ini saling melengkapi dalam memahami hubungan antara strategi pengakhiran program dan keberlanjutan usaha setelah program CSR berakhir.

Penelitian ini dilakukan di Kelurahan Loktuan, Kota Bontang, yang menjadi lokasi pelaksanaan program CSR BUDIMAN OKE. Metode yang digunakan adalah kualitatif dengan pendekatan deskriptif. Data dikumpulkan melalui wawancara mendalam, observasi, dan studi dokumen. Informan berjumlah 11 orang yang terdiri dari pihak perusahaan, kelompok Makrifah Herbal, pemerintah kelurahan, serta konsumen dan reseller. Analisis data dilakukan menggunakan model interaktif melalui tahapan pengumpulan, reduksi, penyajian, serta penarikan kesimpulan dan verifikasi. Selain itu, penelitian ini juga menggambarkan konteks penelitian yang mencakup profil PT Pupuk Kalimantan Timur sebagai pelaksana program, kondisi sosial ekonomi masyarakat di Kelurahan Loktuan, serta perkembangan kelompok Makrifah Herbal sebagai penerima manfaat utama.

Hasil penelitian menunjukkan bahwa strategi pengakhiran dilaksanakan secara bertahap dan terencana melalui dua pendekatan utama *phase down* dan *phase over*. Tahapan ini dimulai dengan pembangunan infrastruktur dasar dan peningkatan kapasitas kelompok untuk mengurangi ketergantungan terhadap dukungan perusahaan, disertai dengan pengalihan tanggung jawab pengelolaan kepada kelompok seiring penguatan kelembagaan, hingga berakhirnya pendampingan pada tahun 2021 ketika kelompok dinilai telah mandiri. Strategi pengakhiran tersebut memperkuat kemandirian kelompok dalam menjalankan usahanya. Lebih lanjut, analisis berdasarkan pendekatan *Sustainability Compass* menunjukkan bukti keberlanjutan hasil program pada dimensi sosial, ekonomi, lingkungan, dan kesejahteraan. Meskipun terdapat tantangan seperti regenerasi anggota, keterbatasan modal, dan upaya menjaga loyalitas konsumen, kelompok mampu beradaptasi melalui berbagai strategi dan terus berkembang. Temuan ini menegaskan bahwa keberhasilan keberlanjutan usaha Makrifah Herbal tidak semata ditentukan oleh strategi pengakhiran yang diterapkan, melainkan oleh efektivitas investasi sosial yang telah dibangun selama program berlangsung. Strategi pengakhiran berperan sebagai alat bantu yang memastikan investasi sosial tersebut berjalan terarah dan mendukung kemandirian kelompok setelah program berakhir.

Kata Kunci: CSR, strategi pengakhiran, keberlanjutan usaha, Makrifah Herbal, PT Pupuk Kalimantan Timur

ABSTRACT

The Corporate Social Responsibility (CSR) program plays an important role in community empowerment; however, the sustainability of its benefits is also influenced by the exit strategy implemented. This study focuses on the BUDIMAN OKE CSR program by PT Pupuk Kalimantan Timur, which empowers the Makrifah Herbal group as a business based on family medicinal plants. The purpose of this research is to analyze the exit strategy implemented by the company and to assess the sustainability of the business after the CSR program has ended. The study employs the exit strategy approach to analyze the company's strategy in supporting the group's independence, as well as the Sustainability Compass approach to assess business sustainability based on four dimensions of sustainability. These two approaches complement each other in understanding the relationship between the program's exit strategy and the sustainability of the business after the CSR program concludes.

This research was conducted in Loktuan Subdistrict, Bontang City, the location of the BUDIMAN OKE CSR program implementation. The method used is qualitative with a descriptive approach. Data were collected through in-depth interviews, observations, and document studies. The informants consisted of 11 participants, including company representatives, members of the Makrifah Herbal group, local government officials, as well as consumers and resellers. Data analysis was carried out using an interactive model through stages of data collection, reduction, presentation, and conclusion drawing with verification. Furthermore, this study also describes the research context, which includes the profile of PT Pupuk Kalimantan Timur as the program implementer, the socioeconomic conditions of the Loktuan community, and the development of the Makrifah Herbal group as the primary beneficiary.

The results of the study indicate that the exit strategy was implemented gradually and systematically through the phase down and phase over approaches. These stages began with infrastructure development and capacity building to reduce the group's dependency on company support, followed by the transfer of management responsibilities to the group as institutional capacity strengthened, culminating in the end of company assistance in 2021 when the group was deemed independent. This exit strategy strengthened the group's self-reliance in running its business. Furthermore, analysis based on the Sustainability Compass approach shows evidence of the program's sustained outcomes across the social, economic, environmental, and well-being dimensions. Despite facing challenges such as member regeneration, limited capital, and maintaining customer loyalty, the group was able to adapt through various strategies and continued to grow. The findings affirm that Makrifah Herbal's business sustainability was not solely determined by the implemented exit strategy, but by the effectiveness of the social investment established during the program. The exit strategy functioned as a supporting mechanism that ensured this investment remained well-directed and continued to strengthen the group's independence after the program ended.

Keywords: CSR, exit strategy, business sustainability, Makrifah Herbal, PT Pupuk Kalimantan Timur