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Analisis Paradoks Keberlanjutan Program CSR MAMAKU PT Kilang Pertamina Internasional
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INTISARI

Program tanggung jawab sosial perusahaan atau Corporate Social Responsibility saat ini tidak lagi diposisikan sebagai kegiatan filantropi semata, melainkan sebagai bagian integral dari strategi keberlanjutan perusahaan. PT Kilang Pertamina Internasional mengimplementasikan pendekatan ekonomi sirkular melalui program Masyarakat Mandiri Kutawaru atau MAMAKU, di mana sekitar 36 ton limbah palet kayu diolah oleh komunitas Kutawaru, Cilacap menjadi produk furnitur bernilai ekonomi. Kajian tentang simbiosis industrial sebagai instrumen pemberdayaan komunitas dalam program CSR masih sangat terbatas di Indonesia, sehingga penelitian ini hadir untuk mengisi kesenjangan tersebut.

Seiring implementasi program, muncul paradoks berupa ketergantungan komunitas terhadap pasokan bahan baku dan akses pasar perusahaan di tengah klaim keberhasilan program. Penelitian ini bertujuan mengevaluasi penerapan prinsip ekonomi sirkular, mengidentifikasi faktor penyebab paradoks keberlanjutan, serta merumuskan strategi kolaborasi lintas fungsi untuk memperkuat keberlanjutan jangka panjang.

Penelitian menggunakan pendekatan kualitatif deskriptif dengan strategi studi kasus tunggal dan paradigma konstruktivis interpretatif. Data dikumpulkan melalui wawancara mendalam dengan tiga informan kunci, observasi lapangan, dan studi dokumentasi, kemudian dianalisis menggunakan Thematic Analysis model Miles, Huberman dan Saldana (2014) diperkuat triangulasi sumber dan metode.

Hasil penelitian mengonfirmasi bahwa program MAMAKU berhasil menjalankan prinsip ekonomi sirkular secara nyata namun masih bersifat semi sirkular karena aliran material satu arah. Paradoks keberlanjutan terkonfirmasi di mana pemberdayaan dan ketergantungan berjalan simultan, sementara komunitas mulai menunjukkan resiliensi melalui diversifikasi usaha dan penguatan kapasitas internal. Keberlanjutan jangka panjang hanya dapat tercapai apabila integrasi lintas fungsi perusahaan dan kemandirian komunitas diperkuat secara bersamaan.

***Kata kunci**: ekonomi sirkular, simbiosis industrial, ketergantungan sumber daya, paradoks keberlanjutan.*

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ABSTRACT

Corporate Social Responsibility (CSR) programs are no longer positioned merely as philanthropic activities, but rather as an integral part of corporate sustainability strategies. PT Kilang Pertamina Internasional implemented a circular economy approach through the Masyarakat Mandiri Kutawaru (MAMAKU) program, where approximately 36 tons of wooden pallet waste was processed by the Kutawaru community in Cilacap into economically valuable furniture products. Studies on industrial symbiosis as a community empowerment instrument in CSR programs remain very limited in Indonesia, making this research relevant in addressing that gap.

As the program was implemented, a paradox emerged in the form of community dependency on the company's raw material supply and market access, despite claims of program success. This study aims to evaluate the implementation of circular economy principles, identify the factors causing the sustainability paradox, and formulate cross-functional collaboration strategies to strengthen the program's long-term sustainability.

This study employs a descriptive qualitative approach with a single case study strategy and a constructivist-interpretive paradigm. Data were collected through in-depth interviews with three key informants, field observation, and documentation study, then analyzed using Thematic Analysis based on the Miles, Huberman and Saldana (2014) model, strengthened through source and method triangulation.

The findings confirm that the MAMAKU program successfully operationalized circular economy principles in practice, yet the system remains semi-circular as material flows only in one direction. The sustainability paradox was confirmed, with empowerment and dependency occurring simultaneously, while the community began demonstrating resilience through business diversification and internal capacity strengthening. Long-term sustainability can only be achieved when cross-functional integration at the company level and community independence are strengthened concurrently.

***Keywords**: circular economy, industrial symbiosis, resource dependence, sustainability paradox.*

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