UNIVERSITAS
GADJAH MADA
Analisis Strategik CSR Melalui Pendekatan Model Stakeholder Salience Studi: Unit Pembangkitan Muara Tawar
Aris Frianto Pani, Ely Susanto, S.IP., MBA., Ph.D.
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

INTISARI

Penelitian ini bertujuan menganalisis strategi *Corporate Social Responsibility (CSR)* PT PLN Nusantara Power UP Muara Tawar melalui pendekatan *Stakeholder Salience* Model untuk memahami bagaimana perusahaan mengidentifikasi, memprioritaskan, dan merespons pemangku kepentingan di wilayah operasionalnya. Penelitian menggunakan metode kualitatif deskriptif dengan pengumpulan data melalui wawancara mendalam kepada manajemen CSR, pemerintah desa, tokoh masyarakat, perangkat kewilayahan, kelompok pemuda, LSM, kelompok nelayan, dan masyarakat rentan, serta didukung dokumen Indeks Kepuasan Masyarakat dan *Social Return on Investment* sebagai triangulasi. Analisis dilakukan dengan kategori deduktif *power, legitimacy, dan urgency,* kemudian dikaitkan dengan Power-Interest Grid untuk merumuskan strategi keterlibatan. Hasil penelitian menunjukkan bahwa pemangku kepentingan memiliki tingkat kepentingan yang berbeda, sehingga program CSR tidak dapat dijalankan secara seragam. Pemerintah desa, perangkat kewilayahan, tokoh masyarakat, kelompok nelayan, dan manajemen unit memiliki salience tinggi, sedangkan masyarakat rentan memiliki legitimasi dan urgensi tinggi tetapi kekuasaan relatif rendah. Program *CSR*, khususnya REBON LESTARI, telah mendukung penerimaan sosial dan manfaat ekonomi, namun prioritisasi stakeholder masih perlu didokumentasikan lebih sistematis. Penelitian ini merekomendasikan penguatan tata kelola CSR berbasis bukti agar strategi perusahaan lebih responsif, akuntabel, dan berkelanjutan.

Kata Kunci: CSR, *Stakeholder Salience*, *power*, *legitimacy*, *urgency*, *Power-Interest Grid*, *social license to operate*, UP Muara Tawar..

UNIVERSITAS
GADJAH MADA
Analisis Strategik CSR Melalui Pendekatan Model Stakeholder Salience Studi: Unit Pembangkitan Muara Tawar
Aris Frianto Pani, Ely Susanto, S.IP., MBA., Ph.D.
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

ABSTRACT

This study aims to analyze the *Corporate Social Responsibility* (CSR) strategy of PT PLN Nusantara Power UP Muara Tawar through the *Stakeholder Salience Model*, in order to understand how the company identifies, prioritizes, and responds to stakeholders within its operational environment. This research employs a descriptive qualitative approach, with data collected through in-depth interviews involving CSR management, village government representatives, local community leaders, territorial officers, youth groups, non-governmental organizations, fishermen groups, and vulnerable communities. The primary data are supported by secondary documents, including the Community Satisfaction Index and *Social Return on Investment*, as part of the triangulation process. Data were analyzed using deductive categories of *power*, *legitimacy*, and *urgency*, and were further linked to the *Power-Interest Grid* to formulate stakeholder engagement strategies. The findings indicate that stakeholders possess different levels of salience; therefore, CSR programs cannot be implemented through a uniform approach. Village governments, territorial structures, community leaders, fishermen groups, and unit-level CSR management demonstrate high salience, while vulnerable communities hold strong legitimacy and urgency but relatively limited power. The study recommends strengthening evidence-based CSR governance to ensure that the company's strategy becomes more responsive, accountable, and sustainable.

Keywords: *Corporate Social Responsibility*, *Stakeholder Salience*, *power*, *legitimacy*, *urgency*, *Power-Interest Grid*, *social license to operate*, UP Muara Tawar.