

Corporate Social Responsibility vs Corporate Social Reactivity: An Exploration of Corporate Social Responsibility Planning in a Multinational Oil and Gas in Indonesia

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Abstract : This study explores corporate social responsibility (CSR) planning in a downstream business of multinational oil and gas company in Indonesia from managerial perspectives. The institutional logic is employed in this research to gain a comprehensive understanding of the way the MNC manages the socio-cultural aspects in the host countries, especially in the process of translation and adaptation of the company's CSR global guidelines. The interviews are conducted with fifteen managers in that company, both at the top managerial level and operational level. In the beginning, this research explains the Indonesian society's conception of CSR from the managerial standpoints. The society's understanding of the CSR concept becomes the fundamental foundations of the company in developing CSR programs. This study found the company's approach to its CSR in two ways. First, proactive CSR which reflects the global CSR guidelines. Second, reactive CSR which do not show any explicit relations to the global guidelines, but conform with society's demands. The findings stimulate discussions regarding the power of an MNC vis-à-vis the socio-cultural implication in society's demand for CSR.

Keywords : corporate social responsibility planning, Indonesia, institutional logic, multinational company, oil and gas company, socio-cultural aspects

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