

A Critical Examination of the Distribution of BSI CSR Funds for Sports Activities in Aceh

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Abstract:

The concept of Corporate Social Responsibility (CSR) is a form of corporate social responsibility in an effort to make a positive contribution to the surrounding community. Every company in carrying out its operations cannot be separated from the various impacts it has, both on ecology and on social and economic conditions in the area where it operates. In this context, this study aims to critically examine the policy of channeling CSR funds by Bank Syariah Indonesia (BSI) in funding sports activities in Aceh, especially its contribution to professional soccer clubs. Using a descriptive qualitative approach and SWOT analysis, the study found that the SWOT analysis conducted showed that while there are strengths in the form of the company's positive image and the potential for community engagement through sports, the main weaknesses lie in the mistargeting and lack of transparency and accountability in the implementation of the program. Opportunities to expand the social impact of CSR are still wide open, particularly in the areas of Islamic financial literacy and community empowerment. However, the threat of decreased public trust in BSI's social commitment if programs are not aligned with the real needs of the community needs to be taken seriously. These results indicate the need for CSR policy reformulation in order to optimize the potential of CSR as a strategic tool to build trust, loyalty, and real contribution to community welfare in accordance with sharia values.

Keywords: *CSR Distributions, Bank Syariah Indonesia, Sports, SWOT*

Absrak:

Konsep Corporate Social Responsibility (CSR) merupakan bentuk tanggung jawab sosial perusahaan dalam upaya memberikan kontribusi positif bagi masyarakat di sekitarnya. Setiap perusahaan dalam menjalankan operasionalnya tidak terlepas dari berbagai dampak yang ditimbulkan, baik terhadap ekologi maupun terhadap kondisi sosial dan ekonomi di wilayah tempat operasinya. Dalam konteks tersebut, penelitian ini bertujuan untuk mengkaji secara kritis kebijakan penyaluran dana CSR oleh Bank Syariah Indonesia (BSI) dalam mendanai kegiatan olahraga di Aceh, khususnya kontribusinya terhadap klub sepak bola profesional. Dengan pendekatan deskriptif kualitatif dan analisis SWOT, penelitian ini menemukan bahwa Analisis SWOT yang dilakukan menunjukkan bahwa meskipun ada kekuatan dalam bentuk citra positif perusahaan dan potensi keterlibatan komunitas melalui olahraga, kelemahan utama terletak pada ketidaktepatan sasaran dan kurangnya transparansi serta akuntabilitas dalam pelaksanaan program. Peluang untuk memperluas dampak sosial CSR masih terbuka lebar, khususnya di bidang literasi keuangan syariah dan pemberdayaan masyarakat. Namun, ancaman berupa penurunan kepercayaan publik terhadap komitmen sosial BSI jika program tidak selaras dengan kebutuhan nyata masyarakat, perlu menjadi perhatian serius. Hasil ini menunjukkan perlunya reformulasi kebijakan CSR agar mampu mengoptimalkan potensi CSR sebagai alat strategis untuk membangun kepercayaan, loyalitas, serta kontribusi nyata terhadap kesejahteraan masyarakat sesuai nilai-nilai syariah.

Kata Kunci: *Penyaluran CSR, Bank Syariah Indonesia, Olahraga, SWOT*

INTRODUCTION

Irresponsible corporate operations often lead to imbalances in the social and environmental order. The negative impacts not only damage ecosystems, but also exacerbate social inequality in society.¹ For companies, it is important to pay more attention to the direct impact of their business activities and prioritize the principle of sustainability in every operation.² Therefore, the concept of corporate social responsibility (CSR) is needed, which has various social and environmental activities to be able to contribute positively to the surrounding community and reduce the negative impacts that may result from business operations.³

The concept of Corporate Social Responsibility (CSR) is a form of corporate social responsibility in an effort to make a positive contribution to the surrounding community.⁴ Every company in carrying out its operations cannot be separated from the various impacts it has, both on ecology and on social and economic conditions in the area where it operates.⁵ CSR can also be said as a company's commitment to contribute to the welfare of society and environmental sustainability. As a sustainability-oriented business strategy, CSR not only includes compliance with international regulations and standards but also demands transparency, ethics and responsible business practices in every aspect of the Company's operations.⁶

In Indonesia, regulations regarding CSR are set out in Law No. 40 of 2007 on Limited Liability Companies, which requires companies to allocate a portion of their profits for community development. One company that is active in CSR implementation is PT Bank Syariah Indonesia (BSI). The amount of BSI's CSR fund distribution realization up to Q2 2024 is Rp153.7 billion which distributes CSR funds to various sectors, including economic empowerment, education scholarships, health services, disaster & humanitarian, environmental awareness and worship facilities.⁷

The distribution of CSR funds in the aspect of economic empowerment, one of the sectors in it is the sports sector. Sport has great potential in improving the welfare of the community as well as shaping individual character and discipline. In addition to contributing

¹ Alya Elita Sjioen et al., "Bisnis Berkelanjutan Dan Tanggung Jawab Sosial Perusahaan: Studi Tentang Dampak Dan Strategi Implementasi," *Jurnal Bisnis Dan Manajemen West Science* 2, no. 03 (2023): 239–48, <https://doi.org/10.58812/jbmws.v2i03.557>.

² Andrew Shandy Utama and Rizana Rizana, "Pelaksanaan Corporate Social Responsibility Dalam Rangka Optimalisasi Pelestarian Lingkungan," *Litigasi* 19, no. 2 (2020): 127–47, <https://doi.org/10.23969/litigasi.v19i2.843>.

³ PT Bank Syariah Indonesia, "Corporate Social Responsibility Program 2024 PT Bank Syariah Indonesia Tbk," 2024.

⁴ Hery Purnomo, "Indikasi Kegagalan Pembangunan Berkelanjutan Dari Implementasi Program CSR," *Jurnal Syntax Admiration* 5, no. 3 (2024): 667–79, <https://doi.org/10.46799/jsa.v5i3.1057>.

⁵ Rika Yanuarty, "Analisis Efektivitas Implmentasi Corporate Social Responsibility (CSR) Dalam Perspektif Manajemen Profetik," *Journal GEEJ* 7, no. 2 (2024): 61–69.

⁶ K.A. Ромашова, "Связь Корпоративной Социальной Ответственности С Устойчивым Развитиём," *Social Entrepreneurship and Corporate Social Responsibility* 5, no. 1 (2024): 37–50, <https://doi.org/10.18334/social.5.1.120926>.

⁷ Bank Syariah Indonesia, "Corporate Social Responsibility Program 2024 PT Bank Syariah Indonesia Tbk."

to physical health, sports activities also play a role in strengthening social solidarity and building community identity.⁸

In 2024, BSI has channeled CSR funds of IDR 5 billion for the National Sports Week (PON) and IDR 1.7 billion for the construction of sports facilities in Aceh and the allocation of BSI CSR funds to the PERSIRAJA football club in Aceh. The Aceh Care Action Union (SAPA) criticized Bank Syariah Indonesia's (BSI) policy of channeling Rp2.5 billion in CSR funds to Banda Aceh's PERSIRAJA football club. Chairman of SAPA, Fauzan Adami assessed that the allocation did not reflect the interests of the wider community and should be focused on the education, health, economy and MSME sectors. He highlighted that with assistance of IDR 10 million per MSME, at least 250 business actors could be helped.⁹

This suggests that the channeling of CSR funds to the sports sector has been criticized for its urgency and effectiveness, given that there are still substantive issues that have not been fully resolved, especially in Aceh. These issues are the direct impact of BSI's operations in Aceh, especially in terms of limited access to financial services, optimization of the banking system which still faces various obstacles and compliance with sharia principles which need to be further strengthened.

Based on initial observations, researchers found that in terms of access to financial services, the exclusivity of BSI as a state-owned enterprise with large capital and operations that tend to be protected by Aceh's Qanun No. 11/2018 on Sharia Financial Institutions (Qanun LKS) has implications for the limited choices of the community in accessing financial services that must be based on sharia principles. In terms of operations, BSI as a new bank still faces various obstacles in providing optimal services. The system is not yet fully stable, as evidenced by the national disruption in May 2023 that hampered transactions, as well as the BYOND application disruption in February 2025 that caused many complaints and decreased customer confidence. In compliance with sharia principles, there is still a lack of transparency in the system and contracts used. As a result, many people think that BSI is not much different from conventional banks. This is due to the lack of education and transparency provided by BSI in Aceh, so more massive socialization and clearer application of sharia principles are needed so that public trust in BSI increases.

If the allocation of Bank Syariah Indonesia (BSI) Corporate Social Responsibility (CSR) funds is mostly directed to the sports sector, while the impacts arising from the transition to the Islamic financial system in Aceh have not been handled optimally, there is an imbalance in prioritizing the use of these funds. CSR funds should be more focused on programs that can overcome the negative impact of changes in banking operations, such as increasing Islamic financial literacy, assistance for affected customers and community economic empowerment so that the benefits are more felt.

There are many studies that discuss the use of CSR as a strategy to build a positive corporate image and have a positive socio-economic impact on society. However, in the context of channeling CSR funds to the sports sector, there is debate about its effectiveness and relevance to more pressing social needs.

⁸ Christos Anagnostopoulos, *Corporate Social Responsibility in Sport* (Edward Elgar Publishing, 2025), <https://doi.org/10.1123/jsm.23.6.691>.

⁹ Saipul, "SAPA Soroti CSR BSI: Dana Rp2,5 Miliar Harusnya Untuk UMKM, Bukan Sepak Bola," *elitnesia.id*, 2025.

Walzel et al.¹⁰ point out that CSR in sport is often more about corporate branding than significant social impact. In fact, this field has received government support and has special regulations. This raises questions about the prioritization and appropriateness of the allocation of CSR funds with the principle of social sustainability. On the other hand, the effectiveness of CSR in the Islamic banking sector is still relatively limited, especially in the context of how Islamic banks channel their CSR towards more crucial social issues, such as community economic empowerment, education, and social welfare.¹¹

The mixed findings of previous research make the distribution of CSR funds by Bank Syariah Indonesia (BSI) for sports activities in Aceh an issue worthy of further study. Given the limited social impact of sports funding and the government's responsibility to finance the sector, BSI's decision to allocate CSR funds needs to be studied further. It is possible that this policy is not only aimed at social welfare, but also considers aspects of marketing strategy or other broader interests.

Therefore, this study aims to critically examine BSI's CSR channeling policy towards sports in Aceh, assess its suitability with the principle of social sustainability, and compare it with the more pressing socio-economic needs of the community. This research will use a qualitative approach by collecting data from various relevant literature, conducting interviews with stakeholders, and directly observing the implementation of CSR programs in the sports sector in Aceh.

This research is expected to provide an academic contribution in understanding the effectiveness of CSR in the sports sector, especially in Indonesian Islamic banks. In addition, the results of this study are also expected to be a reference for policy makers in designing CSR programs that are more transparent, effective, and have a real impact on society.

LITERATURE REVIEW

Corporate Social Responsibility (CSR)

The term Corporate Social Responsibility (CSR) has been used globally since the 1970s and gained popularity especially after the book *Cannibals With Forks: The Triple Bottom Line in 21st Century BuSiness*, by John Elkington. It develops three important components of sustainable development, namely economic growth, environmental protection, and social equity. CSR is divided into three focuses: 3P, which stands for profit, planet and people.¹² A good company does not only pursue economic gain (profit), but also has a concern for environmental sustainability (planet), and the welfare of society (people).¹³

These three concepts developed into a reference for companies to carry out social responsibility, which we know as the concept of CSR today. According to Kast &

¹⁰ Stefan Walzel, Jonathan Robertson, and Christos Anagnostopoulos, "Corporate Social Responsibility in Professional Team Sports Organizations: An Integrative Review," *Journal of Sport Management* 32, no. 6 (2018): 511–30, <https://doi.org/10.1123/jsm.2017-0227>.

¹¹ Muhammad Farhan et al., "Corporate Social Responsibility In Islamic Banking: A Practical Evaluation," *Indonesian Interdisciplinary Journal of Sharia Economics (IJSE)* 7, no. 2 (2024): 3890–3911.

¹² J Elkington, *Cannibals with Forks: The Triple Bottom Line of 21st Century Business*, A Capstone Paperback (Capstone, 1999).

¹³ UN/ISDR, *Living with Risk: A Global Review of Disaster Reduction Initiatives*, UN Publications, vol. 1, 2004, <https://doi.org/9211010640>.

Rosenzweig,¹⁴ CSR is a concept where companies do not only focus on financial gain, but also have a social responsibility to the surrounding community and environment. Social responsibility is defined as a company's involvement in efforts to overcome hunger and poverty, reduce unemployment, and provide benefits for education and the arts. This approach is based on the idea that all companies are systems that depend on their environment, so they need to pay attention to the views and expectations of society. CSR is a corporate responsibility to stakeholders to behave ethically, minimize negative impacts and maximize positive impacts that include economic, social and environmental aspects (triple bottom line) in order to achieve sustainable development goals.¹⁵

According to the Law on Limited Liability Companies 2007, the definition of CSR in Article 1 point 3 states that social and environmental responsibility is the company's commitment to participate in sustainable economic development in order to improve the quality of life and the environment that is beneficial, both for the company itself, the local community, and society in general. Regulation of the Minister of State-Owned Enterprises No. Per-S/MBU/2007 on SOE Partnership Programs with Small Businesses and Community Development Programs, the concept of CSR can be understood in Article 2 that it is an obligation for SOEs, both Perum and Persero, to implement it. The understanding of CSR generally centers on three main aspects. First, CSR is seen as a voluntary role in which a company helps to overcome social and environmental problems, therefore the company has the free will to perform or not perform this role; Second, in addition to being a for-profit institution, the company sets aside a portion of its profits for philanthropy whose purpose is to empower social and repair environmental damage due to exploration and exploitation. Third, CSR is a form of obligation for companies to care about and alleviate the increasing humanitarian and environmental crises.

Kotler & Lee,¹⁶ said that the substance of CSR reflects the core of the implementation of corporate social responsibility which includes the main objectives, impacts and expected short-term and long-term benefits for society and the company itself. This reflects the extent of the company's commitment in carrying out its role not only as a business entity but also as an agent of social change that contributes to the surrounding environmental and social welfare. However, in reality, the concept of CSR is seen more as a strategy to increase corporate profits (profit center) than as a form of real social responsibility. Instead of being an instrument of sustainable development, CSR is utilized as an imaging tool for the sake of business interests alone. In practice, some companies only focus on the interests of shareholders without really paying attention to the social impact on society. This imbalance shows that CSR can be misused as a means to obtain economic benefits without a real commitment to the social responsibility that should be carried out.¹⁷

¹⁴ Fremont Ellsworth Kast and James Erwin Rosenzweig, *Organization and Management: A Systems Approach*, 3rd ed. (University of California: McGraw-Hill, 1970, 2008).

¹⁵ Y Wibisono, *Membedah Konsep & Aplikasi CSR: Corporate Social Responsibility*, Seri Manajemen Berkelanjutan (Fascho Pub., 2007).

¹⁶ Philip Kotler and Nancy R. Lee, *Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause*, 2005.

¹⁷ Candra Puspita Ningtyas, Makmur Kambolong, and Munawir Makmur, "Implementasi Corporate Social Responsibility Pada PT. Aneka Tambang Tbk. Ubpn Sulawesi Tenggara," *Journal Publicuho* 5, no. 4 (2022): 1091–1112, <https://doi.org/10.35817/publicuho.v5i4.50>.

Wibisono¹⁸ states that it is difficult to determine the benefits of companies that implement CSR, because no one can guarantee that if a company that has implemented CSR well will get certain benefits. Therefore, there are several motives for implementing CSR, including:

1. Maintain and boost the company's reputation and brand image. Destructive actions will lower the company's reputation. Vice versa, positive contributions will boost the company's reputation. This is the main non-financial capital for the company and for stakeholders, which is an added value for the company to grow sustainably.
2. Deserves a social license to operate. The community around the company is the company's main community. When they benefit from the company's existence, they will automatically feel that they own the company. As a reward given to the company is at least the company's freedom to run its business in the area. Therefore, CSR programs are expected to be part of social insurance that will produce harmony and positive perceptions from the community towards the company's existence.
3. Reducing the company's business risk. Companies must realize that failure to meet stakeholder expectations will be a time bomb that can trigger unexpected risks. If that happens, then in addition to bearing the opportunity loss, the company must also incur costs that may be many times greater than the cost of implementing CSR.
4. Widening access to resources. A good track record in CSR management is a competitive advantage for companies that can help pave the way to the resources they need.
5. Expanding access to the market. The investment made in CSR programs can be the company's ticket to wide-open market opportunities. This includes fostering customer loyalty and penetrating new markets.
6. Cost reduction. There are many examples that can illustrate the benefits that companies get from cost savings that are the result of the implementation of their social responsibility programs. An example is the effort to reduce waste through the process of recycle or recycling into the production cycle.
7. Improving relationships with stakeholders. The implementation of CSR programs will certainly increase the frequency of communication with stakeholders. Such nuances can spread a red carpet for the formation of trust in the company.
8. Improving relations with regulators. Companies that implement CSR programs are basically trying to ease the burden on the government as a regulator. This is because it is the government that is primarily responsible for the welfare of society and preserving the environment. Without help from companies, it is generally too heavy for the government to bear the burden.
9. Improving employee morale and productivity. The welfare provided by CSR actors generally far exceeds the normative standards of the obligations imposed on the company. Therefore, it is only natural that employees become motivated to improve their performance.
10. Opportunity for awards. Many rewards are offered for CSR activists, so the chance of getting an award is quite high.

RESEARCH METHODS

¹⁸ Wibisono, *Membedah Konsep & Aplikasi CSR: Corporate Social Responsibility*.

This research uses a descriptive qualitative approach, which aims to understand social phenomena in depth through direct data collection in the field.¹⁹ The data used consists of primary data and secondary data. The data collection technique also used a literature study approach. The literature examined includes textbooks, mass media articles and online literature searches related to this writing. Thus, qualitative descriptive research only describes responses to situations or events, so it does not explain causal relationships or conduct hypothesis testing.

The main focus of this research is a critical review of the distribution of Corporate Social Responsibility (CSR) funds by Bank Syariah Indonesia (BSI) in sports activities in Aceh. This approach allows researchers to explore various perspectives, meanings, practices, and conduct a critical review of the implementation of CSR programs, especially in sports activities in Aceh. This research also focuses on analyzing the effectiveness, usefulness, and suitability of CSR implementation with the principles of corporate social responsibility.

As an analytical tool, this research uses SWOT analysis which aims to identify the strengths, weaknesses, opportunities, and threats in the distribution of BSI CSR funds for sports activities in Aceh. This analysis is an evaluation method that considers internal factors (strengths and weaknesses) and external factors (opportunities and threats). The purpose of the SWOT analysis is to recognize the level of readiness of each aspect in achieving the predetermined goals. The factors analyzed in the SWOT framework include²⁰:

1. Strengths, are conditions of strength that exist in the organization.
2. Weaknesses, are weak conditions that exist in the organization.
3. Opportunities, are conditions of opportunity to develop in the future / that will occur.
4. Threats, are conditions that threaten from outside the organization.

As a result of the analysis, the data obtained will be presented in a narrative manner using a SWOT matrix. This matrix serves as a strategic tool to integrate the strengths, weaknesses, opportunities, and threats faced in the implementation of the distribution of BSI CSR funds in sports activities in Aceh. Through this approach, strategies for improving and strengthening CSR programs can be formulated in a more targeted and relevant manner, thereby supporting the creation of CSR implementation that is more accountable, participatory, and in accordance with the principles of corporate social responsibility. The SWOT matrix strategy can be seen in table 1 below:

Table 1.
SWOT Matrix

	Strengths	Weaknesses
Opportunities	Strategi SO	Strategi WO
Threats	Strategi ST	Strategi WT

Source: (Wasistiono, S (2006)²¹

Based on the table above, it can be explained that the SO (Strengths-Opportunities) strategy is to take advantage of all the strengths possessed by considering existing opportunities. The WO (Weaknesses-Opportunities) strategy focuses on overcoming weaknesses by taking advantage of available opportunities. The ST (Strengths-Threats)

¹⁹ Sugiyono, *Metode Penelitian Bisnis: Pendekatan Kuantitatif, Kualitatif Dan R&D* (Bandung: Alfabeta, 2018).

²⁰ M. Afif Salim and Agus B Siswanto, *Analisis SWOT Dengan Metode Kuesioner* (CV. Pilar Nusantara, 2019).

²¹ Sadu Wasistiono, *Prospek Pengembangan Desa* (Fokusmedia, 2006).

strategy aims to use strengths to deal with or reduce the impact of threats. Meanwhile, the WT (Weaknesses-Threats) strategy is designed to minimize weaknesses while anticipating possible threats.

The data that has been obtained is then grouped based on the main themes that emerge in the context of the distribution of CSR funds by BSI in sports activities in Aceh. This grouping aims to facilitate the analysis process and assist in formulating CSR implementation strategies that are more focused, effective, and in accordance with the principles of social benefits and corporate responsibility.

RESULTS AND DISCUSSION

SWOT analysis was used to assess the effectiveness of Bank Syariah Indonesia's (BSI) CSR program in channeling funds for sports activities in Aceh. Although on the surface there are positive aspects, critical findings indicate a misalignment between implementation and the basic principles of CSR that are oriented towards long-term social benefits. The critical description of each SWOT component is presented based on the data contained in Table 2 below:

Table 2.
SWOT Distribution of BSI CSR Funds for Sports Activities in Aceh

Aspek	Uraian Temuan
Strengths	<ol style="list-style-type: none"> 1. BSI is the largest state-owned Islamic bank in Indonesia with strong capital gains and the widest operational reach in Aceh through the largest number of KCPs, so it has great potential in distributing CSR funds evenly and sustainably. 2. BSI's consistency in funding and sponsoring CSR programs for various sports activities, both locally and nationally.
Weaknesses	<ol style="list-style-type: none"> 1. The distribution of BSI CSR funds for sports activities is considered not to have a significant impact on improving the welfare of the community at large. 2. The distribution of BSI CSR funds in sports activities does not touch the primary needs or deeper socio-economic aspects of the community.
Opportunities	<ol style="list-style-type: none"> 1. As the largest and only national Islamic bank with extensive coverage in Aceh, BSI has a great opportunity to utilize CSR programs as a strong and competitive promotional strategy. 2. BSI's positive image (branding) can be further strengthened through sponsorship of sports activities that have high public appeal.
Threats	<ol style="list-style-type: none"> 1. The mismatch between the performance of banking services and the distribution of CSR funds for sports activities can lead to negative perceptions of the integrity and effectiveness of the BSI CSR program. 2. As a relatively new Islamic bank in the context of national mergers, BSI faces challenges in building public trust and loyalty, especially regarding transparency and accountability in the distribution of CSR funds.

Source: Interview (2025)

Through the data presented in the table, it is possible to deepen the analysis of each SWOT component in order to obtain a more comprehensive picture of the effectiveness of the distribution of BSI CSR funds. The explanation and analytical review are presented as follows:

Strengths

BSI (Bank Syariah Indonesia) is the result of the merger of three state-owned Islamic banks, namely BRIS, BNIS, and BSM, which later transformed into the largest Islamic bank in Indonesia. With solid capital strength and an extensive operational network of more than 1,300 offices throughout Indonesia. According to OJK data (2023), BSI occupies a very strategic position, especially in Aceh Province, where they are the only national bank operating predominantly. BSI's presence in Aceh not only creates market dominance, but also brings greater social responsibility to the local community. This privilege and monopoly should be matched by a fair, inclusive distribution of Corporate Social Responsibility (CSR) funds that touches on the basic needs of the community, not just symbolic activities. However, the reality shows that BSI allocates CSR funds to the sports sector.

In 2024, Rp5 billion was channeled to the National Sports Week (PON), and Rp2.5 billion to support local soccer clubs. CSR should be oriented towards meeting basic needs, such as education, health, poverty alleviation, and economic empowerment of vulnerable groups. In contrast, funded sports activities reflect institutional branding and reputation polishing, rather than public good. This was reinforced by Fauzan's statement from the Aceh Care Action Union (SAPA), who asserted that CSR funds should be directed to community economic empowerment programs, not to ceremonial events enjoyed by elites and the upper middle class.²²

The absence of direct competitors in the national banking segment in Aceh should be a strong reason for BSI to strengthen its social impact in a tangible way. With the highest market share in Aceh, CSR priorities should be directed towards the poor, unemployed, and MSME players. Thus, criticism of BSI's CSR fund distribution is not merely an emotional argument, but an objective evaluation based on the principles of Islamic social responsibility and the real conditions of Acehnese society. To uphold social justice and the mandate of Islamic financial institutions, BSI needs to review the direction and objectives of its CSR policy so that it is truly in line with the spirit of maqashid sharia and the values of Islamic economic justice.

Weaknesses

The distribution of CSR to the sports sector has not shown a significant contribution to improving the overall welfare of the community. CSR should ideally be directed to fundamental sectors, such as poverty alleviation, education, MSMEs, or health. As explained in Maqasid al-Shariah, social responsibility (maslahah) must fulfill dharuriyyah (primary) needs, not just tahsiniyyah (complementary) such as sports.²³ The people of Aceh still face challenges in basic socio-economic aspects, such as high youth unemployment and low access to entrepreneurship training. In this context, the use of CSR funds for sports is irrelevant when compared to the pressing needs of the community. Sponsored sports activities are generally only enjoyed by a limited group (participants, organizers, sponsors), not vulnerable communities. This creates a benefit gap that should not occur in CSR programs.

²² Jamalpangwa, "SAPA: Dana CSR BSI Harusnya Untuk UMKM, Bukan Klub Sepak Bola," iNews Portal Aceh, 2024.

²³ Asyraf Dusuki and Humayon Dar, "Stakeholders' Perceptions of Corporate Social Responsibility of Islamic Banks: Evidence from Malaysian Economy," *Advances in Islamic Economics and Finance: Proceedings of 6th International Conference on Islamic Economics and Finance 1* (January 2007).

Sports activities funded through CSR are often ceremonial in nature and do not touch on the primary needs of the community. This contradicts the main purpose of CSR from an Islamic perspective, which is to create social benefit and justice. An effective CSR implementation is one that is able to improve community welfare through programs such as social assistance, education, health, and economic empowerment.²⁴ The distribution of CSR funds for sports activities that are not integrated with community empowerment programs risks becoming a form of cosmetic CSR, which only focuses on corporate branding without providing real social impact. CSR that is only used as a public relations strategy without substance can damage a company's reputation in the long run.²⁵

Opportunities

As the only national Islamic bank operating predominantly in Aceh, Bank Syariah Indonesia (BSI) has a great opportunity to increase public acceptance of its Corporate Social Responsibility (CSR) program. This opportunity is wide open if CSR funds are directed to sectors that are flexible and touch the real needs of the community, such as economic empowerment, education, health, and social infrastructure development. BSI has a great opportunity to utilize sports sponsorship as a branding strategy, considering that sports have high public appeal and exposure. However, this strategy needs to be accompanied by social responsibility in accordance with sharia values so as not to fall into cosmetic CSR practices that only pursue image without substance.²⁶

With its extensive network and strategic position in Aceh Province, BSI has the potential to reach all levels of society. Therefore, the direction of CSR policy should reflect inclusivity and sustainability, not just be trapped in temporary or ceremonial activities such as sponsorship for the Persiraja club or funding for the National Sports Week (PON). BSI needs to evaluate and reorient its CSR strategy to better align with the principles of Islamic economics and the needs of the people of Aceh. CSR programs should be focused on sectors that have a direct impact on improving the welfare of the community, such as:

- 1. MSME Empowerment**

Through training, business mentoring, and access to sharia capital, BSI can help micro and small businesses become economically independent.

- 2. Education and Health**

The distribution of scholarships, the construction of schools, and the provision of free or subsidized health services for underprivileged families will have a direct impact on people's quality of life.

- 3. Social Infrastructure Development**

CSR investment in the construction of public facilities such as sanitation, places of worship, health facilities, and transportation facilities that can be used by all levels of society.

²⁴ Mauriska Amalia, Ayumiati Ayumiati, and Jalilah Jalilah, "Analisis Implementasi Corporate Social Responsibility Bank Aceh Syariah Kantor Pusat Pada Program Bantuan Bina Lingkungan Dalam Meningkatkan Kesejahteraan Masyarakat Banda Aceh," *Jihbiz: Global Journal of Islamic Banking and Finance* 3, no. 2 (2021): 109, <https://doi.org/10.22373/jihbiz.v3i2.10456>.

²⁵ Samuel Idowu, "Are the Corporate Social Responsibility Matters Based on Good Intentions or False Pretences? An Empirical Study of the Motivations Behind the Issuing of CSR Reports by UK Companies, Corporate Governance," *ERPn: Social Responsibility, Sustainability & Environmental Policy (Sub-Topic)* 7 (March 2010), <https://doi.org/10.1108/14720700710739787>.

²⁶ Idowu.

Through cross-sector collaboration and an integrative approach, BSI has the opportunity to shape its image as an Islamic financial institution that is not only superior in terms of capital and services, but also has a real presence in the social life of the community. The rejection of sports CSR does not mean rejecting the value of sports itself, but rather criticizing the direction of policies that are not in line with the urgent needs of the people of Aceh, especially vulnerable groups. By directing CSR funds to priority sectors that have a direct impact, BSI can strengthen its social legitimacy and increase public trust.

Threats

If the quality of BSI's banking services is perceived by the community as still needing improvement, then inappropriate CSR distribution can reinforce a negative image. This suggests a gap between social commitment and operational quality. As a relatively new merged bank, BSI is in the phase of building customer loyalty. Therefore, transparency and accountability of CSR programs are key.

Inappropriate use of CSR funds can have an impact on public trust in institutional integrity, especially in Aceh which has implemented Qanun LKS (Sharia Financial Institutions) since 2022. Transparency and accountability in the distribution of CSR funds is essential to build public trust. But until now, BSI has not provided clarity regarding the distribution of CSR funds that are the right of the people of Aceh. The Aceh Care Action Union (SAPA) has even sent an official letter to BSI requesting a CSR report for 2024, but the data has not yet been provided.

As a state-owned bank, BSI should set an example in the practice of transparency and accountability. Openness in reporting CSR funds not only demonstrates the integrity of the company, but also ensures that the funds are used in accordance with the needs and expectations of the community.²⁷

SWOT Strategy

Based on the results of the SWOT analysis that has been carried out, the author focuses on several strategies for the distribution of BSI CSR funds in the future. WO (Weaknesses-Opportunities) and WT (Weaknesses-Threats) strategies, because both approaches critically reflect the need to improve internal weaknesses in the implementation of BSI CSR as well as the importance of anticipating potential social threats that arise due to inaccurate allocation of funds. This strategy was chosen because it is considered the most representative in formulating CSR policy directions that are more inclusive, accountable, and oriented to the real needs of the community. The following are strategic recommendations that can be used as a reference for BSI's CSR policy in the future:

WO (Weaknesses-Opportunities) Strategy

This strategy aims to maximize opportunities by overcoming existing weaknesses.

1. Reorienting CSR Programs towards Community Economic Empowerment

BSI needs to divert some CSR funds from ceremonial sports activities to productive sectors such as entrepreneurship training, MSME empowerment, and education scholarships for underprivileged families. This can be a synergy between economic empowerment and strengthening the company's positive image.

2. Shifting CSR Focus to More Impactful Social Programs

Leverage partnership opportunities with social and educational communities to shift the focus of CSR from activities that risk less direct impact on vulnerable communities

²⁷ Admin Redaksi, "Bank Aceh Syariah Enggan Ungkap CSR, Ada Apa?," TransformasiNusa.com, 2025.

to programs that are more aligned with the principles of social welfare and sustainability.

3. Strategic Partnerships with Social and Educational Institutions

Developing collaborations with Islamic boarding schools, Islamic schools, and local social institutions will increase the effectiveness of CSR programs. Through this collaboration, CSR programs can be designed based on data on the real needs of the community and in line with local values and Islamic principles.

4. Image Utilization as a National Islamic Bank

As the only dominant national Islamic bank in Aceh, BSI can strengthen its positioning as a pioneer of Islamic CSR that focuses on community welfare. This image should be optimally utilized to build community loyalty through social programs that directly touch their lives.

WT (Weaknesses-Threats) Strategy

This strategy aims to minimize weaknesses and avoid threats that will occur.

1. Improved Transparency and Accountability of CSR Reporting

BSI needs to prepare and publish a detailed annual CSR report, including details of funds, location of activities, and impact achieved. This is important to answer public doubts, especially in the face of criticism such as that from the Aceh Care Action Union (SAPA), and to avoid the bad image that CSR funds are only used for image purposes.

2. Periodic Audit and Evaluation of CSR Programs

Conducting a comprehensive evaluation of the CSR programs that have been implemented, both by internal and independent auditors. This evaluation includes the relevance of activities to the needs of the community, the effectiveness of the distribution of funds, and the long-term impact on social welfare.

3. Strengthening Focus on Primary Needs of the Community

In the spirit of maqashid sharia, CSR should be focused on fulfilling dharuriyyah needs such as education, health, and poverty alleviation. This will keep BSI away from unsubstantial tahsiniyyah CSR practices. This sharpening of focus will also strengthen public trust and reflect BSI's commitment to Islamic values.

4. Capacity Building of CSR Team and Specialized CSR Management Unit

The establishment of a dedicated CSR unit with competent human resources and a deep understanding of Islamic CSR principles will strengthen the governance and strategic direction of fund distribution. This unit also acts as a liaison between BSI and the community in developing targeted social programs.

BSI as the dominant Islamic financial institution in Aceh has a great social responsibility. A CSR strategy based on Islamic economic principles and the real needs of the community will strengthen the company's legitimacy and reputation. Reorienting CSR policy from ceremonial to substantial, from tahsiniyyah to dharuriyyah, is a crucial step to make CSR a means of realizing the benefit of the people in a sustainable manner. By implementing WO and WT strategies simultaneously, BSI will not only improve existing weaknesses, but will also be able to optimize the potential of CSR as a strategic tool to build trust, loyalty, and real contribution to the welfare of society in accordance with sharia values.

CLOSING

Based on a critical review of Bank Syariah Indonesia's (BSI) policy on the distribution of Corporate Social Responsibility (CSR) funds to the sports sector in Aceh, it can be concluded that although this activity has positive potential in improving social solidarity and public health, the large allocation of funds to this sector has caused debate in terms of urgency and social usefulness. Criticisms from the community, such as those raised by the Aceh Care Action Union (SAPA), point to a mismatch between the priority use of CSR funds and more pressing social needs, such as education, health, economic empowerment, and support for MSMEs.

Based on the results of a critical review of the distribution policy of Corporate Social Responsibility (CSR) funds by Bank Syariah Indonesia (BSI) in the sports sector in Aceh, the distribution is considered less targeted because it does not touch all levels of society and overrides various more pressing social needs, such as education, health, economic empowerment, and support for MSMEs. The large allocation of funds for this sector has led to debate in terms of urgency and social usefulness. Criticism from the public, such as that expressed by the Aceh Care Action Union (SAPA), shows that there is a mismatch between the priority use of CSR funds and the real needs of the community that are more crucial and have a wider impact.

The SWOT analysis conducted shows that while there are strengths in the form of the company's positive image and the potential for community engagement through sports, the main weaknesses lie in the inaccuracy of targeting and lack of transparency and accountability in program implementation. Opportunities to expand the social impact of CSR are still wide open, particularly in the areas of Islamic financial literacy and community empowerment. However, the threat of decreased public trust in BSI's social commitment if programs are not aligned with the real needs of the community needs to be taken seriously.

Suggestions for future research are to use a quantitative or mixed-method approach to obtain more objective and measurable data on the impact of CSR. In addition, the research should cover other sectors such as education, health, and economy, as well as a wider area so that the results are more comprehensive. It is also important to involve the community in the planning of CSR programs so that their implementation is more participatory and in accordance with real needs, so as to encourage the role of BSI as an agent of social change and sustainable development.

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