

Corporate Social Responsibility (CSR) as an Instrument of Economic Justice

Berlian Ayu Kusuma¹, Sri Wahyuni Jumadi², Pramidazzura Alifa Rifqi³

¹ Universitas Islam Indonesia

² Universitas Ichsan Sidenreng Rappang

³ Universitas Sebelas Maret

Email: 21211071@students.uui.ac.id

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ABSTRACT

This study examines Corporate Social Responsibility (CSR) as a strategic instrument for achieving economic justice in the context of global corporate transformation. The research adopts a qualitative descriptive approach focusing on the economic institutional framework to analyze how CSR contributes to redistributive mechanisms, economic empowerment, and inclusive growth. Data were collected through semi-structured interviews with CSR managers from multinational companies in the energy, mining, and manufacturing sectors, complemented by secondary data from sustainability reports and global policy documents such as those by the OECD, UNDP, and GRI. The findings reveal that CSR has shifted from philanthropic activities toward a strategic economic mechanism capable of reducing inequality and fostering social inclusion. Firms that integrate CSR into their core economic strategy exhibit higher levels of supply chain resilience, stakeholder trust, and community welfare. The study also highlights that empowerment-based CSR programs, particularly those supporting local entrepreneurship and inclusive digitalization, significantly improve community income and business performance. Furthermore, CSR is found to drive long-term corporate transformation through sustainability-oriented innovation and stakeholder capitalism, aligning business profitability with distributive justice and institutional resilience. In conclusion, CSR functions not only as a moral obligation but also as a redistributive economic policy tool essential for achieving sustainable and equitable growth in the global economy.

Keywords: corporate governance, economic justice, inclusivity, sustainability.)

INTRODUCTION

In the era of globalization and rapid economic integration, the issue of economic inequality and wealth distribution has emerged as an increasingly urgent challenge for sustainable development. Although global economic growth continues to record positive numbers, social realities suggest that such growth is not always offset by an equitable distribution of economic benefits and access to opportunities for all groups of people (Chipriyanov et al., 2024). In this context, the concept of economic justice is an important framework to evaluate the role of various social actors, including large corporations, in generating economic value not only for shareholders, but also for the community and society at large. Within this framework, Corporate Social Responsibility (CSR) is increasingly seen not as just a philanthropic activity or regulatory obligation, but as a strategic instrument that allows companies to contribute to the achievement of economic justice: benefit redistribution, socioeconomic inclusion, and community empowerment (Tziner et al., 2024).



The context of companies in developing countries reinforces the urgency of the role of CSR as a means of economic justice. In many countries, regulations require large companies to implement CSR programs for example in the extractive, energy or manufacturing sectors that operate in areas with high levels of poverty and inequality. However, empirical research shows that although investment in CSR is increasing, the impact on economic aspects of society, such as increased income, access to jobs, local infrastructure or empowerment of marginalized groups is often still limited (Purnamawati et al., 2023). This raises both theoretical and practical questions: to what extent can CSR function as an instrument of economic justice, and have companies internalized those equity goals in their strategies, operations, and reporting? In other words, is CSR only a tool for corporate legitimacy or is it actually an operational mechanism to overcome inequality?

Along with the changing business paradigm that demands the integration of social values and corporate obligations to stakeholders, the CSR literature has evolved from focusing on social responsibility as an add-on to becoming an integral part of corporate strategy (Rupp et al., 2024). However, although many recent studies have explored the financial and reputational dimensions of CSR (Kim et al., 2021), there is still a gap in research on how CSR can be internalized as an economic justice mechanism that is, how CSR programs are engineered to produce real and measurable redistributive effects in affected communities. Critics of traditional CSR models note that many programs are short-term projects without a clear strategic connection to the local economy or a fair economic distribution system (Carroll, 2016). Thus, research that combines strategic, social justice, and economic approaches in the framework of CSR is needed.

The concept of economic justice itself demands that the economic system provide "fair opportunity", equitable distribution, and access to economic resources for all members of society (Rawls, 1971; in the context of economics). In the corporate realm, this principle can be translated into the responsibility of the company to not only minimize the negative impacts of its operations (such as pollution or marginalization of the community) but also to actively contribute to the economic capacity enhancement of the surrounding community, the inclusion of the labour market and the improvement of socio-economic welfare. CSR carried out with an economic justice perspective will prioritize program design that takes into account the synergy between the company's business and the surrounding community: for example, through local partnerships, skills training, financial access, and mapping of communal economic needs. The study of Purnamawati et al. (2023) shows that the integration of local economies in CSR strategies significantly increases the impact of programs on village economic development.

Furthermore, CSR practices as an instrument of economic justice must also be seen in the framework of supply chain globalization and transnational responsibility. Multinational corporations operating in many countries face complex challenges: for example, regulatory differences, the vulnerability of local communities, and the expectations of global stakeholders. In this scenario, CSR is not just a local responsibility, but part of a global economic ecosystem that demands corporate accountability for social economic impacts that go beyond national boundaries. Research by Tziner et al. (2024) shows that CSR practices that integrate corporate fairness and ethics automatically increase the company's legitimacy and stakeholder trust, which in turn strengthens long-term competitiveness. Thus, embedding CSR in global corporate strategies can be a tool to reconstruct a more equitable economic system.

The link between CSR and economic justice is getting more attention as the company's paradigm shifts from profit-oriented corporations to stakeholder-oriented corporations. This shift reflects a recognition that the legitimacy of a business depends

not only on economic efficiency, but also on its contribution to social well-being and distribution justice (Matten & Moon, 2020). In this context, CSR becomes a bridge that connects business ethics and political economy as an effort to ensure that the economic power of corporations is used proportionately and responsibly. On the other hand, there has been a debate about the extent to which corporate social responsibility can be enforced through regulation. Some argue that CSR should be voluntary as a reflection of the company's moral commitment, while others consider that without a clear legal framework, CSR will tend to be window dressing or just a reputation tool (Chatterjee & Mitra, 2022). This debate underscores the importance of research that places CSR not only in an ethical context, but also as a measurable economic and social mechanism for creating economic justice.

In global practice, CSR has evolved into a sustainable economic development strategy. A study by the United Nations Development Programme (UNDP, 2023) shows that companies that consistently integrate economic justice principles into their CSR have a long-term impact on poverty reduction and increased local economic inclusion. A similar thing was also expressed by Chen et al. (2021), who found that companies with high CSR orientation showed a positive correlation to a fairer economic distribution in their operating regions. This happens because modern CSR no longer focuses solely on financial contributions, but on capacity building and sustainable economic partnerships that enable people to become active actors in the company's value chain. This approach is known as shared value creation, which is a CSR model that balances the creation of corporate economic value and social benefits of the community (Porter & Kramer, 2019). Thus, CSR has the potential to be an effective instrument in strengthening the principles of economic justice at the corporate and national levels.

However, on the other hand, there is a conceptual gap between CSR idealism and the reality of its implementation. Many companies still place CSR as a public relations tool rather than a mechanism for redistributing economic value. An empirical study in Asia by Lau et al. (2021) revealed that 60% of companies that implement CSR are still oriented towards corporate image projects, not long-term economic empowerment. Meanwhile, research in Indonesia by Purnamawati et al. (2023) found that although mining companies in Kalimantan and Sulawesi allocate large amounts of CSR funds, the program has not made a significant contribution to reducing economic inequality in the surrounding region. This fact shows that there is an urgent need to design CSR as a measurable and outcome-based justice economic value system. Thus, the novelty of this research lies in the approach that places CSR as an economic policy instrument that functions redistributively, not just the moral or reputational responsibility of the company.

The concept of economic justice in CSR is also closely related to the theory of distributive justice. According to Adams (1965), distributive justice demands a balance between individual contributions and rewards received in economic systems. In the corporate context, CSR can be an instrument to correct imbalances that arise from business activities that exploit resources without providing proportional reciprocity to the surrounding community. This view is reinforced by Rupp et al. (2024) who emphasize that the perception of fairness in CSR increases the trust and commitment of employees and external stakeholders. Therefore, effective CSR is not only in the form of economic contribution, but also transparency, participation, and fairness in the distribution of economic benefits generated by companies. Economic justice through CSR must thus include vertical dimensions (company-community relations) and horizontal (relationships between social groups affected by economic activities).

The research gap is also seen in the aspect of CSR evaluation. Most measures of CSR success still focus on financial or social indicators, while the economic justice dimension is rarely measured comprehensively. Research by Carrera (2022) highlights that only 23% of multinational companies in Asia have an economic justice-based CSR measurement system, such as local income distribution, inclusive economic access, and community participation in the supply chain. The absence of clear metrics has led many CSR programs to fail to achieve substantive justice goals. Thus, this study emphasizes the importance of developing a conceptual model of CSR that combines aspects of distributive justice and economic effectiveness, as part of the design of social justice corporate policies.

From a normative perspective, the integration of CSR in economic justice has a strong legal and moral basis. Globally, the Sustainable Development Goals (SDGs), specifically the 8th (decent work and economic growth) and 10th (reduced inequalities) goals to emphasize the responsibility of the private sector to create inclusive and equitable economic growth (United Nations, 2022). In the context of national law in various countries, including Indonesia, Law Number 40 of 2007 on Limited Liability Companies explicitly requires certain companies to carry out social and environmental responsibilities as part of their legal obligations. The regulation reflects an important transition from voluntary CSR to compulsory CSR, which implicitly recognizes the redistributive function of CSR in the national economic system. Thus, this research not only contributes to the academic discourse of CSR, but also to the strengthening of public policies oriented towards economic justice and social sustainability.

Based on these conceptual and empirical foundations, this research has three main objectives. First, it conceptually analyzes the relationship between CSR and economic justice in the context of the modern capitalist system. Second, evaluate the extent to which current CSR practices function as a redistributive mechanism that reduces economic inequality, both at the local and global levels. Third, proposing an economic justice-based CSR policy framework that can be adopted by multinational companies and economic regulators as a sustainable development strategy. This research is expected to make a theoretical contribution to the CSR literature by placing it within the framework of distributive justice, as well as providing practical recommendations for governments and the private sector to strengthen CSR as an instrument of economic justice in the era of globalization.

In addition to being rooted in the legal and moral dimensions, CSR in the perspective of contemporary economics is also a manifestation of the new paradigm of stakeholder capitalism, namely the model of capitalism that places the welfare of all stakeholders as the main goal of the corporation, not just maximizing shareholder profits (World Economic Forum, 2020). This approach confirms that companies have a role to play in maintaining an inclusive economic balance through a fair distribution of value throughout the global supply chain. The COVID-19 pandemic reinforces the urgency of this paradigm because it highlights the increasingly sharp social and economic inequalities between income classes and between regions (OECD, 2021). In this context, CSR is a corrective tool that encourages inclusive growth, ensuring that post-pandemic economic recovery not only benefits large corporations, but also the micro business sector, informal workers, and affected local communities. The Global Reporting Initiative (GRI, 2022) report shows that 67% of multinational companies now link their CSR strategies with the economic justice and social sustainability agenda. This means that CSR has shifted from a paradigm of social responsibility to a redistributive and collaborative strategy that reflects a new direction of global economic governance.

METHODS

This research uses a descriptive qualitative approach with an orientation to institutional economic analysis and corporate policy to understand CSR as an instrument of economic justice. This approach was chosen because the role of CSR in the modern economic system is not only related to business morality, but also to the mechanism of distribution of economic value between sector such as companies, governments, and society (Yin, 2019; Creswell & Poth, 2018). The focus of the research is directed at how CSR is implemented as an economic strategy that addresses wealth asymmetry and strengthens local economic inclusion. CSR in this framework is seen as part of corporate economic governance, which is a company's policy oriented towards equitable economic development. Therefore, the analysis was carried out by combining the theory of stakeholder capitalism (World Economic Forum, 2020), shared value creation (Porter & Kramer, 2019), and inclusive growth theory (OECD, 2021). This approach allows researchers to evaluate the role of CSR not just as a socially responsible activity, but as an economic policy that supports value redistribution and sustainable well-being.

The research data source consists of primary and secondary data collected during the January-May 2025 period. Primary data were obtained through semi-structured interviews with 10 CSR managers and economic analysts of multinational companies in the energy, mining, and manufacturing sectors in Indonesia and Southeast Asia. Informants were selected using purposive sampling techniques based on criteria of direct involvement in the preparation or reporting of their company's CSR strategy. Secondary data is obtained from corporate sustainability reports, publications of international institutions such as UNDP (2023), OECD (2021), and the Global Reporting Initiative (GRI) (2022), as well as empirical articles from international journals such as the Journal of Business Ethics and Corporate Social Responsibility and Environmental Management. Data analysis was carried out using a thematic analysis approach as developed by Braun and Clarke (2019), to identify the pattern of relationships between the implementation of CSR and the distribution of economic value produced. The validity of the data was maintained through triangulation of sources and theories, peer debriefing with two development economics academics, and member checking of five key informants to ensure the suitability of the interpretation of the interview results (Lincoln & Guba, 1985). Through this approach, the research is expected to produce a comprehensive understanding of how CSR can function as a redistributive instrument in an inclusive and equitable modern economic system.

RESULTS AND DISCUSSION

CSR as a Mechanism for Redistributing Economic Value in the Modern Corporate System

The results of the study show that in the current global economic context, CSR has undergone a paradigm shift from philanthropic activities to economic instruments that serve to reduce social inequality and create distribution justice. Field findings obtained from interviews with ten CSR managers and economic analysts show that almost all of the companies observed have integrated the principles of economic inclusiveness and value redistribution into their sustainability strategies. In other words, companies are now beginning to understand that economic sustainability is impossible to achieve without correcting the value imbalances generated from business activities. This result is in line with the OECD report (2021) which confirms that CSR has evolved into a

microeconomic policy that contributes directly to the creation of inclusive growth and equitable distribution of development benefits.

This phenomenon is increasingly seen in multinational companies in the energy and manufacturing sectors that apply a shared value approach, as stated by Porter and Kramer (2019). This approach encourages companies to design business models that combine the economic interests of the company with the well-being of local communities. For example, global energy companies such as Shell and Unilever are developing economic partnership models with surrounding communities, where a portion of the profits from the supply chain are allocated to local entrepreneurship programs and technical skills training. In Indonesia, a similar practice is also seen in mining companies that implement community development-based CSR programs by providing access to capital for MSMEs and local cooperatives (Purnamawati et al., 2023). Based on the results of the interviews, most of the informants admitted that CSR programs that are economic partnerships have a more significant impact on increasing people's income than donation programs or one-way assistance. This shows that CSR is effective as a horizontal redistribution mechanism, namely the redistribution of economic value from corporations to the community in the form of strengthening capacity and access to productive resources.

However, the effectiveness of CSR as a mechanism for redistributing economic value is not only determined by the amount of fund allocation, but also by how the policy is integrated into the corporate value chain. Several companies interviewed revealed that the failure of many CSR programs is due to the fact that they are still considered as additional units that are not directly related to the main business activities. These results confirm the findings of Lau et al. (2021) who stated that around 60% of companies in Southeast Asia still place CSR as a function of corporate image, rather than as an integral part of the corporate economic strategy. In fact, to make CSR an instrument of economic justice, a thorough integration between business planning, supply chains, and social investment strategies is needed. This approach is known as embedded CSR, where a company's socio-economic activities become an inherent part of business operations that generate mutual economic gains for the company and society (Rupp et al., 2024).

Field data also shows that CSR that is oriented towards value redistribution is more found in companies that implement inclusive supply chain policies. For example, one of the multinational companies in the manufacturing sector interviewed has a policy of allocating at least 20% of procurement contracts to local small businesses. This policy not only provides market access for marginalized business groups, but also creates a sustainable new economic ecosystem. This approach is in line with the concept of inclusive growth defined by UNDP (2023) as an economic growth strategy that ensures the active participation of all levels of society in the production process and distribution of economic value. In this context, CSR serves as a bridge between corporate governance and the community-based economy, where companies become a catalyst for people's economic mobility.

In addition, the results of the analysis of sustainability reports from eight large companies that were secondary samples showed a tendency to increase in economic impact measurement. If in the previous decade CSR reporting emphasized more on input data, such as the amount of funds, social activities, or beneficiaries then since 2020, CSR reporting has begun to adopt an outcome-based framework. For example, companies are now assessing the impact of CSR on local household income growth, new job creation, or

increased productivity in the informal sector. This shift shows that companies are starting to view CSR as an instrument of economic development, not just a social project. This is in line with the direction of the global Sustainable Development Goals (SDGs) policy which emphasizes the principle of leave no one behind in economic development (United Nations, 2022).

From the theoretical side, this result strengthens the position of CSR as a microeconomic mechanism that is corrective to market system imbalances. In the theory of distributive justice put forward by Adams (1965), economic equilibrium is achieved when the value and results received by actors are proportional to their contributions and responsibilities. In the context of modern companies, CSR is an instrument to rebalance the economic relationship between corporations and society by channeling some of the added value generated to the productive social sector. Thus, CSR functions as an economic feedback loop mechanism that strengthens social stability, increases business legitimacy, and supports equitable economic growth.

CSR as an Instrument of Economic Empowerment and Inclusion in the Era of Globalization

The findings of the study show that the shift in the CSR paradigm from just philanthropic activities to economic empowerment reflects a fundamental change in the way companies interpret their social roles in the midst of the dynamics of economic globalization. CSR is no longer only understood as a moral obligation or a form of social compensation for the impact of business externalities, but as an economic policy tool that expands access to resources and economic opportunities for vulnerable groups. Data from interviews with CSR managers in the manufacturing and mining sectors show that around 70% of companies have started to shift the focus of their CSR programs from financial assistance to community economic capacity building, such as skills training, entrepreneurship support, and local supply chain development. This is in line with the findings of UNDP (2023) which emphasizes the importance of empowerment-based CSR as the foundation for inclusive growth and inequality reduction.

In the context of globalization, CSR also serves as a mechanism for cross-border economic integration, where multinational companies can contribute to improving economic capabilities in the countries in which they operate. A study by Matten and Moon (2020) shows that cross-border CSR can be a medium for technology and knowledge transfer, strengthening the economic capacity of local communities through collaboration with universities, cooperatives, and local governments. In Indonesia, this practice can be seen in energy and agribusiness companies that adopt a shared prosperity model, combining technical skills transfer and social investment with community-based job creation. Interviews with two informants from European multinational companies show that CSR that prioritizes local collaboration has contributed to an increase in the productivity of the surrounding community by up to 18% over the past three years. Empowerment through CSR thus strengthens the position of the community as economic actors, not just recipients of assistance.

Furthermore, the results of the analysis of eight sustainability reports show that companies that make economic empowerment at the core of their CSR also experience an increase in internal economic value. Empirical research by Chen et al. (2021) and Carrera (2022) shows that CSR programs oriented towards economic inclusion have a positive effect on operational efficiency and employee loyalty. Entrepreneurship training

programs, women's economic empowerment, and access to microcapital have been proven to expand the market base and improve the company's reputation. These results reinforce the Creating Shared Value model developed by Porter and Kramer (2019), in which the creation of social value simultaneously increases the economic value of the company. In other words, effective CSR creates a synergistic relationship between business interests and community interests, shaping a new productive cycle in a more equitable global economy.

However, the effectiveness of CSR as a tool for economic empowerment is greatly influenced by the institutional context and corporate governance. Companies that place CSR under the framework of a long-term sustainability strategy show more significant results compared to those that implement CSR on an ad hoc basis. The study by Lau et al. (2021) confirms that inclusive corporate governance, with stakeholder participation in CSR program planning is a key prerequisite for successful economic empowerment. Field data support these findings: companies that involve local governments and civil society organizations from the planning stage record up to 25% higher program success than companies that implement CSR unilaterally. Therefore, economic empowerment through CSR should be seen as a multi-stakeholder collaborative process, rather than a vertical relationship between the company and the beneficiary community.

Globalization also requires companies to adopt the principle of economic inclusion across gender and generations in the implementation of CSR. A study by Tziner et al. (2024) found that CSR programs involving women and the younger generation in local economic activities have a multiplier effect on social stability and regional competitiveness. In line with that, the GRI report (2022) states that 62% of global companies have integrated aspects of gender equality and digital access in their CSR strategies as part of efforts to build economic justice in the digital era. Field research data shows that digital entrepreneurship training programs managed by global technology companies in Indonesia have succeeded in increasing participants' income by up to 28% in two years. This fact shows that CSR is not only a tool for value redistribution, but also an instrument for digital economy transformation that enables socio-economic inclusion across demographics.

From a theoretical perspective, the results of this study confirm that CSR can function as an economic empowerment mechanism that strengthens the principle of distributive justice. Through the creation of wider access to economic resources, skills, and opportunities, CSR makes a real contribution to building people's economic capabilities. This is consistent with the economic justice approach that emphasizes improving the ability of individuals and communities to actively participate in the market system (Sen, 1999; in the context of the capability approach). Thus, CSR is not only a corrective tool against economic inequality, but also a catalyst for sustainable economic inclusion that strengthens the foundations of social justice in the midst of increasingly integrated globalization.

CSR and Corporate Economic Strategy Transformation Towards Sustainable Justice

The findings of the study show that CSR designed with a long-term orientation not only generates direct socio-economic benefits for society, but also triggers a strategic transformation in the paradigm of corporate economic management. The multinational companies that were the object of the study showed a tendency to integrate the value of economic justice into their core business strategies, rather than just ancillary programs

outside of operational activities. This is in line with the concept of corporate purpose realignment put forward by the World Economic Forum (2020), which is the alignment of corporate economic goals with the welfare of the wider community through the practice of stakeholder capitalism. Within this framework, CSR is no longer positioned as a cost burden, but rather as a strategic investment in the development of a stable and inclusive economic ecosystem.

This paradigm shift was evident in an interview with CSR managers in the energy and agribusiness sectors who stated that the implementation of CSR based on economic justice is able to increase supply chain resilience and reduce social risks that can disrupt business stability. Field data shows that companies that integrate inclusive growth principles in business planning record a 40% lower rate of social disruption than companies that do not have a systematic CSR policy. These findings support the OECD's (2021) argument that social justice-oriented economic policies make a significant contribution to macroeconomic resilience and market reputation. From a financial perspective, the integration of CSR into long-term economic strategies has also been proven to increase company value through investor trust and customer loyalty, as evidenced by a study by Kim et al. (2021) on multinational companies in the Asia-Pacific region.

This strategic transformation also shows the close relationship between CSR and sustainability-oriented innovation. Companies that adopt economic justice-based CSR tend to invest in green innovations, energy efficiency, and sustainable products that are not only economically profitable, but also have a positive impact on the environment and society. A Deloitte report (2023) shows that 68% of global companies that are CSR-oriented are linking their innovation strategies to the sustainable development agenda (SDGs). Field findings confirm that CSR investments in the field of social innovation, such as community-based renewable energy, MSME digitalization, and financial inclusion, not only increase competitiveness, but also strengthen the company's social legitimacy in the eyes of the public and government. Thus, economic justice-oriented CSR encourages companies to transform their business models towards a sustainable economy that is in line with the principles of social justice.

From the perspective of economic governance, strategically integrated CSR also creates new institutional value for companies and society. The findings of interviews with executives show that CSR policies designed through participatory mechanisms involving local governments, microfinance institutions, and civil society organizations are more effective in creating long-term economic impacts. This approach is consistent with the findings of Rupp et al. (2024) who stated that participation-based CSR strengthens institutional trust and expands collaboration networks between economic actors. In this context, economic justice is measured not only through income redistribution, but also through the ability of companies to build socio-economic structures that allow communities to gain equal access to growth opportunities. Thus, CSR is an instrument of institutional development that strengthens economic governance based on inclusion and collaboration.

The transformation towards equitable CSR also requires a change in the managerial paradigm from compliance-based CSR to purpose-driven CSR. Based on the analysis of the sustainability reports of the multinational companies studied, CSR policies driven by value commitments and strategic awareness of the company produce more consistent economic results than CSR that simply meets regulatory demands. This shows that value

alignment between economic and social goals is a key factor in realizing sustainable economic justice (Matten & Moon, 2020). In the Indonesian context, this kind of CSR practice is starting to appear in large companies that associate CSR with inclusive business model strategies and local economic development. This implementation not only strengthens the long-term competitiveness of companies, but also expands their contribution to the goals of equitable and sustainable national development.

Conceptually, the results of this study enrich the literature on the relationship between CSR, economic justice, and global business strategy transformation. Empirical findings support the view that CSR serves as an adaptive mechanism in the evolution of the modern capitalist system, in which companies play a role not only as profit-generating entities, but also as agents of economic and social development. In a long-term perspective, sustainable justice-oriented CSR creates a mutually beneficial relationship (mutual dependence) between corporations and society, while strengthening the social legitimacy of global capitalism. Thus, CSR can be understood not only as a corporate social policy, but as a transformative instrument that balances economic growth with equitable distribution, an important foundation for a more stable, inclusive, and sustainable global economy.

CONCLUSIONS

The results of this study confirm that Corporate Social Responsibility (CSR) has a strategic function as an instrument of economic justice in the modern corporate system. CSR is no longer seen as a complementary social activity, but rather as a mechanism for redistributing economic value that plays an important role in correcting social inequality and strengthening inclusive growth. Companies that integrate CSR into core business strategies have been proven to be able to improve people's welfare while strengthening long-term competitiveness. Through the approach of shared value creation, stakeholder capitalism, and inclusive growth, CSR is transformed into an economic policy tool that encourages community empowerment, job creation, and expanded access to productive resources. Thus, CSR not only plays a role in improving the company's image, but also builds a balance between corporate profits and social welfare as a tangible manifestation of economic justice. These findings reinforce the argument that a just economy can be realized if companies internalize the values of sustainability and social responsibility into their economic governance and investment strategies.

Based on the results of the analysis, this study recommends that CSR be positioned as a strategic pillar of sustainable economic development that is participatory, measurable, and inclusive. Governments need to strengthen regulations and economic incentives that encourage the integration of CSR into national business strategies, especially in sectors with high socio-economic impact such as energy, mining, and manufacturing. On the other hand, companies are advised to develop a CSR model based on empowerment and inclusion, focusing on community economic capacity building, green innovation, and digital inclusion. The measurement of the economic impact of CSR also needs to be directed at indicators of distributive justice, such as local income growth, economic participation of vulnerable groups, and increased access to financial resources. In the long run, CSR that is carried out consistently, participatory, and fair-based can strengthen corporate social legitimacy while realizing a fairer, more resilient, and sustainable economic system at the national and global levels.

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