

Research Article

BENEFICIARY SATISFACTION WITH A MULTI-COMPONENT COMMUNITY DEVELOPMENT PROGRAMME IN A TIN-SMELTING REGION OF INDONESIA: EVIDENCE FROM THE BANGKA BESTARI PROGRAMME

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ABSTRACT

Community development programmes run by mining and mineral-processing companies are increasingly expected to demonstrate value to host communities, yet beneficiary-based evaluations remain scarce in Indonesia's tin-producing regions. This study assessed beneficiary satisfaction with BANGKA BESTARI, a multi-component programme implemented by a tin-smelting company in Muntok, West Bangka, that combines post-mining land management, food security, shrimp-waste valorisation, batik production and waste banking. A structured face-to-face questionnaire with a four-point Likert scale was administered to 45 beneficiaries in two localities. Satisfaction was evaluated across three aspects – overall programme, programme management, and delivery and services – and converted to a 100-point community satisfaction index, complemented by item-level analysis of response distributions. The total index was 83.84, within the very satisfied category, with aspect values of 82.71 for the overall programme, 84.44 for management and 84.37 for delivery and services. Item-level analysis revealed a marked imbalance: environmental quality improvement received the highest proportion of top ratings (60%), whereas income improvement (18%) and reliability of methods (13%) received the lowest. Participation in monitoring and evaluation attracted the most unfavourable ratings (9%). A high composite index therefore masked weaker economic outcomes, indicating that future programme cycles should prioritise market access, enterprise capacity and participatory evaluation.

Keywords: community satisfaction index; corporate social responsibility; community development; tin mining; post-mining land management; Bangka Belitung.

INTRODUCTION

Extractive and mineral-processing industries are major contributors to the economies of resource-rich developing countries, yet their operations frequently impose environmental and social costs on host communities. Corporate social responsibility (CSR) has consequently become a strategic instrument through which companies seek to demonstrate their contribution to sustainable development and to secure corporate legitimacy (Jamali & Karam, 2018; Latapi Agudelo *et al.*, 2019). In the mining sector, this expectation is commonly framed through the notion of a social licence to operate, understood as the ongoing approval and broad acceptance of a project by local communities and other stakeholders, functioning as an informal social contract between companies and society (Moffat *et al.*, 2016; Komnitsas, 2020). Communities increasingly demand a greater share of benefits, a stronger voice in decision-making and assurance that operations will be conducted responsibly (Moffat *et al.*, 2016). Critics caution, however, that the social licence can serve corporate interests more than those of communities, particularly where company programmes foster economic dependence rather than local capacity (Demajorovic *et al.*, 2019).

In Indonesia, CSR is not merely voluntary. Law No. 40 of 2007 on Limited Liability Companies, reinforced by Government Regulation No. 47 of 2012, obliges companies whose business is in, or related to, the natural resources sector to implement social and environmental responsibility (Republic of Indonesia, 2007, 2012). This obligation is particularly salient in the Bangka Belitung Islands, one of

the world's principal tin-producing regions. Decades of open-pit tin mining have caused deforestation, biodiversity loss, soil degradation and declining soil fertility, while weak governance has allowed illegal mining and associated social conflict to expand (Pratiwi *et al.*, 2025). The rehabilitation of post-mining land has therefore been proposed not only as an environmental obligation but also as a pathway towards ecological recovery, regional development and alternative livelihoods (Pratiwi *et al.*, 2025). Community empowerment programmes, which seek to strengthen local capacity rather than to deliver one-off assistance, have become a central vehicle through which companies in the region pursue these objectives (Ramadan *et al.*, 2025a, 2025b).

Despite substantial investment, community empowerment programmes do not always deliver their intended results. Typical shortcomings include activities that cease once company support ends, benefits that beneficiaries cannot clearly perceive, mismatches between programme design and local needs, and inappropriate selection of partners. A recurring underlying cause is weak monitoring and evaluation, which limits the capacity of implementers to measure progress towards objectives, to identify deficiencies and to incorporate feedback into subsequent programme cycles (Okafor, 2021). Evidence from a nickel-mining region in Indonesia further shows that, even where a company invests extensively in environmental, livelihood and economic programmes, local stakeholders may still expect greater attention to community interests and perceive major economic shortfalls, such as limited local employment (Muhammad *et al.*, 2024).

One widely used response to this evaluation gap in Indonesia is the community satisfaction index (CSI; *Indeks Kepuasan Masyarakat*). Formalised in national guidelines for assessing public service units

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(Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2017), the CSI aggregates beneficiaries' Likert-scale ratings of service elements into a single index on a 100-point scale. Its simplicity, low cost and compatibility with routine corporate reporting have encouraged its adoption for evaluating CSR programmes (Sigit, 2022; Ramadan *et al.*, 2025b). The broader service-quality literature supports the premise that beneficiaries' perceptions of specific quality dimensions shape their overall satisfaction, while also showing that the relative influence of individual dimensions varies across contexts and population groups (Psomas *et al.*, 2024).

Indonesian studies have applied the CSI to CSR programmes in the aquaculture (Sigit, 2022) and oil and gas sectors. At a fuel terminal in Panjang, a CSR programme obtained a converted index of 87.52, with suitability to community needs, participation and group income identified as important influences (Lestari & Hasanuddin, 2022).

Within the tin sector specifically, recent CSI evaluations of programmes implemented by PT Timah Tbk reported converted indices of 85.63 for the MENJAGA NUSANTARA programme in West Bangka (Ramadan *et al.*, 2025b) and 85.47 for the BESAHO holistic waste management programme in Sungailiat (Ramadan *et al.*, 2025a). International research on mining–community relations provides a theoretical lens for interpreting such ratings: trust and procedural fairness underpin the development and maintenance of community acceptance (Moffat *et al.*, 2016), and meaningful dialogue strengthens relationships and perceptions of fairness (Mercer-Mapstone *et al.*, 2018).

Nevertheless, the existing CSI literature on CSR programmes has three limitations. First, most studies report only the composite index and its qualitative category, which can conceal weak elements behind a favourable aggregate score. Second, item-level response distributions are rarely examined, so the relative strengths and weaknesses of individual programme elements remain unclear. Third, few evaluations address multi-component programmes that combine the rehabilitation of post-mining land with livelihood and food-security activities, even though reclamation frameworks proposed for tin-mining regions explicitly seek to balance ecological recovery with economic development (Pratiwi *et al.*, 2025). Whether beneficiaries value the environmental and economic outcomes of such programmes equally therefore remains unexamined.

This study addresses these gaps by evaluating BANGKA BESTARI (*Berdaya Ekonomi, Sehat, Tahan Pangan, Lestari*; economically empowered, healthy, food-secure and sustainable), a multi-component community development programme implemented by the Processing and Smelting Division of PT Timah Tbk in Muntok, West Bangka. The objectives were (i) to measure beneficiary satisfaction with the overall programme, programme management, and programme delivery and services; (ii) to identify relatively strong and weak programme elements through item-level analysis of response distributions; and (iii) to position the results against CSI values reported for comparable CSR programmes. The study is descriptive and does not test causal hypotheses; its contribution lies in demonstrating how disaggregated, item-level reporting can extract actionable information from routine satisfaction surveys. The scope is limited to 45 programme beneficiaries in Tanjung Subdistrict and Air Belo Village.

METHODOLOGY

Study area and programme

The study was conducted in the operational area of the Processing and Smelting Division of PT Timah Tbk in Muntok District, West Bangka Regency, Bangka Belitung Islands Province, Indonesia. The division operates the company's tin smelter, and its community development programme targets neighbouring settlements, including Tanjung Subdistrict (*kelurahan*) and Air Belo Village (*desa*). BANGKA BESTARI comprises several linked activities: the management and development of former tin-mining land; food-security cropping and hydroponic vegetable production; the production of shrimp-based processed food (*pempek udang*); the processing of shrimp-shell waste into synbiotic products; *ciprat* and eco-print batik making; and the operation of a waste bank. Together, these activities address environmental quality, food security, household income and waste management.

Respondents

Respondents were representatives of community groups that had received the programme. A total of 45 beneficiaries participated, 39 from Tanjung Subdistrict and 6 from Air Belo Village. Because the survey targeted programme participants rather than the general population, respondents were selected purposively rather than randomly.

Instrument and data collection

Data were collected through face-to-face interviews guided by a structured questionnaire. The questionnaire contained closed-ended items rated on a four-point Likert scale, in which 1 denotes the least favourable and 4 the most favourable response (for example, not satisfied, less satisfied, satisfied and very satisfied, or equivalent anchors for relevance, improvement and quality). An even number of response options was used to avoid a neutral midpoint and to encourage respondents to express a direction of opinion (Kusmaryono *et al.*, 2022). Open-ended questions were included to capture expectations, criticisms and suggestions. The closed-ended items were organised into three aspects, as summarised in Table 1.

Table 1 Aspects, elements and items of the community satisfaction questionnaire

Aspect	Element	Item(s)
Overall programme	Relevance	Relevance of the programme to community problems and potential
	Benefits	Improvement in knowledge; skills; environmental quality; income
	Sustainability	Continuity of activities; readiness to continue without company support
Programme management	Community participation	Participation in planning; implementation; monitoring and evaluation
	Synergy	Collaboration between the company and other stakeholders
	Facilitator performance	Closeness to the community; adaptability; responsibility; competence
Delivery and services	Accuracy and clarity	Fit of methods with the characteristics of target communities

Reliability	Reliability of programme methods
Fairness	Accuracy of targeting and equity of distribution
Responsiveness	Company responses to criticism, input and suggestions

Calculation of the community satisfaction index

Survey responses were tabulated in Microsoft Excel, and the CSI was calculated following the weighted-average procedure set out in the Indonesian government guideline for community satisfaction surveys (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2017). The mean score of item i was computed as

$$\bar{x}_i = \frac{\sum_{j=1}^n s_{ij}}{n} \quad (1)$$

where s_{ij} is the score given by respondent j to item i and n is the number of completed questionnaires. Each item within an aspect received an equal weight

$$w_i = \frac{1}{k} \quad (2)$$

where k is the number of items in the aspect. The aspect index was the sum of the weighted item means

$$I_a = \sum_{i=1}^k \bar{x}_i \times w_i \quad (3)$$

and was converted to a 100-point scale as

$$CSI_a = I_a \times 25 \quad (4)$$

The total CSI was calculated as the arithmetic mean of the three converted aspect indices

$$CSI_{total} = \frac{CSI_1 + CSI_2 + CSI_3}{3} \quad (5)$$

Converted values were interpreted in four classes of equal width on the converted scale, with non-overlapping limits: not satisfied (≤ 25.00), less satisfied (25.01–50.00), satisfied (50.01–75.00) and very satisfied (75.01–100.00). Because the minimum possible score is 1, the converted index cannot fall below 25. Item mean scores and the percentage distribution of responses were then compared descriptively across items and aspects, and responses to open-ended questions were summarised qualitatively.

RESULTS

Respondent profile

Fig. 1 summarises the characteristics of the 45 respondents. The sample was dominated by working-age adults: 40% were aged 26–45 years and 36% were aged 46–65 years, while 22% were 25 years or younger. All respondents had formal schooling, with senior secondary (36%) and junior secondary (31%) education being most common. Occupations were diverse and largely informal, including casual workers (20%), private-sector employees (20%), farmers or fishers (18%) and labourers (13%); a further 18% were unemployed. Incomes were low: 44% of respondents earned less than IDR 1 million per month and 49% earned IDR 1–3 million, so that 93% earned less than IDR 3 million. The programme therefore reached a socio-economically vulnerable population for which both livelihood and environmental outcomes are relevant.

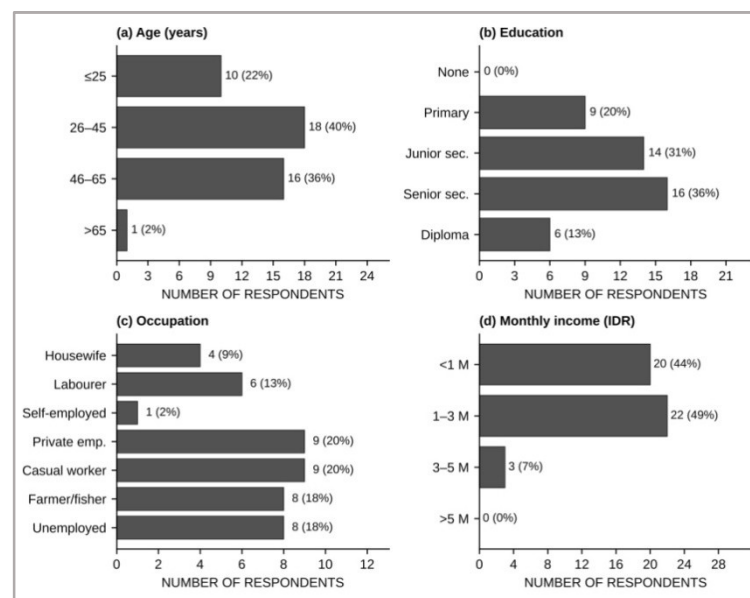


Fig. 1 Characteristics of respondents of the BANGKA BESTARI programme ($n = 45$): (a) age; (b) highest level of education; (c) occupation; (d) monthly income

Overall programme

Fig. 2 presents the response distributions and mean scores for all itemised elements. In the overall-programme aspect, 73% of respondents considered the programme relevant to community problems and potential and 22% considered it highly relevant, whereas 4% (two respondents) considered it less relevant. Relevance therefore had one of the lowest item means (3.18).

Perceived benefits differed markedly between domains. Environmental quality improvement received the highest mean of all items (3.60), with 60% of respondents reporting a large improvement and none reporting a lack of improvement. Knowledge improvement was also rated highly (3.47), with respondents citing post-mining land management, shrimp-based food processing, synbiotic production from shrimp-shell waste, batik techniques, hydroponics and waste banking. Skills improvement was rated lower (3.27), with 7% of respondents reporting only slight improvement. Income improvement had the second-lowest mean of all items (3.16): although 80% of respondents reported increased income, attributed mainly to the sale of fruit, vegetables and other agricultural produce, only 18% reported a large increase.

With regard to sustainability, all respondents considered the programme continuous (71%) or highly continuous (29%). Readiness to continue the activities without company support was high, with 64% of respondents ready and 31% very ready, while 4% reported limited readiness. Respondents also reported sharing acquired knowledge and skills with family members and neighbours. The converted index for the overall programme was 82.71 (Table 2).

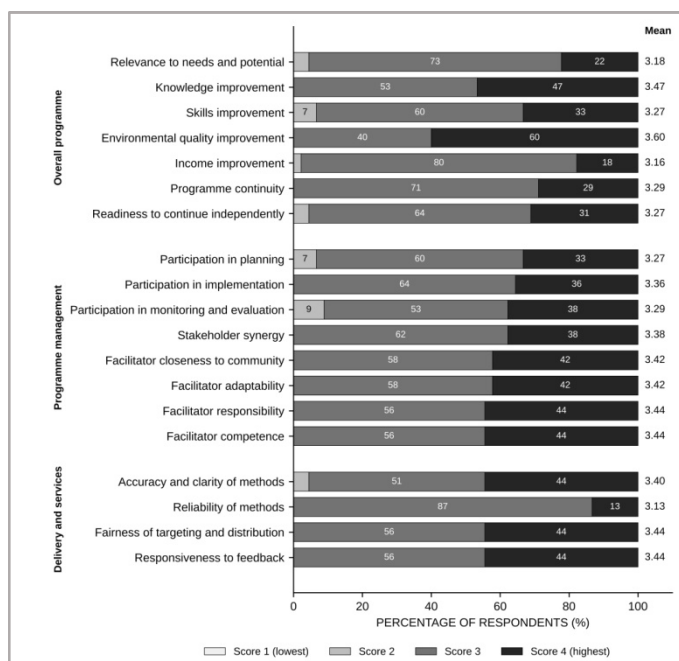


Fig. 2 Distribution of responses to the itemised elements of the community satisfaction questionnaire (n = 45). Values within bars are percentages of respondents; values at right are item mean scores on the 1–4 scale

Programme management

Programme management obtained the highest aspect index (84.44). Within community participation, involvement in implementation was rated most favourably, with no unfavourable responses (64% good; 36% very good). Participation in planning (7% less good) and in monitoring and evaluation (9% less good) attracted the only unfavourable ratings in this aspect. All respondents rated stakeholder synergy as good (62%) or very good (38%), citing regular communication with local leaders. Facilitator performance formed the most consistently favourable group of items: closeness to the community and adaptability had means of 3.42, and responsibility and competence had means of 3.44, with no unfavourable ratings. All respondents reported knowing the facilitators personally.

Delivery and services

The delivery-and-services aspect obtained a converted index of 84.37. Responses on the fairness of targeting and distribution and on the company's responsiveness to criticism and suggestions had identical distributions (56% favourable; 44% very favourable; mean 3.44). The accuracy and clarity of programme methods were also rated highly (3.40), although 4% of respondents considered the methods less appropriate to local conditions. In contrast, the reliability of programme methods had the lowest mean (3.13) and the smallest proportion of highest ratings (13%) of all itemised elements, indicating that respondents regarded the methods as workable but rarely as highly dependable.

Composite community satisfaction index

The total CSI was 83.84, within the very satisfied category (Table 2). All three aspect indices also fell within this category, spanning a narrow range of 1.74 points. At the item level, no respondent selected the lowest score for any item, and unfavourable ratings (score 2) were confined to seven items, never exceeding 9% of respondents. Open-ended responses expressed a wish for the programme to continue until beneficiaries can run it as an independent enterprise,

together with requests for further training in programme management and human resource development.

Table 2 Community satisfaction index of the BANGKA BESTARI programme by aspect

Aspect	Index value	Converted CSI	Interpretation
Overall programme	3.308	82.71	Very satisfied
Programme management	3.378	84.44	Very satisfied
Delivery and services	3.375	84.37	Very satisfied
Total	3.354	83.84	Very satisfied

The total is the mean of the three converted aspect indices (Eq. 5).

DISCUSSION

Satisfaction relative to comparable programmes

The total CSI of 83.84 places BANGKA BESTARI in the very satisfied category and within the range reported for other community programmes in Indonesia (Table 3). The value is slightly lower than those reported for the MENJAGA NUSANTARA (85.63) and BESAHO (85.47) programmes of the same company (Ramadan *et al.*, 2025a, 2025b) and for the fuel-terminal programme in Panjang (87.52; Lestari & Hasanuddin, 2022). These small differences should not be over-interpreted, because the studies differ in sample size, components, item sets and timing, and none reported uncertainty. A more robust observation is structural: as in MENJAGA NUSANTARA, the overall-programme aspect obtained the lowest index and programme management the highest (Ramadan *et al.*, 2025b). This suggests that beneficiaries of tin-sector CSR programmes may rate the process through which a programme is delivered more favourably than the outcomes they experience.

Table 3 Converted community satisfaction index values reported for comparable programmes in Indonesia

Programme	Sector	Converted CSI	Source
BANGKA BESTARI	Tin smelting	83.84	This study
MENJAGA NUSANTARA	Tin smelting	85.63	Ramadan et al. (2025b)
BESAHO	Tin processing	85.47	Ramadan et al. (2025a)
CSR programme, Integrated Terminal Panjang	Oil and gas distribution	87.52	Lestari & Hasanuddin (2022)

Instruments and item sets differ between studies.

Environmental versus economic outcomes

The most informative finding is the contrast between environmental and economic benefits. Environmental quality improvement received the highest item mean and proportion of highest ratings, whereas income improvement and the reliability of methods were among the lowest. A plausible explanation is that post-mining land management, waste banking and hydroponics create visible environmental change quickly, whereas income gains depend on production volume, product quality, market access and enterprise management, which take longer to develop. The small proportion of highest ratings for reliability is consistent with this interpretation: technically feasible livelihood activities may not yet yield stable returns. Given that 93% of respondents earned less than IDR 3 million per month, even modest income gains may nonetheless be meaningful at household level.

This gap matters for the social licence of tin operations. Social licence concerns stem largely from negative externalities and from the use of socially valuable resources to generate private profits (Dumbrell *et al.*, 2020), so communities in mining regions expect both the mitigation of environmental impacts and a fair share of economic benefits. In an Indonesian nickel-mining region, stakeholders acknowledged progress in social, environmental and economic conditions yet still identified the low absorption of local workers as a major deficiency (Muhammad *et al.*, 2024), a pattern that parallels the gap observed here. In Bangka Belitung, where post-mining land degradation and illegal mining coexist (Pratiwi *et al.*, 2025), rehabilitation that also generates reliable income may reduce the economic incentive for unregulated mining on reclaimed land; this proposition, however, requires direct testing. The tension between high self-reported readiness for independence (95% ready or very ready) and requests for continued company support and training further suggests that self-assessed readiness may overstate the institutional and commercial capacity of beneficiary groups. Future programme cycles should therefore prioritise market linkages, product standardisation, business management and the institutional capacity of beneficiary groups over the addition of new technical activities.

Process quality, participation and trust

Facilitator performance was the most consistently favourable element, and every respondent reported knowing the facilitators personally. This finding aligns with evidence that trust and procedural fairness in company–community relations underpin community acceptance (Moffat *et al.*, 2016), and that dialogue strengthens relationships and perceptions of fairness (Mercer-Mapstone *et al.*, 2018). It also echoes evidence that human-related service dimensions exert the strongest influence on satisfaction (Psomas *et al.*, 2024). The uniformly favourable ratings for fairness and responsiveness suggest that beneficiaries perceive the distribution of benefits as appropriate and their feedback as heard.

Participation, however, was uneven across the programme cycle. Involvement in implementation was rated without reservation, whereas planning and, in particular, monitoring and evaluation attracted unfavourable ratings. Beneficiaries thus appear to participate primarily as implementers rather than as co-designers or co-evaluators. This matters because meaningful engagement builds the relationships, perceived fairness and trust on which social acceptance depends (Mercer-Mapstone *et al.*, 2018), and because evaluation is the stage at which beneficiaries could signal shortcomings such as the economic weaknesses identified here. Participatory monitoring tools, such as community scorecards, would strengthen both ownership and feedback.

Methodological implications and limitations

Several limitations qualify these findings. First, the response distributions show a pronounced ceiling effect: no item received the lowest score, and most variation occurred between scores 3 and 4. The composite index therefore discriminates poorly between programmes, which reinforces the value of examining item-level response distributions. Second, face-to-face interviews with beneficiaries of a company-funded programme, commissioned by that company, are susceptible to social desirability bias (Larson, 2019); self-administered anonymous questionnaires, independent enumerators and the inclusion of non-beneficiaries or former beneficiaries would reduce this risk. Third, the small, purposive and unevenly distributed sample (39 in Tanjung; 6 in Air Belo) precludes subgroup comparisons and limits generalisation. Fourth, the internal consistency of the instrument (e.g. Cronbach's alpha) was not

assessed. Fifth, outcomes were perceived rather than verified and should be triangulated with income records, production data and environmental indicators such as vegetation cover and soil properties. Finally, the cross-sectional design without a baseline or comparison group does not permit causal attribution.

CONCLUSION

Beneficiaries rated the BANGKA BESTARI programme highly, with a total community satisfaction index of 83.84 and all three aspects in the very satisfied category. The aggregate index, however, conceals a meaningful imbalance. Environmental quality improvement was the most highly valued outcome, whereas income improvement and the reliability of programme methods received the fewest top ratings, indicating that the livelihood components of the programme have not yet matured to the same degree as its environmental components. Facilitator performance, fairness and responsiveness were consistently strong, but beneficiary participation was concentrated in implementation, with weaker involvement in planning and particularly in monitoring and evaluation.

For practice, the next programme cycle should strengthen market access, product quality and enterprise management for beneficiary groups and should institutionalise participatory monitoring and evaluation. For CSR evaluation more broadly, reporting item-level response distributions alongside the composite index extracts substantially more actionable information from routine satisfaction surveys at little additional cost. Future research should combine satisfaction measures with objective socio-economic and environmental indicators, adopt longitudinal designs with baselines and non-beneficiary comparison groups, and use reliability-tested instruments administered in ways that minimise response bias.

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Conflict of interest

Rahmat Taufik, Dyna Dwi Ratna Sari and Anisa Fatma Da Silva are employees of PT Timah Tbk, which implements and funds the programme evaluated in this study. Pugu Pambudi is affiliated with the Department of Environmental Engineering, Universitas Diponegoro, and declares no conflict of interest. The field survey was conducted by an external party, PT SUCOFINDO (Persero).

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