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# Implementation of an Exit Strategy to Support The Sustainability of PT Polytama Propindo's Environmental and Social Responsibility Program

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Exit Strategy; Sustainable Community Development; Social and Environmental Responsibility

**ABSTRACT**
The sustainability of Social and Environmental Responsibility (TJSL) programs poses a major challenge when corporate interventions come to an end, particularly in ensuring that social, economic, and environmental benefits can be sustained by beneficiary communities. In this context, an exit strategy serves as a critical mechanism for facilitating the transition from dependency to community self-reliance. This study aimed to analyze how PT Polytama Propindo designed and implemented its exit strategy to support the sustainability of its TJSL programs. Employing a qualitative approach with a case study design, the study used in-depth interviews and observations. The data were analyzed using thematic coding to identify patterns in the design and implementation of the exit strategy. The findings revealed that PT Polytama Propindo's exit strategy was incorporated from the initial stages through social mapping, focus group discussions (FGDs), the establishment of success indicators, and integration into the company's internal governance. Its implementation was carried out in stages through the mechanisms of passing down, passing over, and, when necessary, passing out, allowing corporate intervention to be gradually reduced while strengthening community capacity and transferring responsibility to local actors. These findings underscored that the success of the exit strategy was highly dependent on local capacity building, the establishment of community institutions, and multi-stakeholder engagement. Theoretically, this study enriched the existing literature on exit strategies by positioning the company as a central actor in designing the sustainability of TJSL programs, particularly within the petrochemical industry.

## INTRODUCTION

Environmental problems remain global issues that continue to intensify and have far-reaching impacts on human life. These issues include climate change, environmental pollution, natural resource degradation, and the increasing accumulation of waste (Group, 2024). In Indonesia, waste management remains a major challenge, with the total national waste generation reaching 33.98 million tons in 2024, approximately 40.26% of which had not been properly managed (Petriella, 2025; SIPSN, 2024). This condition indicates that environmental issues are not solely the responsibility of the government but also require the active involvement of the private sector and communities. The industrial sector is one of the actors that contributes significantly to environmental problems through air, water, and soil pollution resulting from production activities (Final, 2025). The impacts of industrial activities extend beyond environmental degradation and also generate social and economic consequences, including declining public health, loss of livelSihoods, and increasing social inequality

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(WALHI, 2024; Wasik et al., 2025). For example, pollution from coal-fired power plants (Pembangkit Listrik Tenaga Uap [PLTU]) is estimated to cause approximately 1,470 deaths annually and economic losses related to health impacts of up to IDR 14.2 trillion (Kelly et al., 2023).

In response to these conditions, the Indonesian government has established various regulatory frameworks, including Law Number 32 of 2009 concerning Environmental Protection and Management and Government Regulation Number 47 of 2012 concerning Social and Environmental Responsibility (Tanggung Jawab Sosial dan Lingkungan [TJSL]), which require companies to contribute to sustainable development efforts (Indonesia, 2009, 2012). In practice, TJSL programs are generally implemented through community empowerment approaches addressing social, economic, and environmental dimensions. Programs involving waste management, local economic empowerment, and community institutional development represent tangible forms of corporate intervention in responding to the needs of communities surrounding operational areas (Wahyudi, 2024). Community involvement is important for fostering a sense of ownership, encouraging active participation, and supporting the sustainability of program benefits (Sasoko, 2024). However, a major challenge in TJSL implementation is ensuring program sustainability after corporate intervention ends. In practice, every program has a defined implementation period and eventually enters a termination or transition phase in which corporate support, resources, and assistance are gradually withdrawn (Hadiz, 2007). At this stage, beneficiary communities may not yet be fully self-reliant, creating the risk that program benefits will diminish or that communities will return to conditions similar to those preceding the intervention.

Previous studies have shown that the failure to sustain TJSL programs is often associated with inadequate long-term planning, weak community engagement, and the absence of a clearly designed exit strategy (Hartini Retnaningsih, 2015). Cases of Corporate Social Responsibility (CSR) program failure among large companies in Indonesia indicate that program success is determined not only by implementation quality but also by the company's ability to design an effective sustainability transition after formal intervention ends. In this context, an exit strategy functions as a mechanism for transferring responsibility from the company to communities or local institutions so that program benefits can be maintained independently (Hadiz, 2007). An exit strategy should therefore not be understood merely as program termination but as a strategic process involving the gradual transfer of capacity, resources, and responsibilities to beneficiaries (Ruiz-Miranda et al., 2020). Previous studies have indicated that successful exit strategies are strongly influenced by early-stage planning, local capacity building, institutional strengthening, and continuous evaluation (Hendricks, 2003; Maksudi & Radyati, 2022; Ndombi, 2021). Narutomo (2014) affirmed that systematically designed exit strategies can support program continuity, while Sanjaya et al. (2023) showed that the institutionalization of beneficiary groups represents an effective strategy for strengthening post-program self-reliance.

Nonetheless, most previous studies have examined exit strategies primarily from the perspective of beneficiaries, while research focusing on the internal perspective of companies as program designers and implementers remains relatively limited. Research on exit strategy practices within the petrochemical industry is also scarce, despite the sector's complex characteristics and potentially substantial environmental impacts. The novelty of this research lies in three aspects. First, it examines exit strategies from the internal perspective of the company as the designer and implementer of TJSL programs, addressing a gap in previous research that has focused primarily on beneficiaries. Second, it focuses on the petrochemical industry, which remains relatively understudied despite its complex social and environmental characteristics. Third, it positions the company as a central actor in designing program sustainability rather than merely as a temporary facilitator, thereby enriching the literature on exit strategies within the context of sustainable community development.

One company relevant to this research context is PT Polytama Propindo, hereinafter referred to as PT PP, a petrochemical company that has implemented various TJSL programs based on community empowerment and environmental conservation in areas surrounding its operations. With its experience in implementing CSR and TJSL programs, PT PP provides an appropriate context for examining how exit strategies are designed and implemented to support program sustainability. This is particularly important because the petrochemical sector faces complex social and ecological challenges associated with its operational activities. Based on this background, the study aimed to analyze the implementation of exit strategies in supporting the sustainability of PT PP’s Social and Environmental Responsibility programs. This research was expected to contribute theoretically to the development of exit strategy studies within TJSL programs and to provide practical recommendations for companies seeking to design more effective sustainability strategies oriented toward community self-reliance.

## METHOD

### Research Design

This study employed a qualitative approach with a descriptive research design to examine how PT PP planned and implemented its exit strategy within the Social and Environmental Responsibility (TJSL) program. The study focused on the planning, implementation, and sustainability mechanisms of the TJSL program after the gradual withdrawal of corporate intervention.

The research was conducted within an interpretive paradigm to understand how stakeholders perceived and interpreted the exit strategy process based on their experiences and social contexts. The descriptive design was used to provide a systematic account of exit strategy implementation practices and the factors influencing program sustainability.

### Informant, Location, and Research Time

The research informants were selected using the purposive sampling, namely the technique of deliberately selecting informants based on the consideration that they have knowledge, experience, and direct involvement in the implementation of PT PP's TJSL program (Neuman, 2014). This technique allows researchers to obtain rich information (information-rich cases) in accordance with the purpose of the study. Informants consist of three main groups. The first group is the PT PP CSR team which is responsible for the planning, implementation, monitoring, and evaluation process exit strategy. The second group is the stakeholders (stakeholders), such as local governments, program facilitators, or implementing partners involved in the implementation of programs and transition processes after the company has reduced its interventions. The third group is the beneficiaries of the TJSL program who have undergone an empowerment process and are undergoing a transition period towards independence after implementation exit strategy. The number of informants is not determined from the beginning, but follows the principle data saturation, i.e. the data collection process is stopped when the information obtained has been repeated and no longer produces new themes.

This research was carried out in the Social and Environmental Responsibility (TJSL) program of PT PP which is located in Indramayu Regency, West Java Province. The research location was chosen purposively because Indramayu Regency is one of the implementation areas of PT PP's Tjsl program and has implemented an exit strategy through strengthening community institutions and empowering the local economy. In addition, this region has characteristics that are in accordance with the research objectives, which allow researchers to in-depth examine the process of planning, implementation, and the sustainability of the program after the company has reduced or ended its interventions. Field data collection was carried out in the period from February 2024 to January 2026. During this period, the researcher conducted in-depth interviews with PT PP's CSR team, stakeholders involved in the implementation of the program, and beneficiaries. In addition, field observations and documentation studies were carried out in parallel to gain a comprehensive understanding of the implementation of the exit strategy and the sustainability process of the TJSL program.

**Data Analysis and Validity**

Data collection is carried out through three complementary techniques to increase the depth and validity of information. First, in-depth interviews (in-depth interview) is conducted in a semi-structured manner using interview guidelines that contain open-ended questions about the planning process exit strategy, program implementation, strengthening community institutions, readiness of beneficiaries, and strategies to maintain program sustainability. Second, non-participant observations were carried out to gain an understanding of the actual conditions of program implementation, community institutional activities, and dynamics that occurred after the company ended its intervention. Third, the documentation study is used as a source of supporting data through analysis of the company's sustainability report, TJSL program documents, program implementation guidelines, and other documents relevant to the research. The use of these various data sources aims to obtain a comprehensive understanding while increasing the credibility of findings through triangulation of data sources (Creswell & Poth, 2018).

Data analysis is carried out in stages and iterative following the stages of qualitative analysis proposed by (Neuman, 2014). The first stage is data organization, which is grouping interview results, observation notes, and documents based on the focus of the research to facilitate the analysis process. The second stage is carried out through a process open coding, i.e. identifying important concepts that emerge from field data. Next is done axial coding to connect various codes into categories that have conceptual relatedness. The final stage is selective coding, that is, integrating the main categories into themes that are able to explain the implementation exit strategy In the TJSL PROGRAM PT PP. The third stage is the interpretation process, which is to compare the results of empirical findings with previous theories and research on exit strategy, community empowerment, local institutions, and program sustainability. This process aims to produce a conceptual explanation of the implementation mechanism exit strategy. The final stage is the preparation of conclusions based on patterns that emerge consistently from various data sources so as to produce a comprehensive understanding of implementation exit strategy in supporting the sustainability of the TJSL program.

The validity of the data uses the trustworthiness criteria developed by Lincoln and Guba (1985), including credibility, transferability, dependability, and confirmability. Credibility is obtained through data triangulation that combines the results of interviews, observations, and documentation studies, as well as member checking with several informants to ensure the suitability of the researcher's interpretation results. Transferability is carried out through the presentation of detailed descriptions of the research context so that it allows readers to assess the suitability of findings in other contexts. Dependability is maintained by documenting the entire research process in the form of trail audits, while confirmability is carried out through recording the researcher's reflection (reflexive memo) during the research process to minimize subjectivity in data interpretation.

## RESULTS AND DISCUSSION

### Results

### Designing an Exit Strategy in the Environmental Social Responsibility Program of PT Polytama Propindo

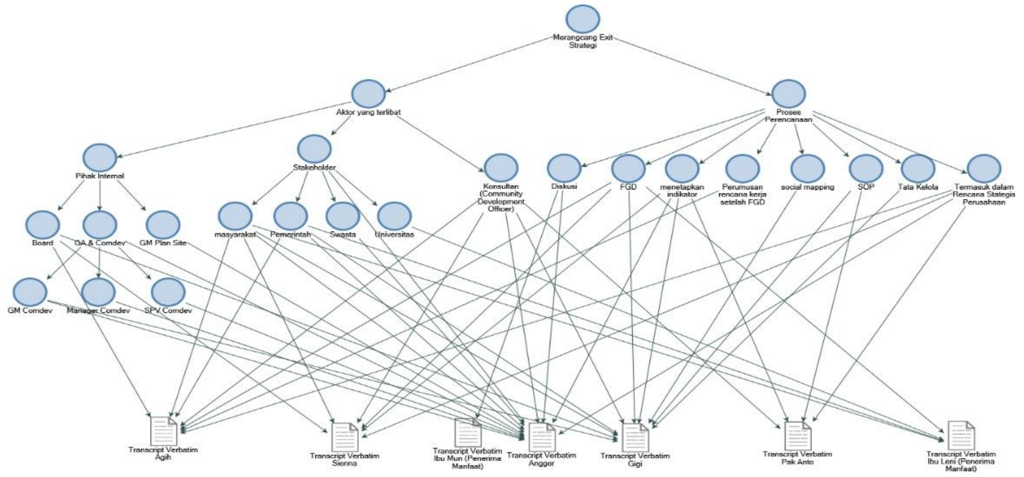


**Figure 1.** Project Map of Exit Strategy Design in PT Polytama Propindo's TJSL Program

Source: Primary data, processed by the researcher (2025) using NVIVO 15 qualitative analysis software

The results of the *coding* analysis using NVIVO 15 show that the design of *the exit strategy* in the PT PP TJSL program is a process that is systematically planned from the initial stage of program implementation, not as a decision taken before the end of the company's intervention. The visualization *of the Project Map* above shows that the design of *exit strategies* is formed through two main dimensions, namely the actors involved and the planning process, which are interconnected in building a transition mechanism to program sustainability.

The findings show that the process of designing *an exit strategy* involves internal and external actors simultaneously. Internally, strategic decisions involve *the Board, General Affairs and Community Development (GA & Comdev), Comdev GM, Comdev Manager, Comdev Supervisor*, and *Site Plan GM*. The *Board*'s role is primarily at the level of policy approval, as explained by the informant that the *exit strategy* planning document must obtain the approval of the director before it is implemented. This shows that *exit strategies* have become part of organizational governance and gain legitimacy at the strategic management level. Outside of the company's internal structure, the analysis shows the involvement of various stakeholders consisting of the community, local governments, universities, the private

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sector, and *Community Development Officers* (CDOs) as accompanying consultants. Interestingly, the *coding* results show that CDOs are the actors with the highest intensity of involvement in the planning process. The informant explained that the CDO is a third party who has been accompanying the program for several years and is involved from the stage of identifying community needs, implementing activities, *monitoring*, program evaluation, to post-evaluation monitoring. This position makes the CDO a liaison between the company and the community because they have a deeper understanding of field conditions than the company's internal actors. Community involvement also emerged as the dominant theme in the analysis results. The informant emphasized that the community is not only a beneficiary, but is involved from the beginning in the process of preparing program objectives. The participation is carried out so that the priorities of the program set truly reflect the needs of the community while building a *sense of belonging* to the programs being run. In addition to the community, local governments also play a role in considering the sustainability of the program, including in determining whether a program is ready to enter the transition stage or still needs company assistance. These findings show that decision-making on *exit strategies* is carried out through a collaborative mechanism involving various stakeholders.

The second dimension that forms the theme of designing *an exit strategy* is the planning process. Based on the results *of coding*, this process consists of several interrelated stages, namely *social mapping*, discussion, *focus group discussion* (FGD), formulation of work plans, determination of success indicators, preparation of *standard operating procedures* (SOPs), strengthening program governance, and integration *of exit strategies* into the company's strategic plan. FGD is the main mechanism used by companies to consolidate various inputs from stakeholders. The informant explained that the FGD is held at the beginning of each year and involves all ongoing TJSL programs. In the forum, the company together with representatives of beneficiaries and related agencies formulated the goals of each program, agreed on the targets to be achieved, and documented the results of the agreement through minutes signed by all participants. The results of the FGD then became the basis for the company's internal team to prepare an annual work plan that contained details of activities, achievement indicators, and program budget allocation. These findings suggest that *exit strategies* are not designed separately from the program management cycle, but have been integrated into the organizational planning process. The strong relationship between FGDs, work plan preparation, indicator designation, SOPs, and governance in the *coding* network indicates that companies build *exit strategies* through documented mechanisms and are based on multi-stakeholder agreements. Thus, the transition process towards community independence is prepared gradually from the beginning of program implementation, not carried out suddenly when the company's support ends.

Overall, the results of the analysis indicate that the implementation of *PT PP's exit strategy* is based on three main characteristics. First, *the exit strategy* is designed through *a multi-stakeholder approach*, which involves internal actors of the company, local governments, communities, schools, the private sector, and accompanying consultants. Second, the company implements participatory planning, where the community plays an active role in determining program goals and priorities through FGDs and other consultative mechanisms. Third, *the exit strategy* is supported by a formal governance system, which is reflected through the preparation of work plans, success indicators, SOPs, and their integration into the company's strategic planning. The findings show that for PT PP, *the exit strategy* is not just the termination of company support, but an institutional process designed to prepare the community to be able to manage the program independently through a collaborative, documented, and sustainability-oriented planning mechanism. This also reinforces that the success of the *exit strategy* is highly determined by the quality of the planning process and coordination between stakeholders before the company reduces its interventions.

**Implementation of the Exit Strategy in PT Polytama Propindo's Environmental Social Responsibility Program**

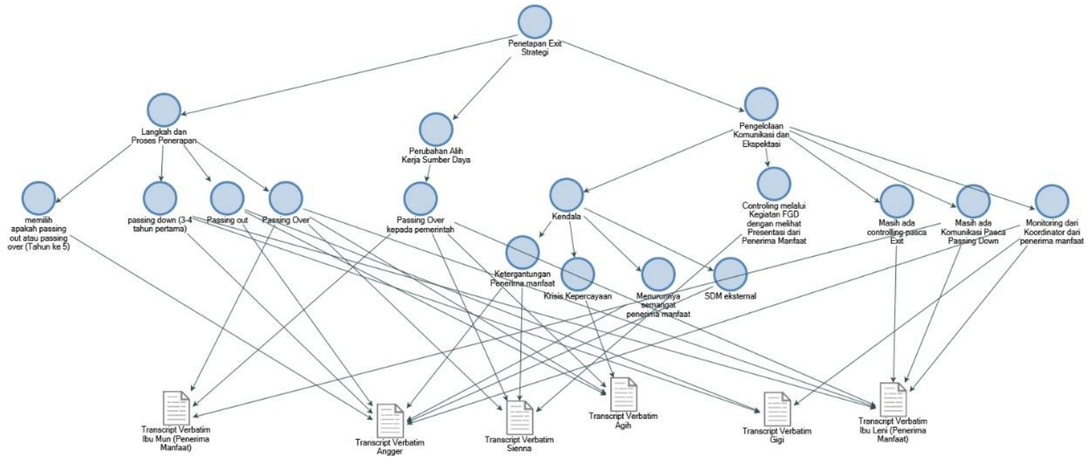


**Figure 2.** Coding Network of Exit Strategy Implementation in PT Polytama Propindo's TJSL
Source: Primary data, processed by the researcher (2025) using NVIVO 15 qualitative analysis software

The results of the *coding* analysis show that the implementation *of the exit strategy* in PT Polytama Propindo's TJSL program is not carried out as an abrupt withdrawal of the program, but through a transition process that is designed in stages to prepare the community towards independence. The *coding network* shows that the theme of determining *the exit strategy* is formed from three main dimensions, namely implementation steps and processes, changes in resource transfer, and management of communication and expectations. These three dimensions show that the company combines operational mechanisms, transfer of responsibilities, and continuous communication to ensure the sustainability of the program after the company's intervention is reduced.

The first dimension shows that the implementation *of the exit strategy* is carried out through transition stages that have been planned since the beginning of the program's implementation. Based on the coding results, the process consists of four main mechanisms, namely *passing down, passing out, passing over*, and determining the time to stop the company's intervention. The informant explained that in the first three to four years, the company was still running a *passing down* mechanism, namely an intensive mentoring stage that focused on strengthening institutional capacity and improving the ability of beneficiaries to manage the program independently. This stage is then followed by a gradual reduction of resources to the intensity of the company's involvement in operational activities. Furthermore, when the institutional capacity is considered adequate, the company carries out a *passing over*, which is the process of transferring responsibility for program management to local actors, including local governments and community organizations. One of the informants explained that the decision to pass *out* or *pass over* was only made in the fifth year after considering the

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results of the evaluation of the community's readiness. These findings show that PT PP does not use a time-based approach alone, but combines the duration of the program with the level of institutional readiness of the community in determining the implementation of *the exit strategy*.

The results of the analysis also show that the implementation of *exit strategy* is marked by changes in resource transfer, especially through the *mechanism of passing over* to local governments and local institutions. This process includes not only the transfer of physical assets, but also the transfer of management functions, operational responsibilities, and decision-making to local institutions that have been established during the program. The findings indicate that companies view the sustainability of the program not as dependent on the existence of the company as the main implementer, but on the ability of local institutions to manage resources independently. Thus, resource outsourcing becomes an important part of the institutionalization process, as it allows the community to maintain program activities through a pre-built organizational structure.

The third dimension that emerged from the analysis results was the management of communication and expectations. Network *coding* shows that communication is an important mechanism in reducing various risks that arise during the transition process. Some of the forms of communication identified include the implementation of *Focus Group Discussions* (FGD) to evaluate the readiness of beneficiaries, continuous communication after *the passing down* process, post-exit monitoring, and controlling the development of the program after the company reduces its intervention. The findings of this study show that companies maintain communication with beneficiaries even though *an exit strategy* has been implemented. The informant explained that post-exit communication is carried out to ensure that community institutions are still functioning effectively, as well as providing consultation space if the community faces obstacles in managing the program. In addition to communication, the company also continues to monitor periodically through local coordinators or assistants as a mechanism to evaluate the program's sustainability. This pattern shows that the *exit strategy* at PT PP is more accurately understood as a transition to independence than the termination of the relationship between the company and the community alone. The company does reduce operational involvement, but still maintains communication relationships as a form of *light-touch support* to maintain program stability.

In the analysis of the coding network*, a* number of challenges were identified during the exit strategy implementation process. The theme of constraints has a strong relationship with three main subthemes, namely beneficiary dependence, trust crisis, and declining beneficiary spirit. The results of the interviews show that some beneficiaries still have a dependency on company support, especially in terms of funding and decision-making. When the intensity of mentoring began to decrease, some groups experienced a decrease in motivation and concerns arose about the sustainability of the activities that had been carried out. In addition, there are indications of a crisis of trust in the early stages of the transition, especially when the public does not fully understand the reasons why companies are reducing their interventions. These findings explain why the company maintains communication and *monitoring mechanisms* after the implementation of the *exit strategy*. The existence of post-exit communication functions as a mitigation strategy against social risks that can hinder the process of community independence.

Overall, the results of the analysis show that the implementation of *PT PP's exit strategy* takes place through a gradual transition process, not a direct termination of the program. The company implements *the stages of passing down*, *passing over*, and *passing out* as a mechanism for transferring responsibilities accompanied by the transfer of capacity and resources to local institutions. The process is strengthened through continuous communication, post-exit monitoring, and evaluation of community readiness to minimize the risk of dependency and maintain the sustainability of the program. These findings indicate that the effectiveness *of exit strategies* is not only determined by the success of the transfer of responsibility, but also by the company's ability to manage the social transition process through intensive communication, institutional strengthening, and adaptive monitoring mechanisms. Thus, the implementation of *PT PP's exit strategy* represents a *managed transition* approach, where the company gradually reduces its role while ensuring that the institutional capacity of the community is strong enough to continue the program independently.

The findings of the study show that the design and implementation of *exit strategy* in the Social and Environmental Responsibility (TJSL) program, PT Polytama Propindo represents a structured, gradual, and integrated approach from the beginning of the program cycle. This strengthens the argument of Levinger and McLeod (2002) that *exit strategy* It should not be positioned as a final decision when the program nears completion, but rather as an inherent part of the program design from the planning stage. In the context of PT PP, integration *exit strategy* into *social mapping*, *Focus Group Discussion* (FGD), preparation of success indicators, and *Standard Operating Procedure* (SOP) indicates that the company has adopted an approach *planned transition*, where the exit process is systematically prepared to minimize the risk of sustainability failure. Multi-stakeholder involvement in the design phase also strengthens the conceptual framework of Levinger and McLeod (2002), particularly in the aspect of identifying key actors responsible for the sustainability of the program. This study found that internal actors of companies, local governments, universities, communities, and *Community Development Officer* (CDO) has different but complementary functions in designing program transitions. These findings show that *exit strategy* in PT PP is not only an organizational mechanism, but also a social negotiation process that involves the distribution of roles across actors. This condition indicates the presence of *shared ownership*, which in the context of sustainable community building is an important factor to reduce dependence on external actors (Ife, 2013).

Operationally, the application of *the passing down*, *passing over*, and *passing out* models in PT PP shows a strong suitability with the *phase-down*, *phase-over*, and *phase-out* typologies developed by Rogers and Macias (2004). The *pass-down* phase that lasts for the first three to four years shows that companies use a gradual reduction strategy to strengthen the institutional capacity of the community before entering the transfer of responsibilities stage. These findings confirm that the gradual reduction of financial and operational support serves as a social learning instrument for communities to develop adaptive and managerial skills. Meanwhile, the *passing over phase* shows that there is a transfer of responsibility to local actors, especially local governments and community organizations. In the perspective of Rogers and Macias (2004), *phase-over* is an ideal form of *exit strategy* because the sustainability of the program is maintained through successor actors who have local legitimacy and capacity. The findings of this study show that diversion is not only limited to physical

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assets, but also includes the transfer of management functions, decision-making, and institutional networks. This shows that the sustainability of the program is understood as an institutionalization process, not just the delegation of activities. However, the findings regarding *passing out* as a program termination due to low commitment of the beneficiary group provide additional perspective to the theory of Rogers and Macias (2004). In this study, *passing out* is not always understood as a neutral final phase, but also as a form of strategic decision by companies to stop social investment in groups that are considered to lack sustainability capacity. This shows that the implementation of *the exit strategy* is contingent and influenced by the evaluation of the social capacity of the beneficiaries. In other words, the success of exit *strategies* does not only depend on program design, but also on the readiness of the community to transform into independent actors.

From perspective *Sustainable Community Development* (SCD), the results of this study show that *exit strategy* serves as a transition mechanism to build social and environmental sustainability through local capacity building. As stated by Ife (2013), sustainable community development does not only focus on solving short-term problems, but also on building the capacity of communities to be able to manage their resources independently. In the context of PT PP, community involvement in the FGD, setting program objectives, and establishing local institutions shows that the company is trying to build a *community ownership* as the foundation of sustainability. This approach also reflects the principle of *triple bottom line* in SCD, which is the integration between social, environmental, and economic aspects (Green & Haines, 2016). The TJSL program designed by PT PP not only aims to improve environmental conditions, but also increases the social capacity of the community and strengthens the sustainability of the local economy through the institutions that are built. Thus, *exit strategy* In this study, it is not only an instrument for program termination, but also a tool to transform corporate interventions into sustainable community systems.

However, the study also shows that the transition to independence is not completely barrier-free. Dependence on the company, crisis of trust, and decreased motivation of beneficiaries are the main challenges during the implementation phase *exit strategy*. These findings are in line with (Banks et al., 2003) which confirms that the sustainability of the program is highly dependent on the quality of local capacity building and management of social relations during the transition period. In this context, the communication strategy is sustainable and *light-touch support* implemented by PT PP is an important form of innovation to maintain the stability of the post-exit program. Conceptually, this study expands the literature *exit strategy* by showing that in the context of the petrochemical sector's TJSL, *exit strategy* cannot be understood only as a technical mechanism for stopping interventions, but as *managed transition system* which connects corporate governance, strengthening local institutions, and sustainable community building. These findings make a new contribution by placing companies as central actors in designing sustainability, rather than just temporary facilitators. Thus, this study fills the gap in literature that has so far highlighted more the perspective of the beneficiaries, and emphasizes that the success of the *exit strategy* It is highly determined by the quality of planning, capacity building, and institutionalization before companies reduce their interventions.

## CONCLUSION

This study showed that the exit strategy in PT Polytama Propindo's Social and Environmental Responsibility (TJSL) program functioned as a strategic mechanism not only for gradually terminating corporate intervention but also for ensuring the sustainability of social, economic, and environmental benefits after the formal program ended. The findings confirmed that the exit strategy had been incorporated from the initial stages through social mapping, focus group discussions (FGDs), the establishment of success indicators, and integration into the company's internal governance. It was subsequently implemented in stages through the mechanisms of passing down, passing over, and passing out. From the perspective of Sustainable Community Development, the findings indicated that the success of an exit strategy was largely determined by local capacity building, the establishment of community institutions, and multi-stakeholder engagement in fostering sustainable community ownership. Theoretically, this study expanded the literature by positioning companies as central actors in designing the sustainability of TJSL programs, particularly within the petrochemical industry, which remains relatively underexplored. Practically, the study demonstrated that the success of a TJSL program should be assessed not only by the achievement of its implementation targets but also by the company's ability to establish social and institutional structures that can continue functioning independently after corporate intervention ends.

This study had several limitations. First, it focused on a single company, PT Polytama Propindo; therefore, the generalizability of the findings to other companies and industrial sectors was limited. Second, the study primarily examined the perspectives of company representatives and stakeholders directly involved in the program, while the long-term perspectives of beneficiary communities were not fully captured. Future research should employ longitudinal designs to assess the effectiveness of exit strategies in sustaining program outcomes after companies have fully withdrawn their interventions. Comparative studies across sectors, such as mining, energy, and manufacturing, could also provide a broader understanding of variations in exit strategy design and implementation. In addition, future research should examine beneficiary perspectives more extensively to determine how local capacity, power relations, and social dynamics influence the transition toward community self-reliance. Such research could contribute to the development of more contextual, adaptive, and applicable exit strategy frameworks for sustainable development practices.

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