



# International Journal of Economics, Management and Social Science

Vol 9 No 2 June 2026

E-ISSN: 2614-3828 | P-ISSN: 2614-3887

Open Access: <https://journal.salewangang.net/ijemss/index>

## PT Perta Arun Gas Energy Self-Reliance Strategy in CSR Implementation to Enhance Corporate Image and Stakeholder Satisfaction

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### Article Info :

Received:

30/05/2026

Revised:

01/06/2026

Accepted:

12/06/2026

### ABSTRACT (10 PT)

*This study aims to determine the impact of energy self-reliance strategies in the implementation of PT Perta Arun Gas's CSR initiatives on enhancing corporate image and stakeholder satisfaction. The study was conducted among residents of the villages of Ujong Blang, Blang Panyang, Padang Sakti, Blang Pulo, and Blang Panyang. The reason for conducting the study among the communities of these villages is that they are in the company's surrounding area and directly experience the impacts of PT Perta Arun Gas (PAG)'s operations in Lhokseumawe City. All variables in this study were measured using a Likert scale. This study employed a quantitative method, utilizing primary data obtained by distributing questionnaires to 390 members of the public. The data analysis technique used is moderation regression analysis with the assistance of WarpPLS software version 7.0. The results of the study indicate that the energy independence strategy in the implementation of CSR at PT Perta Arun Gas has a significant effect on corporate image and stakeholder satisfaction; furthermore, corporate image also influences stakeholder satisfaction. Meanwhile, the results of the moderation regression analysis indicate that corporate image is unable to moderate the effect of the energy independence strategy in the implementation of PT Perta Arun Gas's CSR on stakeholder satisfaction; in fact, corporate image weakens the effect of the energy independence strategy in the implementation of PT Perta Arun Gas's CSR on stakeholder satisfaction.*

**Keywords:** *Energy self-reliance strategies in the implementation of CSR, corporate image, and stakeholder satisfaction.*



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## INTRODUCTION

Corporate Social Responsibility (CSR) has become an important strategic concept in modern corporate governance because companies are no longer only oriented toward profit, but also toward social and environmental responsibility. According to Edward Freeman through stakeholder theory, the sustainability and success of a company are strongly influenced by its ability to fulfill the interests of various stakeholders, including communities, governments, employees, and customers. Ghanbarpour et al. (2024) explain that CSR is not merely a philanthropic activity but has developed into a strategic corporate approach that integrates economic, social, and environmental objectives. In addition, Wang et al. (2016) state that CSR implementation can create sustainable relationships between companies and stakeholders through active participation and social collaboration. Therefore, CSR is increasingly recognized as an important instrument for strengthening corporate legitimacy and supporting sustainable development.

The implementation of CSR is closely related to company image and stakeholder satisfaction because stakeholders tend to evaluate companies based on their social contributions to society. Chen

et al. (2021) explain that effective CSR implementation can improve corporate image by increasing public trust and social legitimacy. Meanwhile, Augustine & Ghazali (2021) argue that CSR activities positively influence stakeholder satisfaction, loyalty, and long-term support toward companies. A positive corporate image is important because it reflects how stakeholders perceive the company's responsibility, transparency, and commitment to social welfare. In this context, CSR programs that are carried out consistently and transparently can strengthen relationships between companies and local communities while increasing stakeholder satisfaction.

The success of CSR programs is also determined by how companies design and communicate their CSR strategies to stakeholders. Morsing & Schultz (2006) explain that CSR communication involving stakeholder participation can reduce public skepticism and increase trust toward companies. Furthermore, Lee et al. (2020) state that transparent CSR communication is capable of building stronger public confidence because stakeholders perceive the company as genuinely concerned about social welfare rather than merely seeking corporate reputation. Therefore, CSR programs must be aligned with actual community needs to generate meaningful social impacts and strengthen stakeholder relationships. Companies that fail to understand stakeholder expectations often face negative perceptions and weak social legitimacy.

PT Perta Arun Gas is one of the energy companies implementing CSR through its "Energy Self-Reliance" strategy in the operational areas surrounding Arun, Lhokseumawe City, Aceh Province. Since 2017, PT PAG has developed CSR programs focusing on community empowerment, economic development, environmental sustainability, and social welfare improvement. The CSR strategy consists of five main pillars, namely Vocational Energy, Forward Energy, Devotional Energy, Biological Energy, and Health Energy. These programs include vocational training for local youth, empowerment of women-based micro-enterprises, stunting prevention programs, environmental conservation activities, and social assistance for local communities. Through these initiatives, PT PAG seeks to strengthen social welfare and support sustainable development in communities surrounding the company's operational areas.

Several CSR activities implemented by PT PAG involve collaboration with universities, local governments, and community groups. Examples include vocational training programs such as air conditioner technician training for local youth, fish-processing training for coastal women, environmental conservation through tree planting and waste management, and social assistance programs during disaster situations. PT PAG also collaborates with Universitas Malikussaleh in developing community empowerment programs, including oyster cultivation initiatives for coastal communities. These CSR activities demonstrate the company's commitment to integrating social responsibility into its operational strategy. In recognition of its CSR consistency, PT PAG received the CSR Award from the Lhokseumawe City Government in 2021, indicating external acknowledgment of the company's contribution to society.

However, despite receiving various CSR awards, empirical evaluation based on stakeholder perceptions remains necessary to objectively assess the effectiveness of CSR strategies. Previous studies generally examined CSR only from partial perspectives, namely the direct effect of CSR on corporate image or stakeholder satisfaction separately. For example, Winata (2025) confirmed that CSR significantly affects corporate image, while Saputri et al. (2024) demonstrated that stakeholder satisfaction is influenced by the quality of CSR implementation. Nevertheless, there are still several important limitations in existing literature. First, studies specifically investigating integrated CSR strategies such as "Energy Self-Reliance" remain very limited, particularly in the context of the energy sector in Aceh. Second, prior research has rarely positioned corporate image as a moderating variable in the relationship between CSR strategy and stakeholder satisfaction, even though corporate image may strengthen or weaken stakeholder responses toward CSR implementation. Third, most previous studies focused on general CSR programs without emphasizing community-based empowerment programs directed at communities surrounding the company's operational areas. These limitations indicate that the relationship between CSR strategy, corporate image, and stakeholder satisfaction has not been comprehensively explained, thereby creating a significant research gap that requires further investigation.

Based on these conditions, this study offers novelty by analyzing the influence of the Energy Self-Reliance CSR strategy implemented by PT Perta Arun Gas on stakeholder satisfaction and corporate image while positioning corporate image as a moderate variable. This research also focuses

on communities surrounding the company's operational areas as the primary stakeholders directly affected by CSR implementation. Therefore, this study aims to analyze the effect of the Energy Self-Reliance CSR strategy on corporate image and stakeholder satisfaction, as well as to examine the moderating role of corporate image in the relationship between CSR strategy and stakeholder satisfaction at PT Perta Arun Gas.

## RESEARCH METHODS

This study employed a descriptive quantitative research approach to analyze the influence of the Energy Self-Reliance Corporate Social Responsibility (CSR) strategy implemented by PT Perta Arun Gas on corporate image and stakeholder satisfaction. The research was conducted in several villages surrounding the company's operational area in Lhokseumawe City, Aceh Province, namely Ujong Blang, Blang Panyang, Padang Sakti, Blang Pulo, and Blang Mee (Kuta Blang). The population of this study consisted of 17,213 residents from these villages. The sample size was determined using the Slovin formula with a 5% error tolerance level, resulting in 390 respondents. This study applied non-probability sampling through purposive sampling techniques, where respondents were selected based on specific criteria, including beneficiaries or stakeholders directly involved in CSR programs implemented by PT Perta Arun Gas. The use of purposive sampling was intended to ensure that respondents had direct experience with the CSR activities implemented by the company (Sugiyono, 2021).

Primary data were collected through questionnaire distribution to respondents, while secondary data was obtained from scientific articles, company reports, government publications, books, and other relevant documents related to CSR, corporate image, and stakeholder satisfaction. The questionnaire was designed to measure three variables, namely the Energy Self-Reliance CSR strategy as the independent variable, stakeholder satisfaction as the dependent variable, and corporate image as the moderate variable. The indicators of the CSR strategy included philanthropic responsibility, ethical responsibility, legal responsibility, and economic responsibility. Meanwhile, the corporate image variable consisted of overall clean reputation, openness to stakeholders, transparency, and employee image, while stakeholder satisfaction was measured through stakeholder perceptions regarding CSR effectiveness and company responsiveness (Ghozali, 2021).

Data analysis was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with WarpPLS version 7.0 software. The analysis included outer model and inner model evaluations. The outer model assessment consisted of validity and reliability testing through convergent validity, discriminant validity, composite reliability, and Cronbach's alpha (Solimun et al., 2017). Furthermore, the inner model evaluation was conducted using Average Path Coefficient (APC), Average R-Squared (ARS), and Average Variance Inflation Factor (AVIF) to assess model fit. This study also employed Moderated Regression Analysis (MRA) to examine the moderating role of corporate image in the relationship between the CSR strategy and stakeholder satisfaction. Hypothesis testing was conducted using a significance level of 0.05 (Ghozali, 2021).

## RESULTS AND DISCUSSION

PT Perta Arun Gas (PAG) Lhokseumawe is a subsidiary of PT Pertamina Gas under the Pertamina Gas Sub holding established on March 18, 2013, with a primary focus on LNG receiving, regasification, natural gas processing, and supporting energy-related operations. The establishment of PAG was part of the Indonesian government's LNG Arun revitalization project aimed at strengthening national energy security and developing an integrated gas infrastructure between Arun and North Sumatra. Since commencing operations in 2015, PAG has continued to expand its business as a world-class regasification and LNG hub company through strategic collaborations at national and international levels, supported by strong commitments to sustainable business growth, human resource development, and operational excellence.

### 4.1 Outer Model

#### 4.1.1 Validity Test Results

Convergent validity is a type of construct validity that indicates the extent to which indicators within an instrument have high correlations and consistently represent the same construct, thereby

ensuring that the measurement results are reliable (Solimun et al., 2017). Convergent validity is considered satisfactory when the outer loading value is greater than 0.70 and the Average Variance Extracted (AVE) value exceeds 0.50, indicating that the construct has been measured validly (Hair et al., 2019). The results of the validity test using outer loading in this study are presented in the following table:

**Table 1. Validity Test Results**

Indicators	Loading Value	P-Value	Note
X.1	0,709	0,001	Fulfil
X.2	0,809	0,001	Fulfil
X.3	0,784	0,001	Fulfil
X.4	0,789	0,001	Fulfil
X.5	0,772	0,001	Fulfil
X.6	0,827	0,001	Fulfil
X.7	0,830	0,001	Fulfil
X.8	0,825	0,001	Fulfil
M.1	0,792	0,001	Fulfil
M.2	0,778	0,001	Fulfil
M.3	0,843	0,001	Fulfil
M.4	0,849	0,001	Fulfil
M.5	0,839	0,001	Fulfil
M.6	0,875	0,001	Fulfil
M.7	0,818	0,001	Fulfil
Y.1	0,820	0,001	Fulfil
Y.2	0,875	0,001	Fulfil
Y.3	0,893	0,001	Fulfil
Y.4	0,880	0,001	Fulfil
Y.5	0,863	0,001	Fulfil
Y.6	0,860	0,001	Fulfil
Y.7	0,769	0,001	Fulfil

Based on the results of the outer loading validity test presented in Table 1 above, all indicators or measurement items of the variables used in this study, consisting of the Energy Self-Reliance CSR strategy, corporate image, and stakeholder satisfaction, obtained outer loading values greater than 0.70. Therefore, it can be concluded that the data used in this study are valid.

The next step was conducting the validity test using the Average Variance Extracted (AVE) values, with the results presented in the following table:

**Table 2. Average Variance Extracted (AVE)**

Variable	AVE	Note
Energy Self-Reliance Strategy in CSR Implementation	0,631	Valid
Corporate Image	0,686	Valid
Stakeholder Satisfaction	0,726	Valid

Based on the validity test results using the Average Variance Extracted (AVE) values presented in Table 2 above, all variables used in this study, namely the Energy Self-Reliance CSR strategy, corporate image, and stakeholder satisfaction, obtained AVE values greater than 0.50. This indicates that the data related to the Energy Self-Reliance CSR strategy, corporate image, and stakeholder satisfaction used in this study are valid.

#### 4.1.2 Reliability Tests

**Table 3. Reliability Test Results**

Variable	Outer Model		Note
	CR	CA	
Energy Self-Reliance Strategy in CSR Implementation	0,932	0,916	Reliable

Corporate Image	0,939	0,923	Reliable
Stakeholder Satisfaction	0,949	0,937	Reliable

Based on the reliability test results presented in Table 3 above, all variables used in this study, consisting of the Energy Self-Reliance CSR strategy, corporate image, and stakeholder satisfaction, obtained Composite Reliability (CR) values greater than 0.70 and Cronbach's Alpha (CA) values greater than 0.60. Therefore, it can be concluded that the data for the Energy Self-Reliance CSR strategy, corporate image, and stakeholder satisfaction variables are reliable.

**4.2 Goodness of Fit Indices Test**

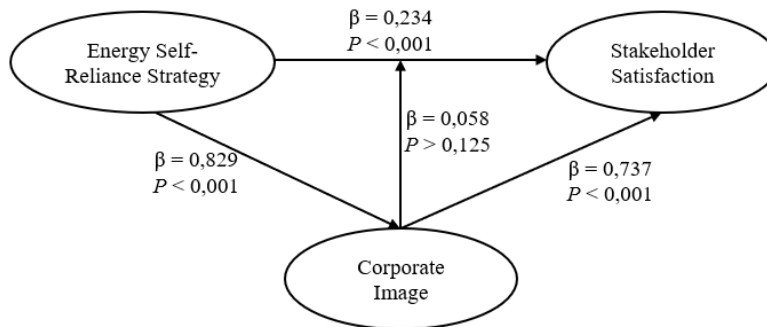
**Table 4. Goodness of Fit Indices Results**

Fit Indices	Index	P-Value	Criteria	Note
Average Path Coefficient (APC)	0,465	0,001	P < 0,05	Fulfilled
Average R-Squared (ARS)	0,747	0,001	P < 0,05	Fulfilled
Average block VIF (AVIF)	3,834		AVIF < 5	Fulfilled

Based on the goodness of fit indices test results presented in Table 4 above, the APC and ARS models met the required criteria because they obtained p-values smaller than 0.05, while the AVIF value also satisfied the criteria with an index value lower than 5. Therefore, it can be concluded that the model used in this study is acceptable since all goodness of fit indices criteria have been fulfilled.

**4.3 Structural Equation Modelling (SEM) Analysis**

Structural Equation Modelling (SEM) is a multivariate analysis method widely applied in social science research. This technique enables researchers to examine and analyze the relationships among several research variables simultaneously through a statistical approach. In general, SEM is classified into two main approaches, namely Covariance-Based SEM (CB-SEM) and Variance-Based SEM, commonly known as SEM-PLS (Solimun et al., 2017). To determine the extent of the influence of the Energy Self-Reliance CSR strategy on stakeholder satisfaction with corporate image as a moderating variable, the results are presented in the following figure:



**Figure 1. Structural Equation Modelling Analysis Results**

Based on the results of the Structural Equation Modelling analysis presented in Figure 1 above, the Energy Self-Reliance CSR strategy variable obtained a coefficient value of 0.829, indicating that if the Energy Self-Reliance CSR strategy implemented by PT Perta Arun Gas increases by 1%, the corporate image of PT Perta Arun Gas in the perception of stakeholders will increase by 82.9%. Furthermore, the corporate image variable obtained a coefficient value of 0.737, indicating that if the corporate image of PT Perta Arun Gas increases by 1%, stakeholder satisfaction will increase by 73.7%. In addition, the Energy Self-Reliance CSR strategy variable obtained a coefficient value of 0.234, indicating that if the Energy Self-Reliance CSR strategy increases by 1%, stakeholder satisfaction will increase by 23.4%.

Based on the results above, it can be concluded that corporate image is the variable with the strongest influence on improving stakeholder satisfaction at PT Perta Arun Gas compared to the Energy Self-Reliance CSR strategy. The corporate image variable contributes 73.7% to stakeholder satisfaction, indicating that stakeholders' positive perceptions of the company play a crucial role in enhancing satisfaction toward the company and its CSR programs.

#### 4.4 Hypothesis Test

##### 4.4.1 Direct Effect

**Table 5. Direct Effect Results**

Variable		$\beta$	p	Note
Energy Self-Reliance Strategy	→ Corporate Image	0,829	0,001	Accepted
Energy Self-Reliance Strategy	→ Stakeholder Satisfaction	0,234	0,001	Accepted
Corporate Image	→ Stakeholder Satisfaction	0,737	0,001	Accepted

Based on the direct effect results presented in Table 5 above, the Energy Self-Reliance CSR strategy has a significant effect on the corporate image of PT Perta Arun Gas in the surrounding villages, with a p-value of  $0.001 < 0.05$  and a coefficient value of 0.829. This result indicates that the better the Energy Self-Reliance CSR strategy implemented by the company, the higher the corporate image perceived by the community and stakeholders. In addition, the Energy Self-Reliance CSR strategy also has a significant effect on stakeholder satisfaction, with a p-value of  $0.001 < 0.05$  and a coefficient value of 0.234, indicating that the CSR programs implemented by the company are capable of increasing the level of community satisfaction as beneficiaries of the programs. Furthermore, corporate image was also found to have a significant effect on stakeholder satisfaction, with a p-value of  $0.001 < 0.05$  and a coefficient value of 0.733. This finding indicates that the more positive the company's image in the perception of the community, the higher the level of stakeholder satisfaction toward the company's presence and contributions.

##### 4.4.2 Moderation Effect

**Table 6. Moderation Effect Results**

Variable	B	p	Note
Energy Self-Reliance Strategy	0,058	0,125	Rejected

Based on the moderation effect results presented in Table 6 above, the Energy Self-Reliance CSR strategy variable obtained a p-value of 0.125, which is greater than the significance level of 0.05 ( $0.125 > 0.05$ ), with a coefficient value of 0.058. Therefore, it can be concluded that the Energy Self-Reliance CSR strategy does not have a significant effect on stakeholder satisfaction through corporate image as a moderating variable. Accordingly, the hypothesis stating that corporate image moderates the influence of the Energy Self-Reliance CSR strategy on stakeholder satisfaction at PT Perta Arun Gas in the surrounding villages is rejected.

#### 4.5 Discussions

##### 4.5.1 The Effect of The Energy Self-Reliance CSR Strategy On Corporate Image

Based on the research results, the Energy Self-Reliance CSR strategy obtained a p-value lower than the significance level used in this study. Therefore, it can be concluded that the Energy Self-Reliance CSR strategy has a significant effect on corporate image. Accordingly, the hypothesis stating that the Energy Self-Reliance CSR strategy has a significant influence on the corporate image of PT Perta Arun Gas in the surrounding villages is accepted ( $H_1$  accepted).

These findings are consistent with previous studies conducted by Hodijah et al. (2024) and Bhakti et al. (2022), which found that CSR programs have a significant positive effect on corporate image. Similarly, the results of this study are in line with the findings of Nengsih et al. (2021) and Wahidahwati & Fauzi (2020), who also reported that CSR implementation significantly improves corporate image.

##### 4.5.2 The Effect of Corporate Image On Stakeholder Satisfaction

Based on the research results, the corporate image variable obtained a p-value lower than the significance level used in this study. Therefore, it can be concluded that corporate image has a significant effect on stakeholder satisfaction. Accordingly, the hypothesis stating that corporate image has a significant influence on stakeholder satisfaction at PT Perta Arun Gas in the surrounding villages is accepted ( $H_2$  accepted).

These findings are consistent with previous studies conducted by Hodijah et al. (2024) and Bhakti et al. (2022), which found that CSR programs have a significant effect on corporate image. In addition, this study is also in line with the findings of Nengsih et al. (2021) as well as Wahidahwati & Fauzi (2020), who reported that Corporate Social Responsibility (CSR) implementation significantly improves corporate image.

#### **4.5.3 The Effect of The Energy Self-Reliance CSR Strategy On Stakeholder Satisfaction**

Based on the research results, the Energy Self-Reliance CSR strategy obtained a p-value lower than the significance level used in this study. Therefore, it can be concluded that the Energy Self-Reliance CSR strategy has a significant effect on stakeholder satisfaction. Accordingly, the hypothesis stating that the Energy Self-Reliance CSR strategy has a significant influence on stakeholder satisfaction at PT Perta Arun Gas in the surrounding villages is accepted ( $H_3$  accepted).

These findings are consistent with previous studies conducted by Hodijah et al. (2024) and Bhakti et al. (2022), which found that CSR programs have a significant positive effect on stakeholder satisfaction. In addition, this study is also in line with the findings of Wahidahwati & Fauzi (2020) as well as Oemar & Zulpaidah (2016), who reported that CSR implementation significantly improves stakeholder satisfaction.

#### **4.5.4 The Effect of the Energy Self-Reliance CSR Strategy on Stakeholder Satisfaction with Corporate Image as a Moderating Variable**

Based on the research results, the Energy Self-Reliance CSR strategy obtained a p-value greater than the significance level used in this study. Therefore, it can be concluded that the Energy Self-Reliance CSR strategy does not have a significant effect on stakeholder satisfaction through corporate image as a moderating variable. Accordingly, the hypothesis stating that corporate image moderates the significant influence of the Energy Self-Reliance CSR strategy on stakeholder satisfaction at PT Perta Arun Gas in the surrounding villages is rejected ( $H_4$  rejected).

The findings of this study indicate that corporate image cannot strengthen the relationship between the Energy Self-Reliance CSR strategy and stakeholder satisfaction; instead, it tends to weaken this relationship. This occurs because stakeholder satisfaction is more strongly influenced by the tangible benefits and direct impacts of CSR programs rather than by perceptions of corporate image. In this context, the community as stakeholders tends to evaluate CSR success based on improvements in economic welfare, health conditions, and social-environmental outcomes resulting from the programs implemented by the company.

In addition, a previously established positive corporate image may also lead to higher expectations among the community regarding CSR implementation. When CSR programs do not fully meet these expectations, the corporate image may trigger more critical assessments of the company's CSR performance. As a result, corporate image does not function as a strengthening factor in the relationship between CSR strategy and stakeholder satisfaction but rather contributes to a more critical evaluation of CSR outcomes. Consequently, stakeholders place greater emphasis on the direct usefulness and sustainability of CSR programs than on corporate perceptions alone.

## **CONCLUSION**

Based on the research findings on the influence of the Energy Self-Reliance Corporate Social Responsibility (CSR) strategy implemented by PT Perta Arun Gas on corporate image and stakeholder satisfaction, it is shown that the Energy Self-Reliance CSR strategy has a significant effect on corporate image in the surrounding villages. The CSR strategy also has a significant effect on stakeholder satisfaction, indicating that the CSR programs implemented by the company can enhance positive perceptions and increase community satisfaction as program beneficiaries. In addition, corporate image was found to have a significant effect on stakeholder satisfaction, which means that the better the company's image in the eyes of the community, the higher the level of stakeholder satisfaction toward the company. However, corporate image could not moderate the effect of the Energy Self-Reliance CSR strategy on stakeholder satisfaction at PT Perta Arun Gas in the surrounding villages. This indicates that stakeholder satisfaction is more directly influenced by the tangible benefits of CSR programs rather than being strengthened or weakened through corporate image perception.

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