

Strategic Community Development Through Corporate Social Responsibility: A Case Study of the Regional Dance Program at SDN Sawotratap Sidoarjo by PT. PLN Indonesia Power

Hilda Sri Rahayu^{1*}

Universitas Sains Indonesia

Hilda.sri@lecturer.sains.ac.id

Atef Fahrudin²

Universitas Padjajaran

atef@unpad.ac.id

Amna³

Universitas Islam Dr Khez Muttaqien

amna@unismu.ac.id

Ade Nurhayati Kusumadewi⁴

Universitas Islam Dr Khez Muttaqien

adenurhayatikd@gmail.com

Umban Adi Jaya⁵

Universitas Sains Indonesia

umban.adi@lecturer.sains.ac.id

Abstract

This study aims to examine Corporate Social Responsibility in the empowerment initiative of regional dance at SDN Sawotratap, Sidoarjo. The purpose of this study focuses on how stakeholder theory analysis is carried out in the Corporate Social Responsibility empowerment program of Regional Dance at SDN Sawotratap Sidoarjo, by combining cross-cultural communication theory and stakeholder theory, which emphasizes people, profit, and planet. The method used is qualitative research, specifically the case study approach, to collect data through observation and interviews. The analysis is based on stakeholder theory,

the concept of the Triple Bottom Line, and cross-cultural communication theory. The findings of this study indicate that the Corporate Social Responsibility efforts of PT PLN Nusantara Power Services have involved various stakeholders, both internal and external, including teachers and students, as well as corporate communication and CSR initiatives within PT PLN Nusantara Power Services. The impact of this CSR empowerment program can positively contribute to the sustainability of the CSR community empowerment program, in this case, through the preservation of culture and community participation, in line with the objectives of the study related to stakeholder theory in the implementation of corporate social responsibility initiatives of regional dance in community empowerment programs.

Keywords: Community Empowerment, Corporate Social Responsibility, Stakeholder, Triple Bottom Line.

1. Introduction

It is undeniable that numerous large corporations, including those from overseas (Miles, Freeman, Wan Teng, Mat Yasin, & Ying, 2022) They are currently exploiting Indonesia's natural resources. The establishment of subsidiaries by foreign-owned companies in Indonesia inevitably leads to a range of impacts, both positive and negative, particularly in terms of social and economic inequalities. To foster effective relationships between these companies and the local community, an organisation dedicated to facilitating communication is essential.

Public Relations serves as a vital communication link between corporations and the community. It is the duty of Public Relations, as the company's representative, to cultivate strong relationships with the community. This function enables Public Relations to promote two-way communication, thereby achieving specific goals that aim to foster a favourable image for the company. The role of public relations within a corporation can be compared to that of a spearhead. This analogy holds because public relations plays a crucial role in shaping the public's perception of the company, both in the media and within the community. The primary function of public relations is to cultivate a positive public image. (Acosta, Acquier, & Gond, 2021; Dong, Zhang, & Ao, 2024; Kim, Oh, & Ham, 2022; Latino, Giles, Rynne, & Hayhurst, 2022; Mahmud, Ding, & Hasan, 2021)

The strategy of Community Development (Vikraman, Sarkar, Vishnukumar, & Selvarasu, 2021), within the framework of Corporate Social Responsibility (CSR), as executed by Public Relations, aims to build

sufficient capacity for the company to achieve its desired outcomes. In this context, CSR is intricately connected to Community Development and societal transformation. The objective of Community Development is to enhance the quality of life for the community through various initiatives, including education, health, economic empowerment, and skills training (Arisandi & Rahayu, 2025).

Corporate Social Responsibility has transitioned from being merely philanthropic endeavours to gaining widespread recognition in society as a crucial element of stakeholder management, now integrated into strategic performance frameworks. The practice of Corporate Social Responsibility is prevalent across diverse business types in various industries and countries. (Fan, 2023, 2023; Owusu, Zhou, Kwasi Sampene, Sarpong, & Arboh, 2024; Singal, 2021; Zargar & Rynne, 2023).

Corporate Social Responsibility (CSR) (M. T. Bui & Le, 2023; Kim et al., 2022a; Kim, Oh, & Ham, 2022; Nguyen, Priporas, McPherson, & Manyiwa, 2023, 2023) Encompasses more than merely supporting beneficial community initiatives, such as NGOs; it also involves adopting an alternative framework. CSR functions as a regulatory mechanism for companies, holding them accountable for the repercussions of their operations on customers, suppliers, employees, shareholders, and the broader community. Typically, CSR initiatives within organisations focus on environmental concerns, given the detrimental effects companies can have on natural resources. Consequently, companies must engage in environmental preservation and the management of water resources for the collective benefit of all communities in Indonesia.

Furthermore, Corporate Social Responsibility contributes to a company's identity, necessitating the involvement of specialised advisors who can offer guidance to ensure alignment with the CSR program's strategic planning. The evolution of Corporate Social Responsibility can be perceived from two perspectives. The first perspective highlights positive advancements, where companies actively participate in meaningful relationships, exemplifying symmetrical communication by engaging in dialogue with stakeholders, addressing their concerns, and modifying their actions based on these interactions. The second perspective posits that CSR may merely serve as a Public Relations strategy driven by external pressures.

In conclusion, Corporate Social Responsibility promotes a just society, operates in an environmentally sustainable manner, and enhances the quality of life. If all enterprises adopt sustainable development practices, it is reasonable to assert that society will reap the benefits of improved well-being and a cleaner, safer environment. The advantages for businesses that

implement a CSR program include an enhanced reputation, increased shareholder value, and a motivated and satisfied workforce.

Corporate Social Responsibility can also contribute to the business community or NGOs in helping society address environmental challenges. Many companies no longer pursue environmentally friendly business practices solely for financial reasons, but are increasingly recognising that ecologically friendly business practices are the right policy and should be implemented accordingly.

According to (Cheng, Chen, & Hung-Baesecke, 2021; Tang, Mai, Wang, & Na, 2025; Uyar, Kuzey, Kilic, & Karaman, 2022) Corporate Social Responsibility (CSR) is broadly defined as a company's awareness of the consequences of its actions, or as a duty of relationship among global corporations, state-owned entities, and the populace. This definition highlights the connection between businesses and the local communities in which they operate. Additionally, another perspective focuses on the relationship between companies and their stakeholders.

In light of this understanding, businesses have formulated policies aimed at addressing environmental and social harm by engaging with local communities to foster trust through the establishment of social relationships that reflect corporate culture and ethical business practices under the umbrella of Corporate Social Responsibility (CSR). This represents a company's dedication to its stakeholders, whether directly or indirectly, by enhancing environmental quality and community welfare while considering the potential adverse effects the company may have, thereby striving to improve community welfare through social and environmental initiatives. (Cheng et al., 2021; Tang et al., 2025; Uyar et al., 2022).

Corporate Social Responsibility (CSR) plays a crucial role in integrating social and environmental concerns. Nevertheless, in practice, CSR in developing nations like Indonesia is often utilised as a mechanism by the companies themselves or by governmental bodies. CSR should ideally serve to support marginalised communities whose lands are significantly exploited by corporations (Tse & Pun, 2024; Zheng, Lai, Lu, & Dong, 2024). The fundamental concept of Corporate Social Responsibility is intertwined with three core principles, which assert that a company's performance should be evaluated based on its contributions to environmental conservation, alongside the economic factors that pertain to all stakeholders. Social and ecological matters are inherently connected and must be prioritised by companies. This is relevant to a company's operational activities and its recognition of the societal impacts of its business practices. However, acknowledging how business affects society

does not imply that these issues can be disregarded, especially in the context of corporate accountability. (Kumar Roy & Psychogios, 2023; Miles et al., 2022b).

PT PLN Nusantara Power Services is actively engaging in its Corporate Social Responsibility by implementing a Community Development program that fosters cultural preservation. This initiative includes support for the Bandeng Nener dance extracurricular activity, performed by first- and second-grade students during the sixth-grade graduation ceremony at SDN 1 Sawotratap, Gedangan, Sidoarjo. The Bandeng Nener dance, a traditional performance from Sidoarjo, narrates the tale of the plentiful harvest of bandeng fish, imparting a moral lesson on cooperation and mutual support.(PLN Nusantara, 2024).

The CSR initiative of PT PLN Nusantara Power Services Headquarters is dedicated to preserving and maintaining local culture, which serves as a national identity deserving of respect and transmission as a legacy to future generations. This CSR program emphasises community empowerment. Corporate Social Responsibility (CSR) is a progressive approach that enables companies to be responsive and adaptable to environmental and community dynamics(Eisingerich, MacInnis, & Whan Park, 2023a). Consequently, a primary focus for the company is to prioritise ecological concerns and sustainable development within its CSR efforts. CSR is a crucial element of corporate business strategy that pertains to long-term sustainability. It embodies the vision that corporations are integral to society, just as society is an essential component of corporations. Thus, achieving harmony and alignment between corporations and their surrounding communities is vital for fostering mutually beneficial relationships.

Corporate Social Responsibility extends beyond simple charitable endeavours; it requires a corporation to thoughtfully evaluate the consequences of its choices on all stakeholders, including the local community. The community situated in the industrial zone is found in Sidoarjo Regency. Predominantly, the residents of Sidoarjo Regency enjoy favourable economic conditions. The residences surrounding the factory are generally in a habitable state, and there are no economically disadvantaged homes in the vicinity of the factory. On average, the community is comprised of financially stable families(Eisingerich, MacInnis, & Whan Park, 2023).

The general public's understanding of corporate social responsibility remains quite limited (H. T. T. Bui, Nguyen, Le, Dang, & Khoi Nguyen, 2024; Girschik, Svystunova, & Lysova, 2022; Nilsson, 2023), particularly regarding the function of NGO stakeholders. These

stakeholders are intended to act as a resource for the community; however, they often serve as a platform for individuals who are unemployed or underemployed to solicit funds from companies involved in corporate social responsibility initiatives, specifically in the realm of philanthropy. This ongoing miscommunication perpetuates a negative perception of corporate social responsibility programs within the community.

The Corporate Social Responsibility Department is one of the operational sectors within the PT. PLN Nusantara Power Service organisation. The public relations practitioner's role is to enhance awareness and comprehension of all relevant events conducted by the institution, thereby fostering public sympathy. Furthermore, the Corporate Social Responsibility Department can be likened to the public relations department at PT. PLN Nusantara Power Service has effectively executed its public relations duties and responsibilities (Eisingerich et al., 2023; Fan, 2023).

The responsibilities assigned to the public relations department facilitate the organisation's operational efficiency. Nevertheless, the author's observations reveal that the public relations department at PT. PLN Nusantara Power Service tends to concentrate on a singular aspect of its duties. According to Cutlip and Centre's framework of four essential roles for public relations, the functions performed by the public relations department at PT. PLN Nusantara Power Service predominantly aligns with those of a communication technician and a communication facilitator. In its capacity as a communication technician, the public relations department engages in operational communication activities, including media management, local media monitoring, and the development of Corporate Social Responsibility initiatives.

Collaborating with stakeholders and engaging partners in program implementation, while also managing relationships with non-governmental organisations (NGOs). Acting as a communication facilitator, the Corporate Social Responsibility Department of PT. PLN Nusantara Power Service acts as a liaison, interpreter, and mediator between public and institutional stakeholders. Communication in this capacity is reciprocal. The Corporate Social Responsibility Department promotes change by reducing barriers, fostering open lines of communication, and providing essential information to both parties, thereby enabling decisions that benefit all parties involved. Furthermore, the Corporate Social Responsibility Department operates as a source of information and the official point of contact for the public.

Other roles and functions associated with public relations, such as expert prescriber and problem solver, have not been effectively executed

within the institution's public relations activities. Various factors contribute to the inadequate execution of these roles. A deficiency in resources and a lack of understanding regarding the implementation of public relations tasks in their respective roles and functions have impeded the institution's performance. This scenario has adversely affected several aspects related to the company's image, which is a primary responsibility of corporate public relations (Magrizos & Harris, 2023).

This study examines how stakeholder theory analysis is applied in the Corporate Social Responsibility program for traditional dance at SDN Sawotratap Sidoarjo. PLN was recognised as the best state-owned enterprise in entrepreneurial marketing for 2024 at the BUMN Entrepreneurial Marketing Awards 2024, organised by MarkPlus, Inc., in the category of The Most Promising Company in Marketing 3.0 and awarded Gold in the category of The Most Promising Company in Strategic Marketing. (Mazur-Wierzbicka, 2021) The theoretical framework employed in this research utilises the Triple Bottom Line theory (People, Profit, Planet), which posits that an organisation should be evaluated not only on economic grounds but also on social and environmental criteria, particularly in the context of CSR community engagement.

The research on community development programs emphasises the significance of the Planet (Environment) aspect, particularly in its social dimensions. However, it also connects to efforts aimed at cultural preservation, which is integral to maintaining socio-cultural-regional "heritage" that encompasses sustainability elements. Corporate Social Responsibility (CSR) initiatives extend beyond mere philanthropy; this study introduces a novel perspective by proposing a long-term community development strategy that utilises a local crocodile-based empowerment model, which has proven to be an effective CSR program for future generations. Furthermore, this research explores the integration of CSR programs that prioritise the preservation of local traditional dance arts within community development strategies.

Historically, many CSR studies have focused on environmental and economic factors, while aspects of community empowerment rooted in local cross-cultural communication at the elementary school level remain underexplored. Cross-Cultural Communication Theory elucidates the interactions, communications, and shared understandings between individuals or organisations from diverse cultural backgrounds. Edward T. Hall posits that cultural variations can influence High-Context and Low-Context Communication, as well as local cultural values and social norms. The community empowerment initiative implemented by PT PLN

Nusantara Power Service is distinctive in that it promotes extracurricular activities at SD Sawotratap Sidoarjo, where the community embodies local East Javanese culture characterised by informal, participatory social values and a firm adherence to local customs.

The novelty of this research, as previously articulated, merges two theoretical frameworks that have not been extensively integrated in CSR studies within Indonesia: the Triple Bottom Line, which assesses the social, economic, and sustainability impacts of the program, and Cross-Cultural Communication Theory, which facilitates an examination of the company's communication strategies in crafting and delivering CSR initiatives that align with the cultural values of the local community.

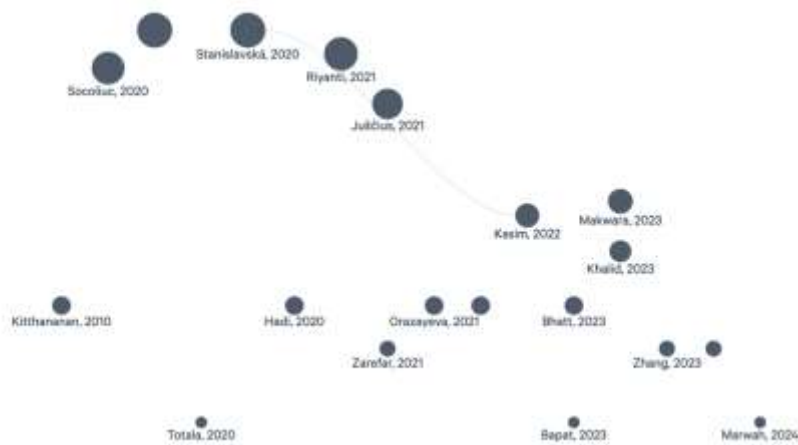


Figure 1. Literature Review

The Importance of Research. The execution of Corporate Social Responsibility (CSR) initiatives by corporations is currently undergoing a significant transformation, shifting from a primarily philanthropic focus to an emphasis on sustainable community development programs. CSR initiatives are not merely about meeting corporate social obligations; they are increasingly viewed as strategic tools for fostering positive relationships between businesses and their surrounding communities(Chwiłkowska-Kubala et al., 2023; Ettinger, Grabner-Kräuter, & Terlutter, 2018).

A significant obstacle to the effective implementation of CSR in Indonesia is the absence of community development frameworks that are rooted in local wisdom, particularly in the domains of arts, culture, and regional heritage. Amidst the forces of globalisation and modernisation, indigenous cultural expressions, such as traditional dance, are witnessing

a decline in prominence among younger generations, including within elementary educational settings like SDN Sawotratap Sidoarjo.



Figure 2. Literature Review
Source : (PLN Nusantara, 2024)

PT PLN Indonesia Power Service, as shown in Figure 2, a dance CSR program, recognised as a key state-owned enterprise (BUMN) in the energy sector, has initiated a CSR program focused on cultural preservation through the promotion of traditional dance arts in elementary schools. This initiative holds substantial promise for fostering community engagement, enhancing appreciation for local culture, and bolstering the company's favourable reputation among the public. Nevertheless, to date, there has been a scarcity of in-depth research examining community development strategies within local culture-oriented CSR programs, particularly in the context of basic education provided by energy sector firms in Indonesia. Furthermore, there is a lack of comprehensive studies that incorporate the Triple Bottom Line framework and cross-cultural communication theory to evaluate the effectiveness and challenges associated with implementing cultural CSR initiatives at the school community level.

Prior research, as illustrated in Figure 1, has not thoroughly investigated Corporate Social Responsibility through the dual lenses of the triple bottom line theory and cross-cultural communication theory. The researcher has identified two literature reviews that serve as the foundation for this study, specifically those by Singh. Purpose: This paper takes a critical look at the idea of corporate social responsibility (CSR) based on existing literature. Since CSR is a changing concept in how it is understood

and applied, this research aims to shed light on the CSR practices of the six largest global companies (Google, Twitter, Amazon, Apple, Exxon Mobil, and Walmart). The choice of these companies and their CSR practices was made to explore the connection between business and society, as well as the role of key stakeholders in shaping this relationship. Design/methodology/approach The research used a case study approach to examine CSR, providing essential insights that show CSR as a key link between business and society (Ettinger, Grabner-Kräuter, Okazaki, & Terlutter, 2021; Mandal, 2021; Shao & Janssens, 2022).

The authors specifically analysed (Singh & Misra, 2022) Various debated and often vague definitions, the theoretical framework, a brief historical context, the challenges and controversies related to CSR, and its impact on community development. They concluded with future directions and implications for management. The study revealed that several ongoing developmental strategies are relevant to the topic, including contributions to the global economy, companies' increasing participation in philanthropic efforts, and improving societal welfare by meeting rising community expectations. Originality/value By examining the CSR initiatives of the six largest companies globally, this study provides valuable insights that highlight CSR as an essential link between business and society, based on mutually beneficial partnerships among civil society, businesses, investors, and government bodies. The CSR activities of these corporations have often been neglected in earlier research. (Arisandi & Rahayu, 2025; Sri Rahayu & Umban Adi Jaya, 2024).

In the meantime, earlier research has concentrated primarily on the discussion of (Aureli & Del Baldo, 2023) Purpose: This paper aims to examine the methods and tools used by an Italian city, designated as a UNESCO World Heritage site (WHS), to involve various stakeholders in the preservation and improvement of its historical center, thus achieving sustainable development goals. The paper emphasises the crucial role of local authorities as key players who should engage different city users in a joint effort to attain both heritage conservation and socio-economic development. Design methodology approach. The data were collected through the researchers' active participation in a project launched by the municipality of Urbino, which involved several local stakeholders and lasted approximately a year. By observing participants, the authors conducted informal interviews, engaged in group discussions, and reflected on their direct observations of the activities performed.

The findings of the case study analysed demonstrate how participatory governance can effectively encourage responsible practices in

the use of resources by various city users, and how citizens can actively co-design and co-implement heritage revitalisation projects when they are involved in cultural heritage (CH) policies. Originality/value: This paper addresses a long-standing issue that has not been resolved, namely the difficulty of increasing stakeholders' awareness of cultural heritage and balancing their diverse and often conflicting needs within the historical urban setting during the revitalisation process. Prior research exhibits commonalities in employing the same qualitative research methodology, specifically through a case study framework. What distinguishes this investigation is the ongoing implementation of the CSR program by PT PLN Nusantara Service Indonesia (PLN Nusantara, 2024).

2. Method

Qualitative research methods are characterised by their departure from reliance on mathematical logic, numerical principles, or statistical techniques. The primary objective of qualitative research is to preserve the essence and substance of human behaviour, focusing on its attributes rather than reducing them to quantitative measures. In this study, qualitative research methods were selected due to their capacity to facilitate a more in-depth exploration of phenomena, unencumbered by the constraints of numerical data or statistical analysis (Eakin & Gladstone, 2020; Morse, 2020).

(Creswell & Creswell, 2018) Argues that qualitative research is characterised as a “social situation,” which consists of three elements: place, actors, and activities that interact synergistically. The social situation can be stated as an object of research that seeks to be understood more deeply, namely, “what is happening” within it. The qualitative research method was chosen because this approach 62 allows researchers to explore in depth the complex social interactions and dynamics in the context of CSR implementation in the community. The qualitative approach offers the flexibility necessary to comprehend the perceptions, experiences, and involvement of stakeholders, aspects that cannot be quantified. Case studies, integral to this methodology, deliver in-depth insights into the distinctive components of social contexts, locations, participants, and activities that converge in the execution of CSR by PT PLN Nusantara Power Services.

This methodology enables researchers to gain a comprehensive understanding of the social implications of CSR within the community, reflecting the interconnected and diverse attributes of the social context. In this investigation, purposive sampling was employed, where the chosen individuals were deemed to possess pertinent knowledge that the

researcher anticipated would yield reliable and thorough data. Table 1 presents the informants for this research(Djamba & Neuman, 2002; Emiliussen, Engelsen, Christiansen, & Klausen, 2021; Taquette & Borges da Matta Souza, 2022).

Table 1 Informant

| No | Informant | Name | Position |
|----|-------------|------------------|--|
| 1 | Informant 1 | Aldi Nugroho | Stakeholder Management Manager |
| 2 | Informant 2 | Andri Kusuma Aji | Assistant Manager of Corporate Communications and CSR |
| 3 | Informant 3 | Rininta Wardhani | Fisca Corporate Communications and Corporate Social Responsibility Staff |
| 4 | Informant 4 | Nabila Prastika | Supervising Teacher of Dance Program at SDN Sawotratap |
| 5 | Informant 5 | Dea | Students at SDN Sawotratap |
| 6 | Informant 6 | Zerin | Students at SDN Sawotratap |

The techniques for data collection utilised in this study include observation, interviews, and documentation. To achieve comprehensive data and ensure high validity and reliability, qualitative research employs triangulation. The data analysis for this research followed the interactive model, which encompasses three phases: 1) Data Reduction, 2) Data Presentation, and 3) Drawing Conclusions and Verification (Creswell & Creswell, 2018). Data reduction refers to the methodology of selecting, concentrating, simplifying, and converting raw data into a more structured format that facilitates easier analysis and interpretation. The phases of data reduction pertinent to this case study are outlined in Table 2.

Table 2. Phases of Data Reduction in the Case Study

| Reduction Steps | Examples in Research |
|-------------------------------|--|
| 1. Selection of Relevant Data | From the results of interviews with school officials, students, and CSR managers at PT PLN Indonesia Power, researchers selected only data related to the planning, implementation, and evaluation of the dance program. |
| 2. Data Categorization | The data was categorized into the following themes: (a) Community Development Program Strategy, (b) Triple Bottom Line Theory: profit, people, planet, and (c) Cross-Cultural Communication. |

| Reduction Steps | Examples in Research |
|------------------------------|--|
| 3. Simplification and Coding | The data was categorized into the following themes: (a) Community Development Program Strategy, (b) Triple Bottom Line Theory: profit, people, planet, and (c) Cross-Cultural Communication. |

Regarding the procedures of this research, it commences with the identification of problems that concentrate on the execution of CSR by PT PLN Nusantara Power Services in fostering community empowerment through regional dance at Sawotratap Elementary School, Sidoarjo. This is succeeded by a literature review that employs stakeholder theory and the Triple Bottom Line concept as analytical frameworks. The research methodology adopted is a descriptive qualitative approach, with data collection methods comprising interviews, observations, and documentary studies.

Table 3. Data Extraction Technique by Miles and Huberman

| Analysis Process | Explanation |
|-----------------------------|--|
| Data reduction | From the many interview excerpts, only those that show patterns of tendency and important statements can be retained for thematic analysis. Selection, categorization, coding, and simplification of field data. |
| Display data | Presenting data in the form of matrices, thematic narratives, and mind mapping. |
| Conclusion and Verification | According to Miles and Huberman, it is the process of extracting meaning, patterns, and relationships from reduced and presented data. Extract significance from the data, subsequently confirm it via triangulation, member checks, and dialogues with informants to guarantee the validity of the data. |

Following the collection of data, a descriptive analysis was conducted to understand the implementation of Corporate Social Responsibility (CSR), the application of stakeholder theory, and its impact on community empowerment. The findings indicated a beneficial influence of CSR on the conservation of local culture and heightened community participation. The discussion phase juxtaposes the research findings with theoretical frameworks and prior studies, highlights challenges encountered, and offers recommendations. The study concludes with insights and proposals that contribute both theoretically and practically to the advancement of CSR initiatives centred on local culture.

All stages of the research are meticulously documented in a written report that adheres to academic standards(Cole, 2023). The study was carried out between March 2024 and October 2024. This investigation took place at SDN Saworatap Sidoarjo, situated at Jl. Hayam Wuruk No. 73, Pager Hamlet, Sawotratap, Gedangan District, Sidoarjo Regency, East Java 61254. The schedule for this research is.

Table 3. Research Timeline

| Table 5. Research Timeline | | | | | | | | | | | | | | | | | | | | | | | | | | |
|----------------------------|-------------------------------|----------------|---|---|---|------|---|---|---|------|---|---|---|-------|---|---|---|------|---|---|---|---------|---|---|---|--|
| No | Activity Schedule | Year and Month | | | | | | | | | | | | | | | | | | | | | | | | |
| | | March-May | | | | June | | | | July | | | | Agust | | | | Sept | | | | October | | | | |
| | | 2024 | | | | 2024 | | | | 2024 | | | | 2024 | | | | 2024 | | | | 2024 | | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | |
| Start | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Preliminary Investigation | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Identification of issues | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Kajian Literatur | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Compiling Research | | | | | | | | | | | | | | | | | | | | | | | | | |
| Implementation Stage | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Observation | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Field Investigation | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | Processing and Analyzing Data | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | Discussion with Source | | | | | | | | | | | | | | | | | | | | | | | | | |
| Finalization Phase | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | Data Validity Test | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | Data Verification 1 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | Data Verification 2 | | | | | | | | | | | | | | | | | | | | | | | | | |

Source: Processed by researchers, 2024

3. Results and Discussion

3.1 Stakeholder Theory Results of the CSR Empowerment Program for Regional Dance at SDN Sawotratap and Challenges

In the execution of Corporate Social Responsibility, PT PLN Nusantara Power Services employs stakeholder theory to ensure that all

involved parties proportionally benefit. The primary stakeholders recognised consist of students, educators, educational institutions, local communities, and dance instructors. Emphasis is placed on those who are directly affected by the program, particularly students and schools.

“The primary stakeholders recognised consist of students, educators, the local community, and educational institutions” (S1W1J14).

The findings from interviews with Informant 1, a stakeholder management manager who represents the primary stakeholders in the Corporate Social Responsibility initiative of PT PLN Nusantara Power Services, encompass students, educators, the local community, and educational institutions. This indicates that the organisation recognises the significance of engaging a diverse array of stakeholders who are directly involved in the execution and consequences of the program. Such a strategy aligns with stakeholder theory, which emphasises the need to deliver benefits to all entities that interact with and are impacted by the company’s operations.

“We prioritise stakeholders who are most directly involved, such as schools and students, because they are the ones who feel the most impact from this program” (S2W2J15).

Informant 2, as assistant manager of corporate communications and corporate social responsibility at PT PLN Nusantara Power Service, highlighted that the emphasis is placed on stakeholders who are most closely connected, including schools and students, as they are the primary recipients of this initiative. This illustrates that PT PLN Nusantara Power Services is dedicated to enhancing the welfare and educational experiences of students while fostering a more conducive school environment. Consequently, the organisation guarantees that the program not only functions effectively but also has a beneficial influence on the stakeholders who require it the most.

“We prioritise stakeholders who are most directly related to this program, such as schools and students, to ensure that the benefits generated can be felt to the maximum” (S3W3J15).

According to Informant 3, as corporate communication and corporate social responsibility staff, priority is assigned to stakeholders who maintain a direct connection with the program, including schools and students, to ensure that the benefits produced can be experienced to the fullest extent. This strategy illustrates that PT PLN Nusantara Power

Services aims to ensure that every Corporate Social Responsibility initiative is focused and has a measurable impact, particularly for the primary beneficiaries. This aligns with stakeholder theory, which underscores that the engagement and empowerment of essential stakeholders will enhance the effectiveness and sustainability of the program.

Effective communication and transparency are crucial in managing relationships with stakeholders. Each participant is encouraged to engage actively and provide feedback at every phase of the program, encompassing both planning and evaluation. Consequently, the company endeavours to operate ethically and equitably towards all stakeholders.

“We ensure that all stakeholders are allowed to be actively involved, and their input is highly appreciated” (S1W1J16).

According to an interview with Informant 1, it is evident that PT PLN Nusantara Power Services ensures that all stakeholders have the opportunity to actively engage in the Corporate Social Responsibility program. The input from stakeholders is greatly valued, indicating that the company adopts a participatory approach and recognises the importance of each party’s contribution. This exemplifies the company’s dedication to fairness and ethical practices in managing stakeholder relationships.

“We facilitate transparent communication with all stakeholders, allowing each party the opportunity to contribute” (S2W2J16).

Informant 2 highlighted the significance of transparent communication with all stakeholders, ensuring that each party has the opportunity to contribute. This indicates that the company is not solely focused on executing programs, but is also dedicated to fostering a two-way dialogue, thereby ensuring that all contributions can enhance the quality and relevance of the program. This methodology bolsters transparency and cultivates a positive relationship between the company and its stakeholders.

“We emphasise transparency and dialogue at every phase of planning and execution” (S3W3J16).

As stated by informant 3, PT PLN Nusantara Power Services places a high value on transparency and dialogue throughout all phases of program planning and execution. This demonstrates the company’s commitment to engaging stakeholders throughout the entire process, from inception to conclusion, ensuring that every decision is made with mutual consideration and consideration of all stakeholders. This strategy not only enhances the effectiveness of the program but also fosters a sense of

ownership among stakeholders, aligning with stakeholder theory, which emphasises the importance of communication and collaboration throughout every phase.

Stakeholders, including educational institutions and local communities, play a crucial role in decision-making, particularly regarding training methodologies and adjusting activity schedules. This ensures that the program is implemented effectively, tailored to local needs and contexts.

“Feedback from stakeholders, particularly educational institutions and communities, significantly impacts our decision-making” (S1W1J17).

According to an interview with informant 1, PT PLN Nusantara Power Services considers feedback from stakeholders, especially educational institutions and communities, during the decision-making process. This illustrates the company’s commitment to active stakeholder engagement, ensuring that the Corporate Social Responsibility program aligns with local expectations.

Feedback from educational institutions and dance instructors enabled us to refine the program’s implementation for enhanced effectiveness” (S2W2J17).

Informant 2 emphasised that feedback from educational institutions and dance instructors played a crucial role in refining the program’s implementation for greater effectiveness. By heeding the recommendations of those directly engaged, the organisation can make more informed choices, such as modifying training techniques and optimising activities. This underscores PLN’s dedication to program efficacy and the empowerment of stakeholders.

“Entities such as educational institutions and local communities play a significant role in decision-making, particularly in establishing training methodologies and schedules” (S3W3J17).

According to informant 3, stakeholders such as educational institutions and local communities play a crucial role in decision-making, particularly in the selection of training methods and the adjustment of schedules. This indicates that PLN places a high priority on local contexts and needs in every decision, ensuring that the Corporate Social Responsibility program operates effectively and remains relevant to its regional context. This strategy demonstrates robust collaboration, ensuring that the program delivers maximum benefits to all stakeholders involved.

Schools, as primary partners, hold a significant position in determining the training schedule and venue. To foster relationships with these essential stakeholders, the company engages in regular communication and sustains practical cooperation with the schools.

“The school has a big influence because they are our main partners in this program” (S1W1J18).

Based on an interview with informant 1, the school plays a pivotal role in the Corporate Social Responsibility program of PT PLN Nusantara Power Services, as it is the company’s principal partner. The school’s influence is substantial in the program’s success, and this relationship is effectively managed through consistent communication and close collaboration. This illustrates that the company recognises the significance of schools as a key factor in the implementation and success of the program.

“The school has a big influence on determining the training schedule and location” (S2W2J18).

Informant 2 emphasised that the school has a significant impact on determining the training schedule and location. This indicates that PLN heavily depends on the flexibility and support of the school to ensure the program proceeds smoothly without interfering with students’ academic activities. This partnership reflects effective coordination between the company and the school in achieving shared objectives.

“Educational institutions serve as significant stakeholders due to their role in supplying resources and facilitating coordination” (S3W3J18).

According to informant 3, educational institutions are key stakeholders with substantial influence as they are tasked with providing resources and assisting in program coordination. This underscores the notion that the program’s success is heavily reliant on the proactive support of educational institutions, both in terms of resources and their participation in organising activities. PLN is committed to maintaining strong relationships with academic institutions to ensure the sustainability and effectiveness of its Corporate Social Responsibility initiatives.

PT PLN Nusantara Power Services effectively executes the stakeholder theory underpinning this regional dance Corporate Social Responsibility initiative. The organisation demonstrates its commitment to the active engagement of all relevant parties and promotes transparency in its communication. Schools and students, as primary stakeholders, receive

particular consideration during the planning and execution phases, while contributions from the local community and dance instructors also inform operational choices.

The close partnership between the company and key stakeholders, particularly schools, ensures that the program operates smoothly and achieves its optimal impact. Stakeholder theory serves not only as the foundation of the management philosophy for this initiative but also as a practical framework for fostering harmonious relationships and enhancing the effectiveness of local community empowerment.

In addition to students, educators, and schools, dance instructors and parents play crucial roles as stakeholders in the program's success. Informant 4, a dance instructor, shared insights from her teaching experiences, while Informants 5 and 6, student participants, articulated the program's direct effects on their lives.

"Success can be observed through the enthusiasm of the children during rehearsals and the outcomes of their performances" (S4W4J14).

According to Informant 4, the supervising teacher of the dance program at SDN Sawotratap, the program's success is reflected in the children's enthusiasm during practice sessions and the quality of their performance outcomes. This indicates that the active participation of individuals is a vital measure of the program's success. As a dance coach, I recognise that this initiative not only aids students in honing their artistic abilities but also offers an enjoyable experience that boosts their motivation to learn and perform effectively.

"Participants can dance with greater skill and confidence" (S5W5J14).

Informants 5 and 6, Dea and Zerine, as students at SDN Sawotratap Sidoarjo, disclosed that this initiative enhanced their dancing abilities and bolstered their self-esteem. This finding supports the notion that the Corporate Social Responsibility program not only aims to refine technical skills but also has a positive influence on the psychological dimensions of students. The boost in self-confidence signifies the program's effectiveness in delivering enriching experiences and fostering students' engagement in artistic endeavours.

"We are more confident and neater when dancing" (S5W5J14).

Zerine elaborated that this initiative instilled greater confidence in participants and improved their dancing precision. This indicates that the

regular practice and mentorship offered have successfully enhanced students' discipline and performance quality. The Corporate Social Responsibility program not only imparts technical knowledge but also positively affects students' attitudes and mental outlook, equipping them for superior performances at various events and deepening their appreciation for traditional dance.

Dance instructors, as noted by Informant 4, play a crucial role in sustaining student engagement and motivation, particularly when faced with challenges related to consistent attendance. Meanwhile, students such as Dea and Zerine recounted personal anecdotes illustrating how the program inspired them to persist in their practice and remain actively involved.

"We adjusted the practice schedule so that it was not too close to school hours, and gave the children more motivation" (S4W4J12).

According to the insights gathered from the interview with informant 4, modifying the practice schedule emerges as a crucial strategy to facilitate student participation without imposing undue stress after school hours. Furthermore, I4 actively contributes by offering additional motivation to students, particularly when the issue of consistent attendance becomes a challenge. This reflects the coach's dedication to fostering a nurturing practice environment and sustaining student enthusiasm.

"I still come to practice because I want to appear on the show, so I am enthusiastic even though I am sometimes tired" (S5W5J12).

Dea indicates that her motivation to consistently attend practice is fueled by her aspiration to perform on the show, despite occasionally feeling fatigued. This highlights the importance of event participation as a key motivator for students to persist in their practice routines. Dea exemplifies how having clear objectives and performance opportunities can enhance enthusiasm and commitment, even when confronted with physical challenges.

"I try to get enough rest before practice so that I can come with better energy" (S5W5J12).

Zerine expressed that she endeavours to obtain sufficient rest before training to arrive with optimal energy levels. This indicates that Zerine recognises the importance of effective time management and good health in sustaining her commitment to training. Her approach exemplifies a robust attitude of discipline and self-motivation, which is further reinforced by the structure and support offered within the program.

The beneficial effects of this Corporate Social Responsibility initiative are observable from the viewpoints of both participants and trainers. Trainers note positive transformations in the students' discipline and self-assurance, while the students themselves report feeling more diligent, disciplined, and capable of excelling in various school activities.

"They become more disciplined and confident, especially when performing in front of a crowd" (S4W4J16).

According to interviews conducted with informant 4, the beneficial effects of the Corporate Social Responsibility program are evident in the enhancement of students' discipline and self-assurance, particularly when they perform in front of an audience. This indicates that the program not only emphasises technical skills, such as dance proficiency, but also plays a significant role in fostering the character and mentality of students, equipping them to exhibit greater confidence in various public settings.

"I used to be lazy to join activities, but now I'm more diligent" (S4W4J16).

Dea asserts that this program has transformed her from being lethargic to becoming more proactive in participating in activities. This illustrates that the Corporate Social Responsibility program effectively cultivates motivation and consistency among students, who may have previously lacked the drive to engage in extracurricular activities. The program has successfully instigated positive shifts in students' mindsets and attitudes towards commitment and discipline.

"I feel more confident and better at interacting with friends" (S5W5J16).

Zerin expressed that the program has enhanced her confidence and improved her interactions with peers. This indicates that, in addition to fostering artistic abilities, the program makes a significant contribution to the social development of students, enabling them to feel more at ease and self-assured in social settings. The program is crucial in cultivating self-confidence and social competencies that benefit students across various facets of their lives.

This regional dance Corporate Social Responsibility initiative has effectively strengthened the connections among stakeholders, particularly between students and trainers. From the trainers' viewpoint, the program's success is evident when students exhibit confidence and a comprehension of local culture. Conversely, from the students' perspective, the program

not only hones their artistic talents but also instills discipline and self-assurance.

Effective collaboration among trainers, students, and the educational institution ensures that all stakeholders feel engaged and appreciated within the program. Consequently, stakeholder theory is practically applied through the active participation of all involved parties, effective relationship management, and a favourable influence on the personal growth of participants.

Stakeholder Theory, as proposed by Freeman, posits that the success of an organisational entity is influenced not only by the capital owner but also by how the organisation cultivates relationships with all stakeholders, both internal and external.

The identification of primary stakeholders in the CSR Tari program includes internal stakeholders, such as the CSR management team of PT PLN Indonesia Power Service and the Corporate Communication Team, which focuses on CSR initiatives. External stakeholders encompass teachers and students, who are the primary beneficiaries of the program. Additionally, parents and the local community contribute to the program's sustainability, while the Corporate Communication CSR team is dedicated to enhancing the corporate image and ensuring the program's longevity. The positive effects on stakeholder relations manifest in increased public trust in PLN, fostering a sense of ownership among schools regarding the dance program, and reinforcing social connections between the company and the local community.

PLN's strategy for stakeholder management involves promoting the program, encouraging community engagement, involving educational institutions in the planning process, and employing a participatory communication approach, particularly in cross-cultural contexts. This strategy takes into account the diverse needs and expectations of each stakeholder. It aims to enhance stakeholder engagement through ongoing monitoring and evaluation of the program, in collaboration with both internal and external stakeholders.

The findings in this study indicate that some students agree that the CSR community empowerment program provided is right on target, as many as 90% of students stated that they generally do not want to participate in extracurricular activities because they are lazy. There are also no dance teacher mentors who directly teach them to practice consistently and perform the Bandeng Nener dance as a form of cultural preservation. Still, the unique problem that arises in this study is that there are few CSR program studies discussing empowerment related to cultural preservation.

Findings in the theory of cross-cultural communication, PT PLN Nusantara Power Service has a more formal, structured, and corporate-based communication style (low-context communication). While schools, teachers, and students in Sidoarjo Regency tend to use contextual, informal, and social relationship-based communication (high-context communication). The CSR empowerment strategy implemented by PLN adjusts the way messages are delivered, utilising local cultural symbols in program socialisation, and involving community leaders and teachers as primary communicators to facilitate the acceptance of the CSR empowerment program.

The obstacles to cultural communication identified by researchers initially included a communication gap due to differences in perception between the company and the school regarding the program's objectives. The lack of understanding of local cultural values among the PLN Nusantara Power Service CSR corporate communication team has resulted in its CSR program being less popular.

The approach to overcoming cultural barriers employs a bidirectional communication strategy, which includes the participation of community representatives in all communication processes. PLN Nusantara Power Service tailors its CSR messages to align with the language and symbols inherent in the local culture of East Java, incorporating local cultural elements into the socialisation materials for the CSR empowerment initiative. This has fostered a more harmonious social relationship between the company and the local community. The primary conclusions drawn from stakeholder theory indicate that PLN is capable of cultivating harmonious relationships with key stakeholders through participatory communication and a community-centric approach. Both internal and external stakeholders play crucial roles in the success of the CSR empowerment program. Moreover, according to Cross-Cultural Communication Theory, the initial differences in cultural contexts posed a challenge; however, PLN successfully navigated this by adapting its communication strategies to reflect local cultural values, thereby enhancing community engagement in the program.

3.2 Stakeholder People Theory

Upon examining the findings related to the stakeholder people theory, it is evident that the traditional dance program at SDN Sawotratap has a notable influence on external stakeholders, particularly the surrounding community. Under stakeholder theory as proposed by Freeman, PLN Indonesia Power Service has effectively recognised and engaged its primary stakeholders, which include students and teachers.

The organisation implements participatory communication through dialogues and group discussions that involve both teachers and parents at every phase of the programme, from planning to evaluation. The resulting social impacts encompass heightened student enthusiasm for traditional dance, the reinforcement of local cultural identity, and the establishment of harmonious social relations between PLN and the community. This initiative aligns with the people pillar of the Triple Bottom Line, which emphasises quality of life and the empowerment of local communities.

3.3 Stakeholder Profit Theory

Although this program focuses on socio-cultural aspects, interviews with sources indicate that the indirect impact on the profit aspect remains significant, particularly regarding the company's reputation. Referring to the Stakeholder Theory, the company has a responsibility to shareholders, the government, and customers as economic stakeholders. From the results of interviews with the PLN Nusantara Power Service CSR corporate communication team, it is known that this program improves the company's positive image in the community around the Sidoarjo Regency operational area, reduces the potential for social resistance to company activities (social license to operate), and is part of a long-term corporate reputation strategy, which has an impact on increasing the trust of other stakeholders, including regulators and customers. Indirectly, the profit aspect of the Triple Bottom Line is fulfilled through the social capital gain built through this program.

3.4 Stakeholder Theory Planet

Planet (Environmental Aspects and Cultural Preservation as Part of Sustainability) Although this CSR program is not a direct environmental initiative, in the context of the Triple Bottom Line, local cultural preservation is also considered part of the concept of sustainability. Preservation of local culture, such as traditional dance, can be categorised as the sustainability of social and cultural environments, where companies help protect non-material cultural heritage in local communities.

In stakeholder theory, local cultural communities and educational institutions are included in the stakeholder context that has garnered attention related to the preservation of social and cultural values. Thus, contributing to the planet can be interpreted as an effort to maintain the sustainability of local culture, increase awareness among the younger generation regarding the importance of preserving socio-cultural heritage,

and encourage harmony between industrial modernisation and the socio-cultural sustainability of local communities.

4. Conclusion

Drawing on the findings of field data analysis conducted through a qualitative case study framework that utilises Stakeholder Theory and the Triple Bottom Line (People, Profit, Planet), this research yields several key conclusions. The Community Development CSR strategy, which is rooted in local culture and executed by PT PLN Indonesia Power Service, effectively enhances the participation and empowerment of local communities, particularly among students and teachers at SDN Sawotratrap Sidoarjo. This indicates the company's beneficial impact on the social dimension of the triple bottom line. Furthermore, this Tari CSR initiative has a positive influence on profit by enhancing the company's image, bolstering its social reputation, and fostering harmonious relationships between the company and the surrounding community in the PLN Indonesia Power Service Sidoarjo Regency operational area.

From the Planet aspect, although this program does not focus on the physical environment, preserving local culture through dance programs is considered a form of contribution to social and cultural sustainability, in line with the Planet pillar in the Triple Bottom Line. Based on stakeholder theory, PLN Indonesia Power Service has implemented effective communication with key stakeholders, despite initially encountering obstacles to cross-cultural communication during the program's implementation. The company then succeeded in adapting communication by paying attention to socio-cultural values and local communities.

The utilisation of cross-cultural communication theory within this program has enhanced the efficacy of CSR message dissemination, fostered community engagement, and reduced the likelihood of social opposition from the surrounding community of the PLN Nusantara Power Service company in Sidoarjo Regency. Future research recommendations include broadening the scope of the study to encompass other CSR initiatives that focus on environmental, educational, or health aspects, to gain a more holistic understanding of the CSR community development strategies employed by PLN Indonesia Power Service or other firms in the energy sector. Subsequent investigations could integrate both quantitative and qualitative mixed methods to assess the social and economic effects of CSR initiatives on local populations, such as conducting surveys to gauge respondent satisfaction.

Additional recommendations include conducting comparative research on the implementation of cultural CSR programs in the Sidoarjo region versus other regions, to examine the differences in strategies and outcomes of community development rooted in local wisdom across diverse cultural settings. Moreover, subsequent studies could delve deeper into the analysis of obstacles and strategies for cross-cultural communication, particularly regarding the interactions between corporate culture and the local community cultures within CSR initiatives. It is also essential for future research to assess the long-term effects of culture-oriented CSR programs on social transformation, educational advancements, and the preservation of local culture within the communities that benefit from these initiatives.

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