

Integrating Corporate Social Responsibility with Stakeholder Role in Small and Medium Enterprise (SME) Projects: The Case of PT Chevron Geothermal Indonesia

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ABSTRACT

This study explores the integration of Corporate Social Responsibility (CSR) and Stakeholder Theory in PT Chevron Geothermal Indonesia's (PT CGI) small and medium enterprise (SME) projects in Desa Samarang and Desa Pasirwangi Garut, Java Island, Indonesia. CSR has become a strategic tool for businesses to promote economic empowerment, environmental sustainability, and social well-being. This study aims to examine how PT CGI's Super Chicken, Banana Plantation, and Mushroom Cultivation initiatives align with stakeholder interests, ensuring sustainable development. Grounded in Stakeholder Theory, which posits that businesses should address the interests of multiple stakeholders, this research employs a qualitative case study approach, collecting data through semi-structured interviews, document analysis, and direct observations. Sixteen key informants, including PT CGI representatives, local government officials, and SME beneficiaries, participated in the study, conducted between January and July 2016. Findings reveal that stakeholder engagement is critical to CSR success. The Super Chicken project enhanced food security and local income, the Banana Plantation initiative improved agricultural sustainability, and the Mushroom Cultivation project provided economic opportunities, particularly for women and marginalized groups. These initiatives illustrate the purpose of CSR in community-driven development, the value creation achieved through economic growth and skill development, and the interdependence between businesses and communities. The study concludes that CSR is most effective when implemented through stakeholder-driven models, fostering long-term self-sufficiency and shared value creation. This research contributes to CSR and Stakeholder Theory literature by providing insights into how corporations can drive sustainable development through collaborative, purpose-led CSR strategies.

Keywords: *Corporate social responsibility, stakeholder theory, Small and Medium Enterprise (SME), sustainable development, PT Chevron Geothermal Indonesia.*

INTRODUCTION

In Indonesia and many other countries, the global financial crisis has created significant economic uncertainty, posing challenges to Small and Medium Enterprises (SMEs). Idham et al. (2024) highlight how economic crises amplify the challenges faced by Indonesian SMEs, particularly in adapting to the digital era. Their study underscores systemic hurdles such as inadequate access to digital tools, financial uncertainty, and the need for skill enhancement among SMEs in East Java.

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E-ISSN: 2289-1528

<https://doi.org/10.17576/JKMJC-2025-4101-18>

Received: 24 February 2025 | Accepted: 5 March 2025 | Published: 30 March 2025

PT Chevron Geothermal Indonesia (PT CGI) exemplifies a steadfast commitment to environmentally sustainable operations, societal welfare, and the promotion of sustainable development. As one of Indonesia's largest energy companies, PT CGI consistently upholds environmental values while delivering tangible benefits to the communities surrounding its operational areas. Through its social responsibility programs, the company aims to alleviate economic hardships, foster resilience, and improve the quality of life for local populations. By empowering Small, and Medium Enterprises, PT CGI has enabled these businesses to withstand significant challenges, contributing to economic growth, job creation, poverty reduction, and enhanced community prosperity (Sudhartono, 2022). SMEs, in turn, play a pivotal role in sustaining the economic development of Indonesia in a manner that aligns with long-term sustainability goals.

Achieving these objectives, however, requires effective communication management to mitigate ignorance, resolve misunderstandings, and address potential conflicts. The strength of the communication management of PT CGI Darjad Garut is the operation of PT Chevron under the guidance of "The Chevron Way" with its vision being: "To be the global energy company most admired for its people, its partnerships and its performance." (Climate Change 2017 Information Request Chevron Corporation, 2017). "The Chevron Way" refers to PT Chevron Geothermal Indonesia's operational and business approach, emphasizing reliability, efficiency, safety and sustainability in their geothermal operations. "The Chevron Way" as the cornerstone of the company, through the Social Investment (IS) section organizes a strategy that requires the company to perform and communicate built on the values espoused by the company, which are considered to distinguish PT. CGI from other companies and become the company's guidelines. PT. CGI conducts business in a socially responsible and ethical manner, respects the law, upholds human rights, protects life and provides benefits to the communities in which the company operates. PT CGI is a company built on commitment and breakthroughs, no problem that cannot be solved, no challenge that cannot be overcome. This is how PT.CGI views the work it does every day" (Company Profile PT Chevron). In addition, PT CGI is dedicated to collaboration and innovation to support its commitment to being a partner of choice. As a result, its subsidiaries are regularly recognized for the quality of their work strategies.

PT CGI views CSR programs as a long-term investment, to support the company's business continuity as well as to improve the standard of living of communities wherever Chevron is located". PT CGI's efforts to realize its corporate social responsibility, through the preparation of a Strategic Plan for the Social Investment Program (IS) with social goals to be achieved, namely to improve community living standards and build community independence in each region where they operate.

It also enhances the quality and effectiveness of message exchange across various contexts, including individual, organizational, governmental, social, and international interactions. According to Setiawan et al. (2021), effective communication must fulfil several key criteria—gaining attention, generating interest, fostering desire, driving decisions, and prompting action. When executed properly, communication becomes efficient, productive, and capable of supporting the broader goals of community empowerment and sustainable development.

The implementation of Corporate Social Responsibility (CSR) activities related to community empowerment at PT. Chevron Geothermal Indonesia (PT CGI) falls under the Department of Policy, Government, and Public Affairs (PGPA). This department comprises several sub-divisions, including Social Investment, Public Relations, Government Relations, and Media Relations. The employees in these sub-divisions are tasked with overseeing the implementation of CSR initiatives. The Public Relations division, in particular, operates under the direction of the Team Manager for Policy, Government, and Public Affairs based in Darajad, who reports directly to the PGPA Manager in Jakarta. The primary objective of the Public Relations function in CSR is to demonstrate that the company is a responsible and ethical organization, ensuring that CSR programs are not conducted for the benefit of specific individuals. According to Monroe (cited in Effendy, 2000), the goals of public relations in relation to CSR initiatives are: to showcase the company's commitment to good citizenship, enhance the business environment, introduce the company as a free enterprise, reinforce societal freedoms, and address needs that are not typically met through individual philanthropic activities.

For mining companies, the objectives of CSR programs generally include improving the prosperity of local communities, particularly those residing within the company's operational areas, fostering harmonious relationships, and establishing effective two-way communication with stakeholders. These efforts aim to maintain a conducive environment for business operations while creating a positive corporate image and reputation as a socially responsible entity (Davis, 1973). Furthermore, mining companies are encouraged to align their CSR activities with sustainable development principles and their core business objectives. Scholars argue that an operational and auditable CSR framework can be effectively conceptualized using the "triple bottom line" approach—incorporating profit (economic growth), people (social equity), and the planet (environmental protection)—enhanced with an additional component: procedure. This framework suggests that CSR can be defined as "the commitment of companies to allocate a portion of their profits (Profit) to promote human development (People) and environmental sustainability (Planet), executed through appropriate and professional procedures (Procedure)."

Freeman and Dmytriyev (2017) examine the interplay between Corporate Social Responsibility (CSR) and Stakeholder Theory, proposing that these concepts complement each other and address distinct facets of business ethics. While CSR emphasizes a corporation's responsibility to society, Stakeholder Theory broadens the scope by focusing on building relationships and creating value for all stakeholders, including employees, customers, suppliers, communities, and financiers. They highlight the criticisms of CSR, including its perceived role in "covering wrongdoing," creating false dichotomies (e.g., economics vs. social responsibilities), and the potential misuse of CSR as a public relations tool. The authors argue that these criticisms stem from a narrow interpretation of CSR. They propose integrating insights from Stakeholder Theory to dissolve these tensions, emphasizing that economic and social responsibilities are not mutually exclusive but interconnected. They further clarify the relationship between the two concepts. CSR often prioritizes societal responsibilities, while Stakeholder Theory incorporates a holistic view of all business obligations. Both stress the importance of embedding societal concerns into business operations but differ in their perspectives and applications.

PT Chevron Geothermal Indonesia's (PT CGI) Corporate Social Responsibility (CSR) program includes three SME projects: Super Chicken, Banana Plantation, and Mushroom Cultivation, implemented in Desa Samarang and Desa Pasirwangi, Garut, Java Island, Indonesia. As part of its Corporate Social Responsibility (CSR) initiatives, PT Chevron Geothermal Indonesia (PT CGI) has achieved significant success in its SME projects. These initiatives have led to the development of local Micro, Small, and Medium Enterprises (MSMEs), benefiting approximately 2,950 direct and indirect beneficiaries as of the research period. Over three years of implementation, the total transaction revenue of these SMEs has exceeded 2.9 billion, demonstrating their economic impact. Additionally, PT CGI has successfully established a dedicated training center for SMEs, equipping local entrepreneurs with essential skills to sustain and grow their businesses. Notably, 72% of the beneficiaries come from middle- to lower-income families, reflecting the project's strong emphasis on social inclusivity and economic empowerment. The initiative is managed by the Samarawangi Cooperative, operating under the supervision of PUPUK Foundation and Sahabat Cipta NGO, ensuring effective oversight and sustainability. Furthermore, the program has contributed to the diversification of local industries, with SMEs producing 125 different product varieties, including food, handicrafts, souvenirs, and other locally made goods. These achievements highlight PT CGI's commitment to fostering long-term community development and economic resilience through its CSR-driven SME initiatives. These achievements reflect the dedication and effectiveness of PT CGI's Social Investment Team, who have successfully implemented well-planned strategies despite various challenges. This article aims to analyse PT Chevron Geothermal Indonesia's (PT CGI) corporate social responsibility initiatives in its role as a stakeholder in these three (3) SME projects, focusing on three key elements: purpose, value creation, and interdependence.

LITERATURE REVIEW

Corporate Social Responsibility

Corporate Social Responsibility (CSR) has emerged as a critical component of modern business strategy, addressing social, environmental, and ethical challenges while fostering stakeholder trust and corporate reputation. CSR serves as a tool for enhancing sustainability and creating shared value. Mullanadiah (2024) emphasizes that CSR disclosures during crises, such as the COVID-19 pandemic, stabilize firm value by strengthening stakeholder trust and mitigating reputational risks. Similarly, Syachbrani and Paramita (2024) highlight CSR's economic impacts, particularly in state-owned enterprises, where initiatives drive local economic development and corporate sustainability. These findings demonstrate CSR's potential to balance profitability with social responsibility. In the mining sector, Anugerah and Sisdiyanto (2024) show how sustainable CSR initiatives improve corporate image and foster community trust. Effective CSR strategies align business goals with stakeholder needs, creating a mutually beneficial relationship between companies and society.

The role of CSR in shaping corporate reputation is a recurring theme in the literature. Riahi, Chibani and Omri (2024) investigates the relationship between CSR practices and corporate reputation, emphasizing that companies integrate CSR to meet stakeholders' expectations and enhance their reputation. Jaworska and Nanda (2024) examines thematic patterns and their changes over time in a large corpus of corporate social responsibility (CSR) reports produced in the oil sector, utilizing topic modelling to reveal evolving business priorities in response to societal expectations. De Jong and van der Meer (2017) explores

the alignment between organizations and their CSR activities, focusing on the congruence that enhances corporate reputation and stakeholder trust.

CSR's impact on community development is another central focus. Anugerah and Sidiyanto (2024) emphasize CSR's role in mining companies, where community partnerships address local socioeconomic challenges. By aligning CSR initiatives with community needs, companies can mitigate conflicts and foster trust. Similarly, Syachbrani and Paramita (2024) demonstrate how CSR in state-owned enterprises contributes to regional development, supporting infrastructure, education, and healthcare. De Jong and Sug (2024) identify youth as key stakeholders in community engagement, highlighting the importance of involving younger generations in CSR activities. This approach ensures the sustainability of CSR initiatives and strengthens community resilience.

Stakeholder Theory

Stakeholder Theory, first formalized by R. Edward Freeman in *Strategic Management: A Stakeholder Approach* (1984), has become a foundational concept in understanding organizational management, ethics, and strategy. This theory posits that organizations must address the needs and concerns of a broad spectrum of stakeholders, rather than prioritizing shareholders exclusively. Stakeholders include all individuals and groups affected by or who can affect the organization's objectives, such as employees, customers, suppliers, local communities, governments, and investors. According to Freeman (1984), the stakeholders are "in a narrow sense, all those identifiable groups or individuals on which the organisation depends for its survival, sometimes referred to as primary stakeholders: stockholders, employees, customers, suppliers and key government agencies. However, in a broader sense, a stakeholder is any identifiable group or individual who can affect or is affected by organisational performance in terms of its products, policies and work processes. In this sense, public interest groups, protest groups, local communities, government agencies, trade associations, competitors, unions, and the press are organisational stakeholders" (Freeman, 1984).

Stakeholder Theory fundamentally challenges the traditional view of the firm as an entity whose primary goal is maximizing shareholder wealth. As articulated by Gitundu et al. (2016), stakeholder theory provides a flexible framework that accounts for diverse governance challenges by embedding stakeholders' concerns into strategic decision-making. They argue that stakeholder theory enables organizations to respond effectively to ethical and operational demands in dynamic business environments. McGregor (2011) expanded this understanding by linking Stakeholder Theory to transdisciplinary research frameworks. The author highlighted the role of axiology, the philosophical study of values, in understanding stakeholder perspectives. By addressing values as a central component, organizations can better align their objectives with stakeholders' expectations, fostering more inclusive decision-making processes.

Stakeholder Theory is often represented through conceptual frameworks, such as Freeman's stakeholder map, which visually depicts the relationships and dependencies among various stakeholders. This approach was further explored by Odje (2024), who applied diagrammatic frameworks to audit fee determinants, demonstrating how Stakeholder Theory can integrate diverse ontological perspectives into practical applications. Odje's work underscores the versatility of the theory in addressing organizational challenges beyond traditional business concerns. Shrestha and Sharma (2024) contributed to this discourse by

distinguishing research paradigms in terms of ontology, epistemology, methodology, and axiology. Their study emphasizes the interconnectedness of these philosophical components, showing how stakeholder paradigms integrate multiple philosophical frameworks to address complex societal and organizational issues.

McGregor (2011) argued that epistemological clarity is essential for understanding how organizations generate and utilize knowledge within stakeholder frameworks. This perspective is particularly relevant for transdisciplinary research and decision-making processes, where stakeholder engagement is necessary to bridge knowledge gaps. In a similar vein, Francesconi and Agostini (2024) examined stakeholder roles in urban sustainability initiatives. Their work revealed how stakeholder networks create epistemological and ontological bridges, enabling collaborative solutions to complex social and environmental challenges. The authors emphasized the importance of shared understanding among stakeholders in creating sustainable living environments. McGregor (2011) highlighted the integration of stakeholder values into organizational frameworks, arguing that this alignment is critical for fostering ethical and sustainable practices. Kashinje (2024) extended this perspective by examining the role of parental stakeholders in moral education. The study demonstrated that incorporating stakeholder values enhances the relevance and efficacy of moral education frameworks, showcasing the broader societal applications of Stakeholder Theory. Singhal (2024) explored the role of stakeholder engagement in aligning business education with the Sustainable Development Goals (SDGs). The study revealed that stakeholder-driven curriculum development enables business schools to address global sustainability challenges more effectively, reinforcing the axiology of value-based education.

Despite its versatility, Stakeholder Theory is not without challenges. Gitundu et al. (2016) noted that balancing competing stakeholder interests remains a significant limitation, particularly when stakeholder demands conflict. This issue is exacerbated in resource-constrained environments, where organizations may lack the capacity to address all stakeholder concerns effectively. Odje (2024) highlighted another limitation: the complexity of integrating diverse ontological perspectives into actionable strategies. While stakeholder frameworks provide flexibility, their implementation often requires significant organizational resources and expertise.

The adaptability of Stakeholder Theory is evident in its diverse applications across fields, from governance and education to sustainability and urban development. Francesconi and Agostini (2024) demonstrated the theory's relevance in addressing urban sustainability challenges, while Kashinje (2024) showed its applicability in moral education. These studies collectively illustrate the theory's capacity to address complex societal and organizational issues. In the business context, Singhal (2024) examined how stakeholder engagement enhances alignment with the SDGs, underscoring the role of stakeholder frameworks in driving global sustainability initiatives. Odje (2024) applied the theory to audit fee determinants, demonstrating its relevance in financial and governance domains.

Application of Corporate Social Responsibility and Stakeholder Theory in Small and Medium Enterprises (SMEs) Projects

Corporate Social Responsibility (CSR) is often conceptualized as a tool to enhance business sustainability while addressing stakeholder concerns. Barkemeyer, Preuss, and Heikkinen (2024) emphasize that CSR aligns business operations with societal needs, fostering trust and long-term sustainability. Their findings reveal that SMEs leveraging CSR practices experience

improved societal perceptions and business performance. Similarly, Myyryläinen and Kallinen (2024) advocate for CSR-driven business models, highlighting their role in integrating social and environmental benefits into SME strategies. These models allow SMEs to adapt to changing economic and societal demands while remaining competitive. CSR also plays a strategic role in addressing resilience challenges, especially during crises. Lirios (2024) discusses how CSR strengthens organizational resilience by fostering collaboration and building robust community relations. For SMEs, this aspect of CSR is critical in navigating disruptions such as the COVID-19 pandemic.

CSR's societal impact is further emphasized by Barkemeyer et al. (2024). Their study demonstrates how CSR initiatives address broader societal challenges, fostering societal trust and creating a positive business environment. For SMEs, this alignment between business goals and societal needs is a strategic advantage. The role of CSR in building resilience during crises is a prominent theme in the literature. Lirios (2024) discusses how CSR initiatives strengthen community relations, enabling SMEs to navigate crises such as the COVID-19 pandemic. By fostering collaboration and supporting vulnerable communities, CSR enhances organizational adaptability and recovery. Satpathy et al. (2024) propose strategies for post-crisis SME recovery, emphasizing the importance of CSR-driven approaches. Their findings reveal that CSR initiatives addressing community needs not only improve business resilience but also strengthen societal trust. These insights highlight CSR's dual role as a business strategy and a tool for social impact.

CSR is increasingly recognized as a source of competitive advantage for SMEs. Mu, Li, and Hussain (2024) highlight how CSR improves customer satisfaction and operational effectiveness in hospitality SMEs. Their findings reveal that CSR-driven businesses are better positioned to meet customer expectations, fostering loyalty and driving growth. Similarly, Jamil et al. (2024) emphasize the strategic value of CSR in enhancing profitability and stakeholder trust. By aligning CSR initiatives with business goals, SMEs can create shared value, benefiting both the organization and its stakeholders.

Stakeholder engagement is integral to CSR's success. Gasamu and Musa (2024) argue that CSR fosters trust and enhances reputation, critical for SME resilience. Their study of Nigerian SMEs highlights how CSR activities create shared value, enabling businesses to build long-term relationships with stakeholders. This sentiment is echoed by Fauji, Pratikto, and Winarno (2025), who explore CSR's role in supply chain partnerships. Their findings indicate that CSR-driven collaboration improves efficiency and resilience, benefiting both SMEs and their partners.

A recurring theme in the literature is the pivotal role of Stakeholder Theory in guiding Corporate Social Responsibility (CSR) initiatives within SMEs. Ngubane (2021) highlights how stakeholder engagement influences CSR strategies in the hospitality sector, revealing that the personal values of SME owners often shape the implementation of CSR activities. This finding underscores the unique, personalized nature of stakeholder management in SMEs, where decision-making tends to be centralized and informal compared to larger organizations. Similarly, Pumiviset and Suttipun (2024) conducted a quantitative study on 336 SMEs in Thailand, demonstrating a positive correlation between CSR practices and competitive performance. The researchers argue that adopting stakeholder-centric CSR strategies enhances brand loyalty, customer trust, and employee satisfaction, ultimately boosting overall performance. These studies collectively illustrate that SMEs leveraging stakeholder-

driven CSR not only contribute to societal well-being but also enhance their market competitiveness.

Environmental responsibility is another critical area where Stakeholder Theory finds extensive application in SMEs. Husillos and Álvarez-Gil (2024) explored environmental disclosures in SMEs, revealing that stakeholder pressure—particularly from customers and regulatory bodies—significantly influences the extent and quality of environmental reporting. Their findings align with the broader consensus that SMEs are increasingly acknowledging their environmental responsibilities due to mounting stakeholder expectations. In a similar vein, Shalhoob and Hussainey (2022) examined the impact of Environmental, Social, and Governance (ESG) disclosures on SME sustainability performance. They found that proactive ESG disclosures, informed by stakeholder demands, not only enhance transparency but also improve SMEs' operational sustainability. These studies highlight the growing recognition among SMEs of the strategic importance of environmental accountability, driven by stakeholder engagement.

The role of stakeholder collaboration in fostering sustainable practices is further supported by Singh and Mukherjee (2023), who explored the adoption of circular economy principles in SMEs. Their empirical study revealed that active stakeholder involvement—particularly through partnerships with suppliers and communities—drives the successful implementation of sustainable business practices. These findings reinforce the idea that stakeholder interactions are instrumental in aligning SMEs' operations with environmental and social imperatives.

Stakeholder Theory also contributes to advancing knowledge management and innovation within SMEs. Ramos Cordeiro, Lermen, and Mello (2024) conducted a systematic literature review on knowledge management practices in SMEs, emphasizing the role of stakeholder interactions in fostering innovation. Their findings reveal that effective engagement with stakeholders, such as employees and external partners, enhances knowledge transfer, leading to innovative solutions and improved organizational agility. Moreover, Riccio Armendariz (2023) explored the role of stakeholder-driven change management during the digital transformation of SMEs. This study revealed that involving stakeholders in decision-making processes during technological transitions helps SMEs bridge the gap between traditional practices and modern innovations. These insights underline the importance of stakeholder inclusivity in driving knowledge-centric growth and adaptation in SMEs.

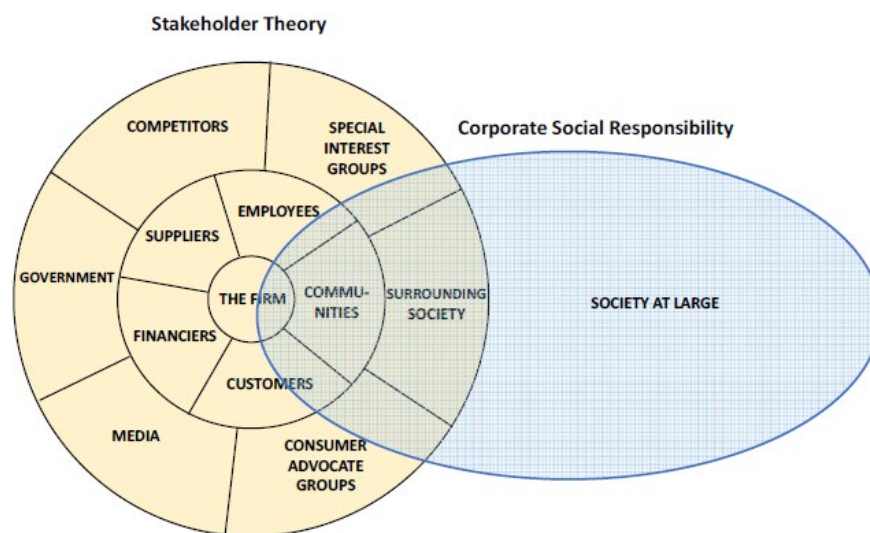
Despite its benefits, implementing Stakeholder Theory in SMEs is not without challenges. One significant issue is the resource-intensive nature of stakeholder engagement, particularly for smaller firms with limited financial and human resources. Studies, including that by Abena, Engmann, and Kwesi (2024), emphasize the need for structured monitoring and evaluation frameworks to align SME strategies with stakeholder expectations effectively. However, developing and implementing such frameworks can be a daunting task for resource-constrained SMEs. Another challenge lies in balancing the often-conflicting interests of diverse stakeholders. As Shalhoob and Hussainey (2022) observed, while ESG disclosures may satisfy regulators and environmentally conscious customers, they may also increase operational costs, potentially straining relationships with cost-sensitive stakeholders such as investors and suppliers. This inherent tension underscores the need for SMEs to develop nuanced strategies that balance stakeholder priorities without compromising operational viability.

The application of Stakeholder Theory offers SMEs several strategic opportunities. First, it enables them to build trust and loyalty by fostering transparent and ethical relationships with stakeholders. For instance, the study by Pumiviset and Suttipun (2024) demonstrates how stakeholder-focused CSR strategies enhance customer trust and employee satisfaction. Similarly, proactive environmental disclosures, as highlighted by Husillos and Álvarez-Gil (2024), can strengthen SMEs' reputation and competitive edge. Second, Stakeholder Theory encourages SMEs to adopt sustainable practices that align with global trends, such as the circular economy. Singh and Mukherjee (2023) argue that stakeholder-driven sustainability initiatives not only reduce environmental impact but also create economic value by optimizing resource use and reducing waste. Finally, stakeholder engagement facilitates knowledge-sharing and collaboration, which are critical for innovation and growth. As highlighted by Ramos Cordeiro, Lermen, and Mello (2024), SMEs that actively involve stakeholders in knowledge management processes are better positioned to innovate and adapt to changing market dynamics.

RESEARCH FRAMEWORK

Freeman and Dmytriyev (2017) in their article *“Corporate Social Responsibility and Stakeholder Theory: Learning From Each Other”* examine the relationship between two critical concepts in business ethics: Corporate Social Responsibility (CSR) and Stakeholder Theory. It asserts that CSR is a subset of corporate responsibilities that address the needs of society, while Stakeholder Theory takes a broader perspective, focusing on creating value for all stakeholders.

Figure 1: The relation between stakeholder theory and CSR



Source: Freeman and Dmytriyev (2017)

There are three elements that align Corporate Social Responsibility (CSR) and Stakeholder Theory. These elements emphasize their complementarity and demonstrate how the two frameworks can be integrated to enhance business ethics and societal contributions.

1. Purpose

The concept of purpose in corporate responsibilities and CSR highlights a company's role beyond profit-making, focusing on societal and stakeholder needs. Freeman and Dmytriyeu (2017) advocate for purpose-driven businesses that contribute meaningfully to society. CSR reflects this purpose through initiatives addressing challenges like poverty, education, or climate change. For instance, a sustainable energy company may align its purpose with CSR by promoting renewable energy in underserved areas. Stakeholder Theory complements this by encouraging companies to serve the interests of all stakeholders, ensuring their purpose aligns with community needs, fostering broader societal impact beyond shareholder value.

2. Value Creation

Value creation unifies corporate responsibilities and CSR by emphasizing shared value for all stakeholders, not just shareholders. While traditional models prioritize economic gains, CSR extends value creation to include social and environmental contributions, such as improving community welfare, reducing environmental impact, or supporting public health. Stakeholder Theory reinforces this by showing that businesses thrive when they create value for employees, customers, suppliers, and communities. Freeman and Dmytriyeu (2017) argue that value creation bridges CSR and corporate responsibilities, rejecting the false divide between economic and social goals and demonstrating how addressing stakeholder needs enhances both business performance and societal well-being.

3. Interdependence

Stakeholder interdependence highlights the interconnectedness between businesses and their stakeholders, emphasizing that success relies on mutual prosperity. CSR demonstrates this through initiatives that build community partnerships, improve employee well-being, and enhance customer satisfaction. For instance, environmentally sustainable practices can meet regulations, cut costs, and attract eco-conscious customers. Stakeholder Theory complements this by stressing the importance of engaging and supporting stakeholders for long-term success. Freeman and Dmytriyeu (2017) argue that recognizing this interdependence unifies CSR and corporate responsibilities, encouraging companies to consider the broader impact of their actions and foster meaningful collaborations that benefit both businesses and stakeholders.

Integrating Corporate Social Responsibility (CSR) and Stakeholder Theory in PT Chevron Geothermal Indonesia's (PT CGI) Small and Medium Enterprise (SME) Projects

While the study offers a rich case analysis of PT Chevron Geothermal Indonesia's (PT CGI) CSR initiatives within SME development, several research gaps persist—particularly when examined through the conceptual lens of purpose, value creation, and interdependence, as outlined by Freeman and Dmytriyeu (2017).

First, the study underscores PT CGI's commitment to community development but does not sufficiently explore how corporate purpose is *co-created* with stakeholders. It presents a company-led narrative of social investment without critically examining whether this purpose reflects the community's evolving needs or values. There is limited insight into whether local stakeholders—especially women, informal laborers, or marginalized groups—had a voice in shaping the initiatives' goals. This raises questions about the inclusivity and

authenticity of the company's stated social purpose, indicating a gap in understanding how shared purpose is constructed and sustained in CSR initiatives.

In addition, the study focuses largely on quantifiable outputs such as revenue generation, job creation, and training outcomes. While these are important, the research does not investigate the *multi-dimensional nature* of value—social, environmental, and institutional—nor how this value is equitably distributed among stakeholders. For example, does the economic benefit truly reach the most vulnerable groups? Are there unintended trade-offs or dependencies being created? Furthermore, long-term sustainability of the created value is not examined, leaving a gap in evaluating whether CSR outcomes persist beyond the project lifecycle.

Lastly, the mutual reliance between PT CGI and its community stakeholders—is acknowledged but not critically unpacked. The study treats stakeholder engagement as a static, one-way mechanism rather than a dynamic process built on trust, reciprocity, and continuous collaboration. It does not explore how these relationships evolve over time, how feedback loops inform decision-making, or how power asymmetries are addressed in practice. Furthermore, the role of digital tools in fostering interdependence—through communication, monitoring, and transparency—is entirely absent.

In summary, the research leaves important questions unanswered about how CSR initiatives rooted in *shared purpose, inclusive and sustainable value creation, and genuine stakeholder interdependence* can be more effectively conceptualized and operationalized, presenting fertile ground for future exploration.

METHODOLOGY

Research Design

This study employs a qualitative case study approach to examine the role of stakeholders in corporate social responsibility (CSR) initiatives undertaken by PT Chevron Geothermal Indonesia (PT CGI). The case study method is particularly suitable for this research as it allows for an in-depth investigation of how stakeholder engagement influences CSR implementation within the specific socio-economic and cultural context of Desa Samarang and Desa Pasirwangi Garut, Kecamatan Pasirwangi, Kabupaten Garut, Java Island, Indonesia. Case studies provide a comprehensive understanding of complex interactions within real-world settings, making them ideal for exploring CSR strategies in small and medium enterprises (Yin, 2018).

PT CGI, a subsidiary of Chevron, has been actively involved in CSR initiatives aimed at enhancing local economic development and environmental sustainability. This research focuses on three key CSR projects initiated by PT CGI: Super Chicken, Banana Plantation, and Mushroom Cultivation. These projects were designed to empower the local community by promoting sustainable agriculture and livestock farming, thereby improving livelihoods and fostering economic resilience. The study seeks to examine how stakeholders, including local farmers, community leaders, government representatives, and PT CGI itself, participate in and influence the implementation of these CSR initiatives.

Case Selection and Sampling Strategy

A single-case study with embedded units of analysis is adopted to provide a focused yet comprehensive examination of PT CGI's CSR initiatives. The selection of PT CGI and its CSR projects follows a purposive sampling approach, ensuring that the case meets specific criteria

relevant to the study’s objectives. The criteria include the presence of an established CSR program, active stakeholder participation, and a demonstrable impact on the local community. The data was collected from January to July 2016, which offers valuable perspective by capturing the long-term outcomes and maturity of PT CGI’s CSR initiatives, allowing for an assessment of sustained value creation, stakeholder engagement, and community empowerment beyond short-term impacts. Studying this earlier period also provides a critical benchmark for understanding CSR practices prior to the global disruptions of the COVID-19 pandemic. By analyzing a relatively stable pre-crisis context, the research establishes a foundation for comparing how stakeholder-driven CSR models perform over time and under stress, offering deeper insights into the resilience, adaptability, and enduring relevance of such approaches in evolving environments.

The study involved 16 informants, consisting of 12 key informants and 4 supporting informants, as shown in Table 1 below.

Table 1: List of informants

No.	Code	Position / Role	Organisation
1	KEY1	Specialist	Social Investment, Policy, Government and Public Affairs, PT Chevron Geothermal
2	KEY2	Field Manager	Sahabat Cipta (Prisma)
3	KEY3	Executive Director	Perkumpulan Untuk Peningkatan Usaha Kecil (PUPUK)
4	KEY4	Manager	Program PUPUK
5	KEY5	Field Coordinator	Program PUPUK
6	KEY6	Manager	Koperasi Samarawangi
7	KEY7	Coordinator	Mushroom project
8	KEY8	Coordinator	Mushroom project
9	KEY9	Coordinator	Chicken project
10	KEY10	Coordinator	Banana project
11	KEY11	Coordinator	Banana project
12	KEY12	Coordinator	Banana project
13	SUP1	Local government district representative	Dinas Sosial Kabupaten garut
14	SUP2	Local government district representative	Dinas UMKM Kabupaten Garut
15	SUP3	Local government district representative	Camat Desa Samarang
16	SUP4	Local government district representative	Lurah Pasir Kiamis, Desa Samarawangi

Data Collection Methods

To ensure methodological rigor and data triangulation, the study employs three primary data collection methods: semi-structured interviews, document analysis, and direct observations. These methods enable a multi-faceted examination of PT CGI’s CSR projects and stakeholder interactions (Patton, 2015).

Semi-structured interviews serve as the primary source of data, offering deep insights into stakeholder perceptions, experiences, and decision-making processes. The interview protocol includes open-ended questions to explore motivations, challenges, and the perceived impact of CSR initiatives. The 16 informants are selected to represent a diverse range of perspectives, ensuring a balanced understanding of stakeholder engagement in the Super Chicken, Banana Plantation, and Mushroom Cultivation projects. All interviews are conducted face-to-face, audio-recorded with consent, and subsequently transcribed for analysis.

In addition to interviews, document analysis is conducted to supplement the primary data. Relevant documents, including PT CGI's CSR reports, stakeholder communication records, local government policies, and media publications, are reviewed to cross-validate findings. These documents provide insights into the formal commitments and strategies adopted by PT CGI in executing its CSR programs. The document analysis follows a content analysis approach, identifying recurring themes related to stakeholder roles, project sustainability, and community development.

The third data collection method involves direct observations of CSR-related activities in Desa Samarang and Desa Pasirwangi Garut. The researcher attends community meetings, training sessions, and on-site project activities to witness firsthand how stakeholders engage with PT CGI's CSR initiatives. Field notes are systematically recorded, capturing stakeholder interactions, project implementation processes, and informal discussions among community members. Where permitted, photographs are taken to document key aspects of the CSR projects.

Data Analysis

Thematic analysis is employed to analyze the qualitative data collected from interviews, documents, and observations. This method is particularly suitable for identifying patterns and themes in qualitative research (Braun & Clarke, 2006). The data analysis process follows six sequential steps:

1. Familiarization with data by thoroughly reviewing interview transcripts, documents, and field notes.
2. Coding by assigning labels to key concepts related to stakeholder engagement in CSR projects.
3. Theme identification by grouping codes into broader thematic categories, such as community participation, corporate influence, and project sustainability.
4. Cross-case comparison across the three CSR projects to identify similarities and differences in stakeholder roles and project outcomes.
5. Interpretation by relating findings to existing literature on CSR in SMEs and stakeholder theory.
6. Validation through triangulation, ensuring that conclusions are supported by multiple sources of data.

Reliability and Validity

To enhance the reliability and validity of the study, several strategies are implemented. Methodological triangulation is achieved by incorporating multiple data sources, including interviews, documents, and observations. Member checking is conducted by sharing interview transcripts and preliminary findings with participants to ensure accuracy and representation. Additionally, peer debriefing is utilized, with academic experts reviewing the coding process and thematic analysis to ensure consistency and objectivity. To improve transferability, the study provides a detailed description of PT CGI's CSR projects and the socio-economic context of Desa Samarang and Desa Pasirwangi Garut.

Ethical Considerations

Ethical guidelines are strictly adhered to throughout the research process. Informed consent is obtained from all participants after explaining the study's objectives and procedures. Participants are assured of confidentiality, with all personally identifiable information anonymized to protect their privacy. Additionally, participation in the study is entirely voluntary, and informants are given the right to withdraw at any stage without any repercussions. Ethical approval for the study is obtained from the relevant institutional review board to ensure compliance with academic research standards.

This methodological approach ensures a comprehensive and rigorous investigation of PT CGI's CSR initiatives in Desa Samarang and Desa Pasirwangi Garut. By employing a case study design with multiple data sources, the study contributes to both academic knowledge and practical understanding of stakeholder-driven CSR in small and medium enterprises.

RESULTS AND DISCUSSION

The journey toward sustainable agriculture and rural livelihood transformation is exemplified by three integrated initiatives: the Super Chicken project, the Banana plantation program, and the Mushroom cultivation initiative. These projects have brought positive change to communities by addressing food security, income generation, and environmental sustainability through locally adapted and community-led approaches.

The Super Chicken project focuses on poultry farming as a means of providing both nutrition and income to rural families. Central to the initiative is the construction of durable, well-ventilated poultry cages, designed and built with community participation. The project goes beyond infrastructure, offering training in poultry care, disease management, and breeding. Selected chicken breeds are resilient and productive, supplying eggs and meat for family consumption and for sale in local markets. Families report improved nutrition and additional income, highlighting the project's long-term potential. The combination of infrastructure development, capacity building, and market integration forms a solid foundation for scaling this model to other regions.

Running parallel is the Banana plantation program, which introduces high-yield, disease-resistant banana varieties to ensure consistent production and marketability. Farmers are trained in irrigation, pest control, and soil management to maintain productivity despite environmental challenges. The program enhances food security through local banana consumption while also generating income from market sales. Post-harvest handling techniques, including storage and transportation, help minimize losses and increase profitability. Additionally, the program promotes sustainability through organic farming and intercropping, enhancing biodiversity, preventing soil erosion, and contributing to environmental conservation.

The Mushroom cultivation initiative offers an innovative, small-scale farming alternative that requires minimal land and utilizes agricultural waste as substrate. This low-cost, high-value enterprise empowers participants—particularly women and youth—by equipping them with technical training in every stage of the mushroom-growing process. Early results show strong demand for the mushrooms, both as a nutritious food source and as a commercial product. The project enhances economic independence, creates new livelihood opportunities, and exemplifies the circular economy by transforming waste into a productive resource.

Together, these three projects form a synergistic model for integrated rural development. By connecting poultry, crop, and fungal farming, they complement and reinforce one another—for example, chicken manure fertilizes banana plantations, and banana waste supports mushroom cultivation. This interconnectedness boosts efficiency, supports environmental sustainability, and maximizes community benefits.

Underlying all three initiatives is a shared vision: to build resilient, self-reliant communities capable of overcoming poverty, food insecurity, and environmental challenges. These projects demonstrate how access to skills, resources, and markets can unlock the potential of even the most vulnerable populations. As they grow, efforts are being made to scale these models to other regions, drawing from lessons learned to adapt and replicate success. Ultimately, these initiatives are not just about farming—they are about empowering people, protecting the environment, and laying the groundwork for a sustainable future.

Aligning PT Chevron Geothermal Indonesia's CSR with Stakeholder Theory

PT Chevron Geothermal Indonesia's (PT CGI) CSR initiatives, particularly the Super Chicken, Banana Plantation, and Mushroom Cultivation projects, exemplify the integration of Corporate Social Responsibility (CSR) and Stakeholder Theory as described by Freeman and Dmytriiev (2017). These initiatives go beyond traditional profit-making to address societal needs while creating value for multiple stakeholders. The results of PT Chevron Geothermal Indonesia's (PT CGI) corporate social responsibility (CSR) initiatives in Desa Samarang and Desa Pasirwangi Garut highlight the successful integration of CSR and Stakeholder Theory within the frameworks of Purpose, Value Creation, and Interdependence. These three pillars serve as essential components in aligning CSR initiatives with stakeholder interests, ensuring that corporate efforts translate into sustainable development outcomes.

Purpose: CSR as a Driver of Stakeholder-Oriented Development Beyond Profit making

The purpose of CSR, as demonstrated by PT CGI's initiatives, extends beyond philanthropy to empowering local communities and fostering sustainable economic growth. The Super Chicken, Banana Plantation, and Mushroom Cultivation projects were strategically designed to address food security, income generation, and environmental sustainability, aligning PT CGI's business objectives with community needs. This approach underscores the idea that CSR should not merely serve as a public relations tool but as a strategic commitment to social and economic well-being.

Stakeholder engagement played a critical role in defining the purpose of these CSR initiatives. PT CGI collaborated with local farmers, government agencies, and community leaders to ensure that projects were culturally and economically relevant. The company's CSR efforts were not imposed from a corporate perspective but co-developed with stakeholders, demonstrating a participatory approach that increased community acceptance and long-term commitment. This aligns with Freeman and Dmytriiev's (2017) assertion that businesses should adopt purpose-driven strategies that integrate stakeholder concerns rather than treating CSR as an isolated corporate function.

Chevron berkomitmen untuk berkontribusi terhadap perkembangan ekonomi dan sosial dari masyarakat di sekitar area operasi dengan berpegang pada prinsip... (KEY1)

Mendukung visi, misi dan strategi pemerintah setempat berdasarkan skala prioritas pembangunan... (KEY1)

...tidak menggantikan program pemerintah... (KEY1)

These quotes reflect a clear corporate purpose aligned with societal development, not just economic performance. By explicitly supporting local government strategies and avoiding the displacement of public programs, PT CGI reinforces a CSR purpose rooted in partnership and alignment with local priorities—demonstrating the company’s intent to be a socially responsible stakeholder. PT CGI embodies this principle through its SME projects in Desa Samarang and Desa Pasirwangi, Garut, which prioritize economic empowerment over mere financial gains. By supporting local micro, small, and medium enterprises (MSMEs), PT CGI fosters entrepreneurial opportunities for marginalized communities, particularly for middle- to lower-income families (72% of beneficiaries). This commitment to economic and social well-being showcases how PT CGI’s CSR initiatives align with purpose-driven business strategies, reinforcing the idea that corporations can serve both financial and social missions.

Value Creation: Economic and Social Impact

Freeman and Dmytryev (2017) argue that value creation extends beyond shareholders and should benefit all stakeholders, including employees, customers, suppliers, and communities. PT Chevron Geothermal Indonesia’s Corporate Social Responsibility program reflects this principle by generating both economic and social benefits for the communities it serves.

The small and medium enterprise projects have directly and indirectly impacted 2,950 beneficiaries, contributing to improved livelihoods. Over three years, the program has generated more than 2.9 billion in transaction revenue, demonstrating a significant economic contribution to the local economy. In addition to financial growth, a dedicated training center for small and medium enterprises was established to equip entrepreneurs with essential skills for sustaining and expanding their businesses.

The initiative is managed by the Samarawangi Cooperative, with support from the PUPUK Foundation and Sahabat Cipta NGO, ensuring effective oversight and long-term growth of the small and medium enterprises. As a result of this program, small and medium enterprises under the initiative now produce 125 different product varieties, fostering local industry development and promoting economic diversification. Value creation refers to creating shared benefits for both business and stakeholders—economic, social, or environmental.

Saya tidak berpendidikan bu, hanya lulus SD, jadi bergabung dengan UMKM yang dibina PT. CGI dan para mitranya tersebut... saya jadi tahu bagaimana membuat kebun pisang yang benar, bagaimana memasak dodol yang bersih dan memenuhi syarat, bagaimana teknik packaging yang baik sampai proses pemasarannya. (KEY10)

...dengan keberadaan Chevron, dari segi ketenagakerjaan perusahaan tersebut telah banyak membantu masyarakat dan pemerintah. Misalnya membantu penduduk... menjadi tenaga untuk operator dan tenaga kasar yang bukan ahli... (SUP1)

These testimonies highlight tangible value created for individuals and communities—knowledge transfer, economic opportunity, employment, and inclusion of less-educated citizens. This shared value also benefits the company by improving its social license to operate, fulfilling its CSR agenda, and supporting operational stability through stronger community ties.

These achievements demonstrate how PT Chevron Geothermal Indonesia successfully creates shared value that benefits both the company and the local communities. This approach aligns with the Stakeholder Theory's emphasis on distributing value holistically among all involved parties.

Interdependence: Strengthening Business-Community Relationship

The results also emphasize the interdependence between PT CGI and its stakeholders, reinforcing the idea that business success and community well-being are mutually reinforcing. CSR initiatives such as the Mushroom Cultivation project demonstrate how businesses can help communities become economically self-sufficient, ultimately contributing to a stable and prosperous operating environment for the company. This aligns with Freeman and Dmytriiev's (2017) perspective that companies should recognize their interdependence with stakeholders rather than viewing CSR as a separate function.

Freeman and Dmytriiev (2017) emphasize that businesses and stakeholders are interdependent, meaning that corporate success is closely linked to societal well-being. PT CGI recognizes this by ensuring its CSR projects are not just philanthropic efforts but sustainable, mutually beneficial initiatives. The company collaborates with local cooperatives and NGOs, ensuring long-term impact beyond its direct involvement. This stakeholder-driven approach fosters community resilience, enabling local businesses to thrive independently while maintaining a strong partnership with PT CGI.

Moreover, by empowering local MSMEs, PT CGI strengthens the regional economy, creating a ripple effect of positive socio economic change. This exemplifies how CSR and Stakeholder Theory converge in real-world business practices, where corporate initiatives are strategically designed to uplift communities while ensuring long-term business sustainability.

Freeman and Dmytriiev stress that businesses and stakeholders are mutually dependent; success is built on long-term collaboration and shared responsibility.

Ciri-ciri dari kemitraan usaha ada pada hubungan timbal balik... pembagian risiko dan keuntungan yang proporsional... (KEY2)

...pelaksanaan UMKM yang mereka bina bersama mitra kerjanya... (SUP1)

...saya juga ingin sekali mempunyai banyak pengalaman... (KEY10)

These statements reveal a mutual engagement where PT CGI does not act unilaterally but partners with communities and NGOs to co-create outcomes. The term "*hubungan timbal balik*" (reciprocal relationship) and "*pembagian risiko dan keuntungan*" (shared risk and reward) reinforce the shift from donor-beneficiary dynamics to collaborative, stakeholder-driven development. The acknowledgment of "*mitra kerja*" (partners) also reflects an organizational culture of shared responsibility and trust.

To summarize, PT Chevron Geothermal Indonesia's corporate social responsibility initiatives demonstrate the integration of Stakeholder Theory into corporate social responsibility practices. By aligning with purpose-driven business strategies, promoting shared value creation, and acknowledging the interdependence of stakeholders, PT Chevron Geothermal Indonesia illustrates how corporations can effectively balance economic performance with social impact. This case study provides a strong example of how corporate social responsibility can go beyond traditional philanthropy and develop into a stakeholder-oriented strategy for sustainable development.

CONCLUSIONS

The results of PT CGI's CSR initiatives demonstrate that CSR and Stakeholder Theory are deeply interconnected and must be integrated through purpose-driven strategies, shared value creation, and recognition of interdependence. By aligning CSR initiatives with stakeholder needs, PT CGI has successfully contributed to economic development, social empowerment, and environmental sustainability in Desa Samarang and Desa Pasirwangi Garut. The case study underscores that businesses do not operate in isolation—their long-term success is intrinsically linked to the well-being of the communities they serve.

One of the key insights derived from this research is the importance of stakeholder collaboration in ensuring the sustainability of CSR programs. The participation of community members, local government agencies, and non-governmental organizations (NGOs) in PT CGI's CSR initiatives has strengthened the implementation of these projects, leading to greater acceptance and ownership among beneficiaries. The Ayam Kampung Super project, for example, has not only enhanced food security but has also provided households with additional income through poultry farming. Similarly, the Banana Plantation initiative has empowered local farmers by improving their agricultural practices and connecting them to broader markets, while the Mushroom Cultivation project has offered an innovative, low-investment farming alternative, particularly benefiting women and marginalized groups. These projects exemplify how CSR initiatives can serve as catalysts for economic resilience when properly aligned with community needs.

Furthermore, the study highlights the role of effective communication and knowledge transfer in the success of CSR programs. Through training sessions, workshops, and community engagement meetings, PT CGI has facilitated the dissemination of agricultural best practices and business management skills. This capacity-building approach has empowered local stakeholders to sustain and expand their enterprises beyond the direct involvement of PT CGI, reinforcing the long-term impact of CSR initiatives. However, the study also identifies challenges such as resource limitations, changing market dynamics, and regulatory constraints, which can affect the scalability and effectiveness of CSR programs. Addressing these challenges requires ongoing engagement with stakeholders, continuous assessment of project outcomes, and adaptive strategies to ensure that CSR efforts remain relevant and impactful.

In conclusion, PT CGI's CSR initiatives in Desa Samarang and Desa Pasirwangi Garut illustrate the transformative potential of corporate social responsibility when stakeholder engagement is prioritized. The integration of CSR and Stakeholder Theory has proven instrumental in fostering economic growth, environmental stewardship, and social equity within SME projects. This research reinforces the notion that CSR is not merely an act of corporate goodwill but a strategic approach to sustainable development, where businesses

and communities collaborate for mutual prosperity. For future CSR efforts, businesses should prioritize stakeholder engagement at every stage of CSR planning and execution, ensuring that initiatives remain relevant, adaptable, and mutually beneficial. By fostering collaborative, purpose-driven, and value-generating CSR models, companies can enhance both corporate performance and societal well-being, ultimately contributing to a more sustainable and inclusive economy. Moving forward, future CSR programs can benefit from incorporating stakeholder feedback, leveraging innovative business models, and fostering multi-sectoral partnerships to maximize their impact.

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