

## CAROLL PYRAMID IMPLEMENTATION OF ENVIRONMENTAL RESPONSIBILITY PROGRAMS OF PT PERTAMINA EP SUBANG FIELD, TAMBUN FIELD, AND JATIBARANG FIELD IN ORGANIC AGRICULTURE

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### ABSTRACT

The era of using synthetic chemical fertilizers in agriculture is slowly being abandoned and is now entering the era of organic fertilizers. Against this background, this study aims to: (1) Analyze the implementation of environmental social responsibility programs at PT. Pertamina EP Subang Field, Jatibarang Field, Tambun Field (2) Analyzing the process of implementing environmental social responsibility at PT. Pertamina EP Subang Field, Jatibarang Field, Tambun Field (3) Analyze the implications of behavior related to the implementation of environmental social responsibility at PT. Pertamina EP Subang Field, Jatibarang Field, and Tambun Field in terms of sustainable development responsibilities and social empowerment. This research method uses qualitative methods. The data analysis technique uses the four strategic principles of Carroll's pyramid. The results of the research show that PT Pertamina EP Subang Field, Jatibarang Field, and Tambun Field have and are implementing the four strategic principles of the Carroll pyramid in principle, including economic, legal, ethical, and philanthropic principles. Meanwhile, the managerial implication of this research is the management of PT. Pertamina EP Subang Field, Jatibarang Field, and Tambun Field must continue their responsibilities in these four dimensions. Companies must also continue to provide concrete support for the development of new, renewable energy and energy conservation (EBTKE) through the establishment of Subholding Power & NRE. Companies must continue to strive to change HR behavior, internally and externally, so that social and environmental responsibilities can be carried out together.

**Keywords:** *organic farming, Carroll's pyramid, sustainable environment, sustainable behavior, social empowerment.*

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### INTRODUCTION

Currently, there is a trend of increasing use of organic fertilizers in organic-based agriculture. Organic farming has the core concept of creating crop production without relying on artificial chemical compounds such as artificial fertilizers, pesticides, and growth regulators. In organic farming, various methods are used such as crop rotation, the use of crop residues, manure from livestock manure, legumes, green manures, organic wastes from off-farm sources, mineral fertilizers from rocks, as well as making use of natural ways to control pests and diseases, increase soil fertility, and provide nutrients for plants (Le Campion et al., 2020).

Organic farming is an agricultural method based on the use of natural ingredients without relying on artificial chemical compounds. The growth of organic agriculture has been fueled by public awareness of the risks posed by farming systems that rely heavily on high-energy resources, such as fertilizers and artificial chemicals, which can cause environmental damage and negatively impact human health. In controlling Plant Pest Organisms (OPT), the approach used is no longer dependent on chemical pesticides but instead switches to alternative methods.

Indonesia has a great opportunity to compete in the international market in the organic farming sector, although this needs to be done in stages. Indonesia's comparative advantage

includes the large area of land that can still be developed for organic farming and the availability of supporting technologies, such as composting, planting methods without tillage, use of biological pesticides, and others. Modern organic farming has started to grow in a limited way and on a small scale in Indonesia. This modern organic farming model produces food products that are safe for consumption and operates with an environmentally friendly production system (Mayrowani, 2016)

The government has also encouraged the use of organic fertilizers by providing subsidized organic fertilizer programs for the agricultural sector. Distribution of subsidized organic fertilizer has been carried out in 34 provinces in 2018 and 2019 (Ministry of Agriculture, 2021).

In addition, social and environmental responsibility (Corporate Social Responsibility/CSR) has become part of the company's impact management efforts, especially those related to Natural Resources. Regulations that require companies to carry out CSR are contained in various laws, including those concerning Investment and Limited Liability Companies, as well as government regulations regarding Social and Environmental Responsibility (TJSL). Company PT. Pertamina EP Subang Field, is a state-owned Oil & Gas company operating in Kab. Karawang, West Java, has committed to implementing social responsibility through the Setapak Footprint program which focuses on intensifying healthy rice using organic and environmentally friendly ingredients. This program aims to improve soil fertility and farmers' health levels as well as preserve the environment. The Roadmap for the Setapak Trail program began in 2019 and is targeted for the next five years. This program teaches farmers in Karawang Regency about healthy rice cultivation without the use of chemical fertilizers and pesticides, so it is hoped that it can reduce production costs and protect the environment better. This program seeks to maintain Karawang Regency's status as a national rice barn which is in danger of fading due to the declining trend of rice fields and soil damage due to the excessive use of chemicals (FAO, 2022).

In accordance with the description of the background above, the formulation of this problem is about how to implement the environmental responsibility program of PT Pertamina EP Subang Field, Jatibarang Field, Tambun Field in Organic Agriculture in Karawang Regency using Carroll's pyramid theory (Meynhardt & Gomez, 2019) . CSR implementation will be studied with four levels of responsibility, namely economic, legal, ethical, and philanthropic responsibilities. The aspect of implementing corporate responsibility from a sustainable environmental perspective is the next study. As an implication of the ongoing CSR implementation process, it will be studied from the aspect of responsibility for sustainable development and social empowerment. The formulation of this problem is broken down into research questions as follows: How is the implementation of the environmental social responsibility program at PT. Pertamina EP Subang Field, Jatibarang Field, Tambun Field reviewed the four strategic principles of the Carroll pyramid (economic responsibility, legal responsibility, ethical responsibility, and philanthropic responsibility)?

### **The Carroll Pyramid Theory**

Carroll's Pyramid is a pyramid developed by Archie Carroll by graphically illustrating the components of CSR definition. He then unifies the categorization of the four components into a pyramid model. The purpose of this pyramid is to define corporate social responsibility and clarify the nature of the four basic components of its framework. This pyramid was chosen as

the engineering design because it is simple, intuitive, and built to stand the test of time (Omar et al., 2020).

Among CSR's main integrative theories of social demand Carroll's perspective highlights the concept of CSR in the form of a four-tiered pyramid, encompassing the idea that organizations have not only economic and legal obligations, but also ethical and philanthropic ones, which can be represented through a single framework (Dmytriyev et al., 2021).

Carroll's CSR pyramid describes four components: economics, law, ethics, and philanthropy. Within this pyramid, the economic component, which is the basis of all business responsibilities, consists of maximizing earnings per share, competitive position, efficiency, and operational consistency. Furthermore, legal responsibilities must seek to meet the minimum requirements set by the government and legal expectations regarding various national, state, and local regulations. Ethical foundations imply doing what is right and fair to minimize harm to various stakeholder groups, and finally, philanthropic responsibility implies that businesses must contribute with financial and human resources to society, thereby, improving the quality of people's lives.

Carroll argues that business organizations are established with the aim of providing goods and services to society and seeking profit as the main motivation. However, society not only gives licenses to businesses to operate solely for profit but also expects businesses to comply with the laws and regulations set by the government. In the context of a social contract between corporations and society, corporations are expected to carry out their economic mission in accordance with legal boundaries and reflect the regulated ethical vision, by upholding the basic principles of distributive justice (Cristina & Diana, 2023).

In Carroll's view, ethics and values play an important role in shaping law because they are the driving force behind its creation. When there are changes in people's values reflected in the environmental, civil rights, and consumer rights movements, this can also be considered a sign of ethical implementation in future legislation. In other words, ethical responsibility includes values and norms that stem from societal expectations that businesses adhere to higher standards than currently required by law (Cristina & Diana, 2023).

On the other hand, philanthropic responsibility involves corporate actions as good citizens who fulfill societal expectations. This includes active involvement in various actions or programs to promote well-being or good in society, including donating cash, facilities, and staff time to humanitarian programs. Therefore, philanthropy is an act that is more voluntary in companies, although it is still expected by society (Štreimikienė & Ahmed, 2021)

A. Economic responsibility. It is the obligation of a business organization to make money. Carroll places economic obligation at the base of the CSR Pyramid because it is so important to business continuity. Every company or organization, even if it is a non-profit organization such as a charity, needs assets to be successful and sustainable. According to Carroll, the first step in implementing CSR is engaging in business operations and making a profit. Carroll added that profits are needed to reward investors and owners. In addition, profits must be reinvested to maintain business growth. Economic responsibility is represented by a company through investments, marketing strategies, business operations, and long-term financial strategies with various stakeholders (Salas-Zapata & Ortiz-Muñoz, 2019). For example, when a company is involved in business operations, it has to employ a number of employees and deal with various stakeholders such as suppliers, sellers, marketing consultants, shareholders,

investors, insurance companies, banks and financial institutions. Different stakeholders will be positively affected if the company achieves profits, this is what economists call the Win-Win theory. As a result, stakeholders will benefit, money circulation processes will improve, and companies will succeed in achieving CSR economic responsibility (Brin & Nehme, 2019).

B. Legal responsibility. Companies must respect laws and regulations. According to Carroll's Pyramid theory, Legal Responsibility is placed at the second level of the CSR Pyramid (Politis & Grigoroudis, 2022). A responsible company is one that accepts the rules of fair business play. Responsible companies comply with the law because they believe that fair business has a positive impact on the entire economy and society. If a company commits tax evasion, engages in money laundering activities, or even produces toxic products, then it is unreasonable to assume that the company shares CSR values (Brin & Nehme, 2019).

Ethical responsibility. Companies are expected to act as responsible citizens. This responsibility enables companies to perform good actions for society, even if the law does not require it. According to Carroll, companies must respond to the spirit of the law, not just follow it literally (Shabrina et al., 2023). In other words, ethical responsibilities include activities that are fair and are expected by society from companies. For example, a fishing company can extract fish from the seabed of the Middle East without any legal limits, but it would be considered unethical to catch quantities of fish that exceed market requirements. The role of civil society and associations is crucial in determining corporate ethics controls until they become official law (Brin & Nehme, 2019).

D. Philanthropic responsibility. is a voluntary practice driven by a business desire to participate in social activities without any legal obligation, and is usually not as common in business as a form of ethics. dedicated to societal expectations. At the philanthropic level, companies can fulfill what society wants. To fulfill their philanthropic responsibilities, companies engage in various forms of giving, such as sponsoring sporting events such as the annual marathon or engaging employees in donation campaigns, etc. The value behind philanthropic activities is to show a good citizen image of the company and enhance its reputation (Brin & Nehme, 2019).

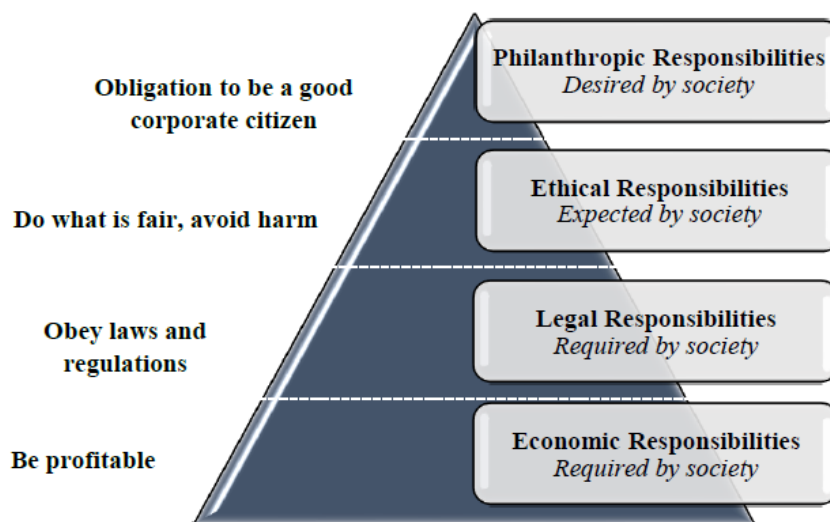


Figure 1. Carroll's Pyramid Model  
Source: Carmona et al (2022)

In 1979, Carroll first issued a definition of CSR consisting of four aspects. Then, in 1991, Carroll presented this definition in the form of a CSR pyramid. The purpose of this pyramid is to highlight and describe the nature of the four-aspect framework. The use of pyramids as a geometric design was chosen because they are simple, intuitive, and remain relevant over time. In the CSR pyramid, economic responsibility is placed as the base of the pyramid because it is considered a basic requirement in business. Just as a building foundation must be strong to support a building structure, sustainable profits are seen as a strong foundation to sustain community expectations of companies. The bottom line is that CSR infrastructure is built based on sound and sustainable economic business principles (Siwi, 2017).

Meanwhile, society conveys a message to businesses that it is expected to comply with laws and regulations because laws and regulations reflect the basic rules of society which are the foundation for businesses to operate in an ethical social environment. If we examine the examples of CSR in developing countries, consideration of the legal and regulatory framework has a significant influence on the decision of a multinational company to invest there or not. A strong legal infrastructure provides an important basis for legitimate business growth and can influence a company's decision to conduct business operations in the country (Cooper & Schindler, 2014).

Not only that, businesses are also expected to operate with ethical principles. This means that businesses have an expectation and a duty to act correctly, fairly and wisely, and to avoid or minimize harm to all those they engage with. Finally, businesses are also expected to be responsible corporate citizens, meaning giving back and contributing financial, physical and human resources to the communities in which they operate. In brief, this pyramid was constructed to reflect the fundamental role played by businesses and the expectations placed on them in society.

Although ethical responsibility is depicted in the pyramid as a separate category of CSR, it should also be seen as a factor that permeates and integrates throughout the pyramid. Ethical considerations are present in every other category of responsibility as well. In the category of Economic Responsibility, for example, the pyramid implicitly assumes a capitalistic society in which the pursuit of profit is seen as a legitimate and just hope. Capitalism, in other words, is an economic system in which it is deemed ethically appropriate that owners or shareholders are entitled to a return on their investment.

In the Legal Responsibility category, it should be recognized that most laws and regulations are made based on ethical considerations that the law is appropriate. Most laws grow out of ethical issues, for example, concern for consumer safety, employee safety, the natural environment, etc., and therefore once formalized they represent codified ethics for the society. And of course, the Responsibility for Ethics stands alone in the four-part model as a category that includes policies and practices that many see as being at a level of expectation higher than the minimum required by law. At the very least, the law can be thought of as passive obedience. Ethics, on the other hand, denotes the degree of conduct that might anticipate future law and in every circumstance attempt to do what is considered above most laws, which is motivated by honesty.

Finally, the Philanthropic Responsibility is sometimes ethically motivated by companies trying to do the right thing. Although some companies pursue philanthropy as a utilitarian decision (e.g., strategic philanthropy) simply to be seen as a good corporate citizen, some do

so because they see it as a good and noble thing to do. In this last interpretation, philanthropy is seen as ethically or altruistically motivated. In summary, motivational and ethical issues permeate and permeate all four CSR categories and thus play an important role in the overall CSR.

The CSR perspective, according to Carroll, focuses on the pyramid as a whole as a single block and how companies are involved in decisions, procedures, policies and practices that simultaneously fulfill all of its components. This pyramid is not

may be interpreted as being expected to fulfill the social responsibilities of a business sequentially, starting from the bottom. Instead, businesses are expected to fulfill all of their responsibilities simultaneously. In short, corporate overall social responsibility requires the simultaneous fulfillment of economic, legal, ethical, and charitable responsibilities (Meynhardt & Gomez, 2019)

Carroll's pyramid is a simple, logical, and easy-to-understand model that is widely used and has been updated over the last four decades. This model has been empirically tested and validated and is useful for executives who want to align their obligations with stakeholders who claim legitimacy for the actions taken by companies (D'Avanzo et al., 2021).

## **METHOD**

This study uses a qualitative approach. A qualitative approach, as defined by Cooper & Schindler (2014: 145). Carroll's pyramid analysis of the environmental responsibility of PT Pertamina EP Subang Field, Jatibarang Field, and Tambun Field on organic farming in Karawang Regency, West Java Province.

In connection with the data collection technique of this research, primary data was conducted through in-depth interviews with 23 sources. The resource persons consist of internal Pertamina itself, and sources from external Pertamina, especially those related to the Corporate Social Responsibility (CSR) program (Matthew B.Miles, 2014).

Substantially, the data analysis technique in this research uses Carroll's pyramid theory, by reviewing the implementation of environmental social responsibility programs at PT. Pertamina EP Subang Field, Jatibarang Field, and Tambun Field reviewed the four strategic principles of the Carroll pyramid, namely economic responsibility, legal responsibility, ethical responsibility, and philanthropic responsibility (Sugiono, 2005).

## **RESULTS AND DISCUSSION**

### **Jejak Setapak Development**

Jejak Setapak has been established since 2019. Since the 2019 initiation, Jejak Setapak began with the formation of groups and the development of infrastructure. Then 2020 will be a development year, namely increasing group capacity for healthy agriculture, one of which is the development of aquaponics. 2021 is a year of strengthening, namely carrying out integrated and integrated organic farming and organic certification. This year, the Jejak Setapak program pioneered the marketing of organic products and expanded the capacity building of agricultural groups through cooperative management.

Then in 2022 is a year of consolidation, namely for entrepreneurship. Besides that, the development of integrated rice cultivation and the expansion of markets to sell organic rice.

Furthermore, 2023 will be the final year when the concentration of activities will be on entrepreneurship, where the trail program has become a study study and leads to independence.

Currently, the number of members of Jejak Setapak reaches 37 farmers with an organic farming system. They consist of 9 young farmers and 10 women who take care of MSME snacks. Most of the rest are male farmers who are relatively old. Until 2023, Jejak Setapak has achieved a number of achievements, both economically, socially, and environmentally, as summarized in Table 1.

Table 1. Milestones Achievement

<b>Field</b>	<b>Achievement</b>
Economy	Farmer turnover per harvest (every 3 months) Rp. 256.860.000,- The turnover of the youth farmer group from Aquaponics per month is Rp. 7.067.300,- The women's group received an increase in monthly income of Rp. 1.960.000,-
Social	Saripati Tani group was formed Youth Farmers Bhakti Youth group was formed Galih Prosperous Women's group was formed
Environment	An area of 7.25 hectares of paddy fields has applied an organic system Use of organic fertilizers/ MOL (Local Micro Organisms) and natural pesticides Utilization of water hyacinth as a biofilter

Source: Reprocessed PT Pertamina EP Subang Field, Jatibarang Field, Tambun Field (2022)

Through Jejak Setapak, there has been an increase in the welfare of farmers. Welfare can be seen from the income of the farmers who join to get an increase in income every month. In addition, farmers receive capacity building in the form of training such as (i) organic farming training, (ii) aquaponic cultivation training, (iii) training on making local micro-organisms (MOL), (iv) [training on the use of vacant land for organic cultivation, (v) development of organic rice products, (vi) aquaponic products in the form of vegetables and fish for food, (vii) drone training, (viii) fish farming training, and (viii) agricultural product processing training.

Apart from these achievements, there are a number of problems faced by Jejak Setapak. These problems are:

1. Minimal farmer regeneration problem. Times have changed, and regeneration is difficult because young people today think being a farmer is not cool. They prefer to work as factory workers or shopkeepers. The social problems based on the social mapping are unemployment, there is no regeneration of young farmers, they don't want to be farmers, but the factories also don't accept it
2. Paddy fields are getting narrower. The increasingly narrow paddy fields, in Karawang, are starting to convert a lot of agricultural land into housing or factories. So the problem is to turn Karawang into a rice granary and even organic rice is difficult because the land

is gone. Karawang as a national rice granary has reduced land due to land conversion into factories or housing, and soil damage due to chemical fertilizers

3. Unpredictable pests. This sometimes unpredictable pest is a natural problem that is sometimes unavoidable, nature is unpredictable.
4. Organic fertilizers from animal manure are sometimes obtained. Organic fertilizer from animal manure is difficult to obtain because the livestock are far from the location, or even if there is, it is sometimes not sufficient for the needs that must be covered.
5. Many other farmers still use chemical fertilizers. Many farmers still use chemical fertilizers because they feel they are faster and easier to apply for plant fertility.

Based on this background it is important to evaluate how the implementation of environmental social responsibility programs at PT. Pertamina EP Subang Field, Jatibarang Field, and Tambun Field which in this research will be reviewed with the four strategic principles of Carroll's pyramid (1979), namely economic responsibility, legal responsibility, ethical responsibility, and philanthropic responsibility. The CSR implementation process will be seen from a sustainable environmental aspect. In addition, what is no less important is the extent to which there has been a change in behavior among Pertamina's human resources and CSR beneficiaries in relation to sustainable environmental programs, particularly in relation to organic farming programs.

### **Implementation of CSR with the Four Principles of the Carroll Pyramid**

The analysis of the findings of this study presents the findings of the research results in relation to the research questions, namely: Analyzing the implementation of environmental social responsibility programs at PT. Pertamina EP Subang Field, Jatibarang Field, Tambun Field reviewed the four strategic principles of the Carroll pyramid (economic responsibility, legal responsibility, ethical responsibility, and philanthropic responsibility).

**Economic responsibility.** Economic responsibility includes: (i). social return on investment, (ii) strong brand name, (iii). Adherence to knowledge of international standards, especially GRI. As a state-owned enterprise, of course, Pertamina has responsibility from an economic perspective as a function that must be carried out such as maintaining energy security, developing energy resources for energy independence, and transitioning towards net zero emission.

**Legal responsibility.** Legal responsibilities include: (i) Compliance with the national development agenda and the 2030 national strategic vision. (ii) The existence of a collaborative project with the government. (iii) There are sieve or hard rules. Pertamina has a legal responsibility in terms of complying with the applicable laws and regulations. This includes Law No.40 of 2007 concerning Limited Liability Companies and BUMN Ministerial Regulation No. PER-6/MBU/09/2022 Year 2022. For Pertamina itself, the international standards that are followed for corporate social responsibility are ISO26000 and SDGs (sustainable development goals).

**Ethical responsibility.** Ethical responsibilities include (i) Compliance with international standards such as GRI; (ii) Compliance with consumer rights; (iii) Sustainability report published. Pertamina has committed to implementing Social and Environmental Responsibility (TJSL) through various CSR activities covering various fields such as education, health, environment, infrastructure, community empowerment, disaster management, and special

assistance. Philanthropic responsibility. Philanthropic program reports must be published. Pertamina carries out corporate responsibility as a form of concern and implementation of the company's obligations to the community and the surrounding environment. The activities carried out include charity, infrastructure, training, and community empowerment covering the economic, environmental, social, education, and health and disaster sectors.

## **CONCLUSION**

Implementation of the four strategic principles of the Carroll pyramid at PT Pertamina EP Subang Field. Economic responsibility. As a state-owned enterprise, of course, Pertamina has a responsibility from an economic perspective as a function that must be carried out such as maintaining energy security, developing energy resources for energy independence, and transitioning towards net zero emission. Legal responsibility. Pertamina has a legal responsibility in terms of complying with the applicable laws and regulations. Ethical responsibility. Pertamina has committed to implementing Social and Environmental Responsibility (TJSL) through various CSR activities covering various fields such as education, health, environment, infrastructure, community empowerment, disaster management, and special assistance. Philanthropic responsibility. Pertamina carries out corporate responsibility as a form of concern and implementation of the company's obligations to the community and the surrounding environment. The activities carried out include charity, infrastructure, training, and community empowerment covering the economic, environmental, social, education, and health and disaster sectors.

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