
RESEARCH ARTICLE

Systematic Literature Review on the Effects of Corporate Social Responsibility (CSR) on Company Image

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ABSTRACT

Building a positive corporate image can greatly assist a company in its marketing activities. In the current highly competitive environment, companies strive harder to position themselves in the best possible way in the eyes of the public to gain acceptance and trust. One of the efforts made by companies to shape a good image is through Corporate Social Responsibility (CSR) activities. Implementing CSR can shape, create, and strengthen the company's image. CSR can be used as a strategy for companies to enhance their corporate image, which in turn affects their existence. This study aims to examine the impact of CSR on the company's image. The study employs the Systematic Literature Review (SLR) method, which involves reviewing, analyzing, structurally evaluating, classifying, and categorizing evidence-based research findings obtained from Google Scholar over the past five years. The results of the study indicate that CSR has a positive and significant impact on the image of both state-owned enterprises (BUMN) and commercial institutions. The substantial influence of CSR programs on the company's image demonstrates that a company must establish good relations with the community to have the strength and competitive strategy to develop into a better company in the eyes of the public.

KEYWORDS

CSR, Corporate Image, State-Owned Enterprises, Commercial Institutions, Competitive Strategy.

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1. Introduction

Companies are one of the economic actors that play a very important role in the survival of the wider community. Companies play an important role in creating job opportunities, which can improve the economy of the community, especially the community around the company. Therefore, companies strive hard to run their business to obtain the highest possible profits. Currently, companies are not only required to seek profits, but they must also pay attention to their social responsibility to the community. From an economic perspective, companies are expected to gain the highest possible profits. However, from a social aspect, companies must contribute directly to the community by improving the quality of life of the community and the environment (Bahrul Ulum et al., 2014).

In a company, image, more commonly known as reputation, is a crucial aspect that can greatly influence the company, both positively and negatively. Building a positive company image can greatly assist in its marketing activities. In the highly competitive business environment of today, companies must work harder to position themselves in the eyes of the public in a way that is both acceptable and trustworthy. To address the common issues faced by society, companies often implement Corporate Social Responsibility (CSR) programs as a strategy to improve their image, which, in turn, affects their overall performance. Companies that consistently fulfill their social responsibilities receive significant support from the public, organizations, or communities that

benefit from various social activities initiated by the company. A company cannot thrive for long if it disregards the concerns of the surrounding community and environment (Wiwik Agustia Ningsih, 2016).

CSR was initially a voluntary activity undertaken by companies to create a positive image in society. However, since 2007, Indonesia has made it mandatory for all companies involved in natural resource-related activities to conduct CSR (Arief and Ardiyanto, 2014). The issue of CSR in Indonesia is regulated by several laws and ministerial decisions, namely Law No. 25 of 2007 on Investment and Law No. 40 of 2007 on Limited Liability Companies, which mandate CSR as one of the government's efforts to balance economic growth and economic distribution (Badjamal, Abdul Kadir). According to Gunawan and Hermawan (2013), in Southeast Asia, Indonesia presents a better social responsibility than some other countries.

The paradigm of companies has started to shift with the implementation of CSR. Initially, companies only operated to gain the highest profit possible, but now they must consider other aspects, such as people and the planet. People in this context refer to employees and the community, while the planet refers to the environment. Therefore, companies should no longer seek profit without considering the impact on people and the environment. This concept is known as the "3 Ps" (Profit, People, Planet). By implementing the 3 Ps, companies can gain many benefits through positive stakeholder views (Branco and Rodrigues, 2006).

One of the most important stakeholders for a company is the community. The community indirectly experiences every policy issued by the company. The community also plays a vital role in shaping the company's image, which is a pillar for the company's survival. A positive company image has a beneficial impact on the company, while a negative image will harm the company. A company that has a positive image means that the community has a good impression of the company. Considering the strong influence of CSR programs on shaping a company's image, when a company has a negative image, the social function and role of CSR activities should be re-evaluated (Yosa Vega, et al., 2017).

The implementation of CSR can shape, create, and strengthen a company's image. This is in line with the Resourced-Based View (RBV) theory, which states that to achieve a competitive advantage, an organization must look at the resources it has, both tangible and intangible. One intangible asset is a company's reputation, where a company that has implemented CSR will indirectly provide many benefits, such as products being more preferred by consumers in an external environment and the company becoming more attractive to investors. Thus, the implementation of CSR can be used as a strategy for companies to improve their image and reputation, which will affect the company's existence.

CSR, as one form of corporate social responsibility, is certainly part of a company's strategy aimed at gaining the trust of the local community. According to David (2011), a strategy is a potential action that requires top management decisions and a large amount of company resources. The implementation of CSR by company management is part of the strategy to improve the company's image by balancing various interests related to the company's activities, especially in achieving the company's goals.

2. Research Methods

The method used in this study is Systematic Literature Review (SLR), which involves identifying, assessing, and interpreting findings on a research topic to answer research questions (Kitchenham and Charters, 2007 in Aulia, Urotul, and Mulawarman, 2020). According to Hariyati (2010), SLR is a method that uses a structured review, evaluation, classification, and categorization of previously generated evidence-based research. The method is systematically conducted in stages. This article uses the SLR method to examine the influence of CSR on corporate image.

Based on the researcher's search on Google.com and google scholar using the keywords corporate social responsibility and corporate image, 80 relevant articles were found. From the identified articles/journals, screening was performed with the criteria that the journals/articles must be published between 2016-2020. As a result of the screening process, 41 articles/journals were identified that met the criteria. Articles/journals that were not full text and not relevant to the research title were excluded, resulting in 18 articles/journals that were suitable for the research title. Finally, 13 articles that met all inclusion criteria, namely articles/journals with quantitative data, were reviewed, and conclusions were drawn.

3. Result and Discussion

As companies strive to compete and become superior, they also race to compete in order to receive the best assessment from the public. Based on a literature search through Google and Google Scholar, the researcher obtained 80 articles/journals, and there were 13 articles/journals that met the criteria and were relevant to the inclusion criteria. The obtained articles/journals were related to the influence of corporate social responsibility on the company's image. Based on the review results of the 13 articles/journals that met the inclusion criteria, the results are presented in Table 1.

Table 1. Article/Journal on the Influence of CSR on Corporate Image as Research Samples

No	Researcher/ Year	Title	Sample	Research Method	Research Result
1	Novia Dessy Kartikasari, Kadarisman Hidayat dan Edy Yulianto (2017)	Pengaruh Corporate Social Responsibility (CSR) terhadap Citra Perusahaan Multinasional (Survei pada Konsumen Unilever di Indonesia Mengenai Program "Project Sunlight" PT Unilever Indonesia Tbk.)	116	The questionnaire and data analysis technique used in this study is descriptive analysis and multiple linear regression analysis.	The CSR program "Project Sunlight" implemented by PT. Unilever Indonesia Tbk has a significant effect on the company's image both simultaneously and partially, as evidenced by the coefficient of determination obtained at 94.4%.
2	Yosa Vega Prasiska, Bunga Pertiwi, Yosi Rizky Nabila, Kristin Indah dan Dian Safitri (2017)	CSR dan Citra Perusahaan	100	The data analysis technique used is multiple linear regression analysis.	The variables of community support and environment do not have a significant influence on corporate image, while non-territorial operation has an influence on corporate image.
3	Viani Naufalia (2016)	Pengaruh Corporate Social Responsibility terhadap Citra Perusahaan di PT Telekomunikasi Indonesia, Tbk	67	Interview and Multiple Linear Regression Analysis	CSR has a positive effect on the corporate image of Plasa Telkom Jakarta Utara, as indicated by the t-value of 6.287, which is greater than the t-table value of 1.669.
4	Mohammad Yaskun dan Puguh Cahyono (2016)	Pengaruh Implementasi Corporate Social Responsibility (CSR) terhadap citra perusahaan (Studi pada PT. Semen Indonesia (Persero), Tbk.)	100	Questionnaire and Multiple Linear Regression Analysis.	The CSR program carried out by PT. Semen Indonesia (Persero), Tbk has no significant impact because the company is not optimal in socializing its programs, so the public is not aware of them.
5	Made Aryawan, I Ketut Rahyudan Ni Wayan Ekawati (2017)	Pengaruh faktor CSR (aspek sosial, ekonomi dan lingkungan) terhadap citra perusahaan	104	Questionnaire, interviews, and analysis technique using multiple linear regression.	The social, economic, and environmental aspects of PT Pertamina's CSR program have a significant effect on the company's image, as evidenced by the calculated F value of 50.369 with a significant value of F = 0.000, which is smaller than the value of $\alpha = 0.05$.

6	Claudia Novella Yunatan (2016)	Pengaruh Corporate Social Responsibility "Alfamart Class" di SMK PGRI 3 Malang terhadap citra perusahaan Alfamart	166	Questionnaire and Simple Linear Regression	The value of t obtained is 10.788, while with a significance level of 5% and a sample size of 166, it is 1.974535. This means that t obtained > t table, then Ho is rejected, and H1 is accepted. This means that the hypothesis (H1) can be accepted as true, that there is an influence between the concept of Corporate Social Responsibility (CSR) of Alfamart Class on the image of Alfamart company.
7	Fariz Novariant, Djamhur Hamid dan M. Kholid Mawardi (2017)	Pengaruh CSR terhadap citra perusahaan PT Beiersdorf Indonesia (Studi pada Pengunjung Merbabu Family Park Kota Malang)	Tidak tertulis	Questionnaire, Documentation, and Multiple Linear Regression	The variables of community support and environment have a significant effect on the company's image, both simultaneously and partially. The contribution of the Community Support variable and the Environment variable to the company's image is 0.390 or 39.0%, while the remaining 61.0% is influenced by other variables that were not examined.
8	Riski Wandu (2017)	Pengaruh Corporate Social Responsibility (CSR) terhadap citra perusahaan perkebunan (Survei pada Masyarakat Penerima Program CSR PTPN V di Kecamatan Lubuk Dalam, Kabupaten Siak Sri Indrapura)	99	Questionnaire and using simple linear regression analysis technique.	The CSR variable has a significant effect on corporate image. The result of the coefficient of determination or R Square of 0.526 or 52.6% indicates that 47.4% is influenced by variables outside the study.
9	Alamsjah dan Saenal (2018)	Pengaruh penerapan CSR terhadap perusahaan PT Haji Kalla cabang Sultan Alauddin Makassar	100	Interviews, observations, questionnaires, and the use of multiple regression analysis techniques.	The influence of CSR on the corporate image at PT. Hadji Kalla Cabang Sultan Alauddin Makassar is 66.8%, indicating a positive and significant effect, as evidenced by the calculated t-value (64.450) > t-table (2.699).
10	Masita (2019)	Pengaruh CSR terhadap Citra perusahaan BNI Syariah cabang Palopo	100	Questionnaire and using multiple linear regression analysis techniques.	The variable CSR has a significant effect on the variable company image of BNI Syariah branch in Palopo.
11	Imam Dwi Riyanto, Syaiko Rosyidi dan Rifqi Suprpto (2019)	Pengaruh Implementasi Corporate Social Responsibility (CSR) terhadap Citra Perusahaan (Studi pada PT PJB UBJ O & M PLTU Rembang)	160	Using multiple linear regression analysis techniques	The economic, environmental, and social dimensions variables have a significant impact on corporate image both partially and simultaneously. The independent variables affect the dependent variable by 63.9%, while the

					remaining 37.1% is influenced by other variables.
12	Wiwik Agustia Ningsih (2018)	Pengaruh Penetapan Program CSR terhadap citra perusahaan (Kasus Pada Masyarakat Sekitar Kantor Pusat PT.Perkebunan Nusantara V Pekanbaru)	100	Questionnaire, interviews, and using simple linear regression analysis technique.	The implementation of CSR program has a significant positive effect on the company image. The coefficient of determination of 59.7% indicates that the independent variable affects 59.7% of the dependent variable, while the remaining 40.3% is influenced by other variables.
13	Nanang (2019)	Pengaruh Penerapan Corporate Social Responsibility (CSR) Terhadap Citra Perusahaan (Studi kasus pada PG Kebon Agung Kabupaten Malang)	40	Questionnaire and using multiple linear regression analysis techniques.	Simultaneously, all CSR variables consisting of community support, employee support, and environment have a significant influence on corporate image. While partially, there are two variables that have a significant effect on corporate image, namely employee support and environment variables. This means that both variables can be used as instruments for implementing CSR in improving corporate image.

Based on Table 1, there are 13 articles/journals that meet the inclusion criteria. Furthermore, these articles/journals are grouped based on the type of institution where the research was conducted, namely state-owned enterprises and commercial institutions. This grouping will make it easier for researchers to compare the research results conducted based on the research location so that researchers can determine whether CSR programs have an effect on all institutions or only on certain institutions.

3.1 State-owned Enterprise (BUMN)

Based on Table 1, it was found that out of 6 articles/journals that conducted research on state-owned enterprises (BUMN), CSR had a positive and significant effect on corporate image. The influence of Corporate Social Responsibility on the company's image was proven by a study conducted by Imam DwiRiyanto et al. (2019) at PT PJB UBJ O & M PLTU Rembang. Based on this study, a constant value of 3.230 was obtained, which means that if the independent variables (economic, environmental, and social dimensions) are equal to zero, then the company's image variable will have a value of 3.230. The regression coefficient values for the economic, environmental, and social dimensions were 0.203, 0.260, and 0.436, respectively, which means that if the independent variable values increase, the company's image will also increase according to the respective regression coefficient values and vice versa.

This study also conducted a determination test (R2) to measure how much the independent variables in the model can explain the variation of the dependent variable. From the determination test, it was found that the adjusted R2 value was 0.639, meaning that the company's image variable at PT PJB UBJ O&M PLTU Rembang can be explained by the variation of the three independent variables (economic, environmental, and social dimensions) at 63.9%, while the remaining 36.1% was explained by other factors outside the research model.

Similarly, as stated by Dewi in Mulyana and Sari (2019), the implementation of CSR will shape public opinion in the form of the company's image, and the accumulation of the company's image will form a significant reputation for the company. On the other hand, the research conducted by Viani Naufalia (2016) at PT Telekomunikasi Indonesia, Tbk had the lowest influence, with an R2 value of 37.82%, which means that the influence of CSR variables on the company's image at PT. Telkom Indonesia, Tbk was 37.82%, and the remaining 62.18% was influenced by other factors not explained in this study.

In this study, the regression equation obtained a constant value of 30.14 and a regression coefficient value of 0.598, indicating that an increase in one score on the CSR variable would give a 0.598 increase in the company's image score. Although the R2 value in

this study was low, a t-test and an F-test were also performed, with high results. The t-value (6.287) > t-table (1.669), then H_0 was rejected, and H_a was accepted, meaning that there is a positive and significant effect between CSR and the company's image. The F-value (39.50) > F-table (3.99), meaning that the hypothesis was accepted, and there is a positive influence between CSR and the company's image, making the analysis in this study significant.

3.2 Commercial Institution

Based on Table 1, seven articles/journals that conducted research on commercial institutions show that CSR has a significant positive effect on a company's image. The research conducted by Novia Dessy Kartikasari et al. (2017) at PT. Unilever Indonesia Tbk shows that the influence of CSR on a company's image is greater than in other articles/journals. Based on this research, a constant value of 5.344 was obtained, which means that if the independent variables (economic, environmental, and social dimensions) are equal to zero, then the company's image variable has a value of 5.344. In this research, the regression coefficient values for the economic, environmental, and social dimensions are 1.279, 1.270, and 1.180, respectively, which means that if the independent variable values increase, the company's image will also increase according to the regression coefficient values of each variable. In this research, the coefficient of determination (R^2) was tested to show how much the independent variables, namely CSR, consisting of economic, environmental, and social variables, can explain the variance of the company's image variable. According to Novia Dessy Kartikasari et al. (2017), the larger the R coefficient value, the stronger the level of correlation between the independent variables and the dependent variable. Conversely, the smaller the R coefficient value, the weaker the level of correlation between the independent variables and the dependent variable. From the determination test results, it is known that the R^2 value is 0.944 or 94.4%, which means that the CSR variables consisting of economic, environmental, and social dimensions can explain or influence the company's image at PT. Unilever Indonesia Tbk by 94.4%, while the remaining 5.6% is influenced by other variables not explained in this research. The F-test and t-test results conducted in this research indicate that the independent variables consisting of economic, environmental, and social dimensions significantly influence the dependent variable both partially and simultaneously. Of these three independent variables, the most dominant influence on the company's image is the economic variable because it has the largest beta coefficient value (1.279) and t-value (14.892) compared to the other variables explained in this research.

In contrast to the research conducted by Mohammad Yaskun and Puguh Cahyono (2016) at PT, Semen Indonesia (Persero) Tbk, which took eight CSR variables, the effect of CSR on the company's image studied in their research was small, with an R^2 value of 0.147 or 14.7%, which means that 14.7% of the independent variables can explain their dependent variable, while the remaining 85.3% is explained by other variables outside the model. The constant value in this research is 18.309, with regression coefficient values of 0.089 (partnership program), 0.036 (education sector), 0.068 (health sector), 0.111 (preservation sector), 0.124 (natural disaster sector), 0.117 (sports, art, and culture sector), 0.433 (public facilities sector), and 0.238 (worship facilities sector). Based on the statistical tests conducted on the initial hypothesis in this research, only X7 (public facilities sector) has a significant negative effect on the company's image (contrary to the initial hypothesis of the study). Meanwhile, X1 (partnership program), X2 (education sector), X3 (health sector), X4 (nature preservation sector), X5 (natural disaster sector), X6 (sports, art, and culture sector), and X8 (religious facilities sector) has no influence on the company's image. The lack of sufficient socialization and publicity of Semen Indonesia's CSR programs is the reason why respondents did not receive enough information about the CSR programs being implemented and the uneven implementation of these programs, resulting in only a portion of society benefiting from them. This is also the cause of the low impact of CSR on the company's image at PT. Semen Indonesia Persero, Tbk. This is in line with what was stated by Sutojo (2004) in Mohammad Yaskun's (2016) study, that the company's image referred to in this research is an individual's perception of the company based on what they know or believe about the company in question.

3.3 The Influence of Corporate Social Responsibility on Company Image

Based on the overall review of the articles/journals that have been included, the researcher found that CSR has a significant positive effect on the image of state-owned enterprises (BUMN) and commercial institutions. The strength of the influence of CSR on company image was found in a study conducted by Novia Dessy Kartikasari et al. (2017) on a commercial institution with an R^2 value of 0.944 or 94.4%. From these findings, it can be concluded that a good relationship between a company and the community can be formed through corporate social responsibility programs, which can give a good image and reputation to the company.

A good image and reputation for a company will provide benefits for the company itself, especially for companies that produce goods. The implementation of social responsibility by companies to the community must be in accordance with what the community needs. In addition, the community also needs to know the CSR programs carried out by the company so that the same issues do not arise as in the study conducted by Mohammad Yaskun and Puguh Cahyono (2016), who explained that of the eight CSR variables they studied, only one variable had a negative influence on the company's image, which was in the public facilities sector with a regression coefficient value of -0.433. This was due to the lack of information and knowledge of the community about the CSR programs carried out by PT. Semen Indonesia Persero Tbk, as they did not adequately publicize the CSR programs they implemented.

If a company implements CSR well and publicizes it effectively, it can become a strategy to gain the trust of the surrounding community. CSR implementation is a company's effort to synergize and move in line with the needs of the community, making CSR implementation a company strategy to obtain a good image and reputation (Badjamal, 2013).

Image and reputation are intangible resources that are owned by companies, which in the Resource Based View (RBV) theory, become one of the resources as the basis for a company's competitiveness and performance. RBV can be used to identify a company's resources and capabilities as a sustainable source of competitive advantage (Madhani, 2010).

4. Conclusion

This study aims to examine the influence of CSR on the company's image. The results indicate that state-owned enterprises (BUMN) demonstrate that CSR has a positive and significant impact on the company's image. CSR shapes public opinion in the form of the company's image, and the accumulation of the company's image forms a highly meaningful reputation. Commercial institutions also show that CSR has a positive and significant impact on the company's image. Based on the research findings, it can be concluded that a good relationship between the company and the community can be formed through corporate social responsibility programs, which contribute to a good image and reputation for the company.

The contribution of this study lies in the need to maintain and enhance CSR activities, especially those that are in synergy with the needs of the surrounding community, as they significantly impact the company's image, making the community more comfortable with the company's presence. CSR programs show a significant influence on the company's image when they align with the needs of the community. The better the implementation of CSR programs by a company, the more positive the company's image is perceived by the public. This proves that if CSR programs become a company's strategy for fostering a good relationship with the community, the company has the strength to develop into a better company in the eyes of the public and gain a competitive advantage.

The limitations of this study are that it only focuses on examining the influence of CSR on the company's image and is limited to two institutions, namely state-owned enterprises (BUMN) and commercial institutions. Future research is encouraged to explore other variables that affect the company's image, such as physical facilities' appearance, employee services, product quality, offered prices, and organizational commitment.

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