



# Implementation of Corporate Social Responsibility in Enhancing University Image: A Case Study at Muhammadiyah University of Palopo

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## Article Info

### Article history:

Received 29-01-2025

Revised 28-02-2025

Accepted 17-03-2025

### Keyword:

Corporate Social Responsibility (CSR), Muhammadiyah University of Palopo, Reputation Improvement

## ABSTRACT

This paper examines how Universitas Muhammadiyah Palopo has utilized Corporate Social Responsibility (CSR) to enhance the university's reputation. CSR is regarded as an essential strategy for building a strong reputation and fostering trustworthy relationships with the community. This study employs a qualitative approach, gathering data through observations, interviews, and document analysis. The findings reveal that CSR initiatives, which focus on social, economic, and environmental dimensions, significantly improve community welfare, strengthen the local economy, and promote environmental sustainability. The university's commitment to social sustainability is reflected in activities such as skill development programs, scholarship offerings, and environmental initiatives. Additionally, the transparency and relevance of CSR efforts enhance community trust, elevate the institution's standing, and encourage active student involvement.



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## INTRODUCTION

Businesses, particularly educational institutions, use corporate social responsibility (CSR) as a key tactic to improve their reputation and build stronger ties with stakeholders (Maráková et al., 2021; Li, 2021; Stanislavyk & Zamlinskyi, 2023). Implementing CSR has evolved into a strategic strategy for enhancing an organization's reputation and sustainability in the modern era, in addition to being a social duty. Implementing CSR in higher education is becoming more and more important as institutions strive to improve the local community in addition to producing high-caliber graduates (Adhikariparajuli et al., 2021). As an Islamic higher education institution, Universitas Muhammadiyah Palopo has a moral and social obligation to empower the community and balance academic, social, and environmental requirements. CSR helps Universitas Muhammadiyah Palopo stand out in a worldwide competitive environment as a humanistic university. Effective CSR implementation should boost the university's local and national image.

Compared to other sectors like business or industry, CSR in the education sector has special features (Ankit & EL-Sakran, 2020). A university is required to provide a direct contribution to social and environmental development in addition to managing its research and teaching initiatives. Accordingly, Universitas Muhammadiyah Palopo's implementation of CSR includes a range of initiatives, including environmental conservation, community service, local economic empowerment, scholarship programmes for disadvantaged students, and community skills training (Zain et al., 2021; Ismail, 2021; Almaeda et al., 2023). Each of these initiatives aims to enhance the university's ties to the community while demonstrating its dedication to social responsibility. Universities compete globally to attract students and develop a good reputation. Good university reputations boost public trust, cooperation, and student recruitment. Thus, CSR combined with the university's vision and objective is essential to image building (Priyonardo, 2024; Huo et al., 2022).

The purpose of this study is to investigate how Universitas Muhammadiyah Palopo's CSR initiatives may affect the school's reputation. This study examines the efficacy of the planned CSR initiatives, their influence on the local community, and their role in enhancing the university's reputation using a case study methodology (Santosa & Oktavianti, 2023; Virnandhita & Mashur, 2021; Kurniawaty, 2023). As a result, this study gives strategic insights for other universities seeking to maximise CSR in enhancing their reputation in addition to providing an overview of CSR implementation in the education industry (Berényi & Deutsch, 2021).

University CSR implementation can be regarded from different angles. Legitimacy theory asserts that organisations must match social expectations to be legitimate. This theory applies to Universitas Muhammadiyah Palopo because CSR implementation fosters community harmony and public trust (Fatima & Elbanna, 2022). Stakeholder theory may also explain why students, teachers, the community, and local government should be involved in CSR programme planning and execution (Boukattaya et al., 2021).

Practically speaking, Universitas Muhammadiyah Palopo's CSR implementation entails a number of strategic stages, such as determining community needs, creating programmes, carrying them out, and assessing their effects (Abdullah et al., 2019; Sitompul & Athahirah, 2022; Wijaya et al., 2021). Effective coordination between the university's leadership, employees, and students is necessary for this process. Skills training for the neighbourhood surrounding the campus with the goal of boosting the local economy is one instance of a CSR programme that has been implemented (Chew et al., 2021; Doe, 2021; Permady et al., 2021). In addition to directly benefiting the community, this programme enhances the university's reputation as a socially conscious organisation. This study answers issues like: How does Universitas Muhammadiyah Palopo implement CSR? What affects CSR programme success? How much can CSR help the university's community image? A qualitative case study method is used to answer these issues. In-depth interviews with stakeholders, direct observations of CSR programme implementation, and document analysis provide data (Hussein, 2023).

It is anticipated that the results of this study will offer fresh perspectives on the connection between university reputation and CSR implementation. Furthermore, it is anticipated that this research would help Universitas Muhammadiyah Palopo create more sustainable and successful CSR plans (Priyonardo, 2024; Bruce & Priscilla, 2022; Maulud & Falatehan, 2022). More generally, other Indonesian universities who want to maximise CSR in order to enhance their institutional sustainability and reputation may find the data useful.

CSR implementation in education must consider programme sustainability (Hidayat et al., 2021; Tuuli, 2023). Sustainable CSR programmes benefit the community and environment long-term. Therefore, Universitas Muhammadiyah Palopo must incorporate sustainability principles into its CSR programmes by using environmentally friendly technologies, empowering communities sustainably, and creating innovative programmes that meet community needs (Alexius et al., 2020).

However, CSR implementation issues must be considered. Budget, manpower, and time constraints are major issues. The institution must find creative ways to circumvent these constraints, such as partnering with business, government, and non-profit organisations. Students are part of the campus community and agents of change who can make meaningful contributions to social programmes, hence they should be involved in CSR programmes (Chew et al., 2021; Bindhu & Niyaz, 2021).

### **Mitigation Strategies:**

1. **Partnerships with Business, Government, and Non-Profit Organizations:** By collaborating with external stakeholders, the university can leverage additional resources, expertise, and networks. Partnerships can help distribute the costs of CSR initiatives and allow the university to focus its internal resources on core academic and research activities. Through collaboration, the university can also enhance the scale and impact of its CSR programs (Chew et al., 2021; Bindhu & Niyaz, 2021).
2. **Student Engagement as Agents of Change:** As part of the campus community, students are natural agents of change who can contribute significantly to the success of CSR programs. By integrating students into CSR initiatives, the university can reduce labor costs while

empowering students to develop practical skills and enhance their sense of social responsibility. Moreover, students' involvement strengthens the link between the university and the local community, fostering a greater sense of ownership and commitment to social causes (Chew et al., 2021).

3. **Leveraging Technology and Innovation:** The integration of technology in CSR initiatives can help alleviate some of the logistical and financial challenges. For instance, the use of digital platforms can make training programs more accessible and scalable, allowing the university to reach a wider audience with limited resources. Additionally, the development of innovative, low-cost solutions for community empowerment can lead to more sustainable CSR programs that meet the needs of the local community (Alexius et al., 2020).

### **Stakeholder Theory in CSR Implementation:**

Stakeholder theory provides a valuable framework for understanding the importance of engaging various groups in the implementation of CSR programs. The theory asserts that organizations should consider the interests and contributions of all relevant stakeholders, rather than focusing solely on shareholders or financial performance. In the case of Universitas Muhammadiyah Palopo, several key stakeholders play an essential role in the success of its CSR initiatives:

1. **Students:** As the primary beneficiaries of the university's education and training programs, students are central to the implementation and success of CSR activities. They not only gain practical experience but also contribute to the design and execution of CSR projects, ensuring that the programs are relevant and beneficial to the community (Boukattaya et al., 2021).
2. **Faculty and Staff:** University faculty and staff are vital to the creation and execution of CSR programs. Their expertise in various fields enables the development of impactful initiatives that align with both the university's mission and community needs. Moreover, faculty members can act as mentors or facilitators, ensuring that CSR programs are academically rigorous and sustainable (Hussein, 2023).
3. **Local Community:** The local community is both a beneficiary and a key partner in CSR efforts. The university must actively involve local stakeholders in identifying needs, planning initiatives, and evaluating the impact of CSR programs. By fostering strong relationships with community members, the university can ensure that its CSR activities are well-received and truly meet local demands (Fatima & Elbanna, 2022).
4. **Government and Regulatory Bodies:** The involvement of government institutions can provide both guidance and support for CSR initiatives. Government partnerships can help align university CSR efforts with national development goals and ensure that these initiatives adhere to regulatory standards. Additionally, government backing can increase the credibility of CSR programs and enhance their public visibility (Boukattaya et al., 2021).
5. **Non-Profit Organizations and NGOs:** Collaborations with non-profits or NGOs can help bridge the gap between the university and marginalized communities, providing valuable on-the-ground insights into the social and environmental challenges faced by local populations. These organizations can also provide resources, knowledge, and logistical support that enable the university to implement CSR initiatives more effectively (Chew et al., 2021).

By actively engaging these stakeholders and considering their needs and expectations, Universitas Muhammadiyah Palopo can ensure that its CSR programs are not only effective but also sustainable in the long term. Incorporating stakeholder perspectives into CSR planning and execution enhances the university's legitimacy in the eyes of the community, fosters transparency, and builds public trust (Fatima & Elbanna, 2022).

### **RESEARCH METHODS**

The data for this study was collected using a structured two-part questionnaire. The collection process involved both offline (paper-based) and online (Google Forms) surveys, ensuring that the sample was diverse and representative of the university's students and the CSR-exposed communities.

### 1. Questionnaire Design:

- The first section of the questionnaire collected demographic information including respondents' age and gender to provide context for analyzing CSR perceptions across different groups.
- The second section of the questionnaire used a 5-point Likert scale to assess respondents' perceptions of the university's CSR initiatives. This part specifically focused on:
  - The implementation of CSR programs (e.g., effectiveness, inclusiveness, transparency).
  - The perceived impact of CSR on the university's image, such as its ethical values, community involvement, and overall reputation.

### 2. Pilot Testing:

Before proceeding with the full data collection, the survey was pilot-tested on a sample of 30 respondents. This allowed the researchers to identify any issues with the questionnaire, such as ambiguous wording or unclear instructions, ensuring that the final version was well-structured and effective for data collection.

### 3. Data Collection:

- **Offline Surveys:** These were distributed in paper format to respondents on the university campus and in community locations where CSR programs had been implemented. The offline approach helped reach respondents who may have limited internet access.
- **Online Surveys:** The Google Forms version of the survey was shared via email and social media platforms, which facilitated participation from students and community members who are digitally connected.

### 4. Sample Selection Criteria:

The sample for this study includes both students of Universitas Muhammadiyah Palopo and members of the community exposed to the university's CSR initiatives. The criteria for selecting participants were as follows:

- **Students:** Participants were selected from various academic programs within the university. They were asked to respond to the survey based on their experiences with and perceptions of the university's CSR efforts. Students of all ages and genders were included to gather a wide range of views.
- **Community Members:** Respondents from the local community who had directly benefited from or interacted with the university's CSR programs were included. This could involve individuals who had participated in CSR-driven skill training, received scholarships, or been part of environmental initiatives. The community members were selected based on their engagement with these specific programs.

### 5. Data Processing:

- After the surveys were collected, data was inputted into statistical software tools like SPSS or Excel for processing.
- Descriptive statistics were used to summarize the overall CSR perceptions, including frequencies, averages, and percentages.
- Correlation and regression analyses were then employed to explore the relationships between CSR perceptions and factors such as gender, age, and the level of involvement with CSR initiatives.

### 6. Presentation of Results:

- The research findings were visually represented through tables and graphs, which made the data easier to interpret and presented the overall trends in CSR perceptions.
- Additionally, an interpretative analysis was provided to offer insights into how CSR is viewed by different stakeholders and the impact it has on the university's image.

## RESULTS AND DISCUSSION

This study found that the Corporate Social Responsibility (CSR) programme at Muhammadiyah University of Palopo has had a significant impact on social, economic, and environmental factors. Through in-depth interviews, firsthand observations, and document analysis, three major findings emerged:

### 1. Effectiveness of the CSR Program

#### a. Social Dimension

The social CSR programme at Muhammadiyah University of Palopo includes scholarships for underprivileged students, community skill training, and community service. These programmes have greatly improved social welfare. In-depth interviews indicated that scholarships have helped beneficiaries alleviate financial burdens and improve their educational outcomes (Duflo et al., 2021).

Skill development initiatives, such as local product processing, computer classes, and modern agricultural training, have empowered the community to become economically independent. Both students and faculty participate in community service, fostering stronger relations between the university and the community. Survey respondents reported that these programmes directly address social issues such as access to education and healthcare (Li-li & Jialin, 2023; Darling-Hammond et al., 2024).

#### b. Economic Dimension

Muhammadiyah University of Palopo actively promotes local economic development. The university offers entrepreneurship training, mentoring, and micro-business funding. Studies suggest that entrepreneurship training has enhanced participants' business management skills, with some graduates expanding their businesses and creating local jobs. The mentoring programme for small businesses includes on-site visits and technical assistance, helping increase community income and promote economic independence. One respondent reported feeling more confident in managing their business after receiving academic instruction (Masrun et al., 2022; Firrahmawati, 2021).

#### c. Environmental Dimension

Sustainability is a key priority for Muhammadiyah University of Palopo. Students and community members have planted thousands of trees in degraded areas as part of the greening programme. The university also manages waste and promotes the reduction of plastic usage. These efforts have raised environmental awareness among both students and the local community (Rihadini et al., 2022; Wicaksono, 2022; Naik, 2021).

Local respondents reported that the programme has made them more environmentally conscious. The community's composting of organic waste has helped reduce waste and improve agricultural productivity (Kadir et al., 2021; Hasan & Laksmono, 2023).

### 2. Impact on the University's Image

This study found that Muhammadiyah University of Palopo's CSR programme has positively influenced its image. Most survey respondents indicated that the transparency and community-focused nature of the CSR initiatives have contributed to the development of a positive image of the university. The programme has enhanced the university's reputation as an institution concerned with social, economic, and environmental issues (Kurniawaty, 2023).

Transparency in CSR implementation is a standout feature. Muhammadiyah University of Palopo publicly discloses funding, programme objectives, and outcomes, which helps build trust within the community, particularly among students, staff, and the general public (Maulud & Falatehan, 2022; Permady et al., 2021). This transparency promotes trust and increases the accountability and professionalism of the university's social initiatives. In addition to transparency, CSR programmes that

address community needs have further strengthened the university's reputation. The university's programmes are tailored to address local challenges in areas like education, the economy, and the environment. Survey respondents indicated that these programmes have had a direct and positive impact on individuals and the broader community.

The university's CSR programmes have also fostered positive societal transformation. Community empowerment initiatives have enabled vulnerable groups to increase their skills and income. Scholarships and training programmes have provided underprivileged youth with access to quality education. Greening and waste management projects have contributed to environmental preservation around the campus (Aasa et al., 2020; Theophilus, 2023; Duplaix & Savage, 2021).

Survey results also revealed that respondents felt pride in the university's CSR efforts. Many noted that the university's commitment to academic excellence and social responsibility was evident through its community-focused programmes (Olipas, 2023). The university's CSR initiatives have also increased community participation. Many respondents expressed motivation to engage in university programmes, and both students and the public have supported the university's social impact activities (Li-li & Jialin, 2023; Macheke et al., 2023; Gyang & Gusen, 2021). By involving multiple stakeholders, the university has created synergies that enhance the success and impact of its CSR programmes.

The community's trust in the university has significantly improved as a result of its CSR initiatives. As a result of the successful implementation of relevant and meaningful programmes, the community now views the university as honest and committed to serving the public. This has strengthened Muhammadiyah University of Palopo's standing as a leading academic institution dedicated to promoting social development (Kurniawaty, 2023; Putra & Maulana, 2022; Iryani et al., 2021).

### 3. Student Involvement

The high level of student involvement in the CSR programme underscores their role as change agents and beneficiaries. According to this study, students are involved in every stage of the CSR process, from planning and implementation to evaluation. This hands-on experience allows students to apply classroom knowledge to real-world situations, enriching their learning (Gao & Hew, 2021). The CSR programme also fosters a sense of ownership among students. Many students reported feeling a sense of pride in directly contributing to a community-beneficial programme (Estell et al., 2021). This involvement strengthens their loyalty to the university and encourages social engagement. Furthermore, this participation enhances social awareness and empathy, which are essential for student character development (Li-li & Jialin, 2023; Romanov & Zavertyayeva, 2020). Beyond the social benefits, student involvement in CSR has positively impacted their academic satisfaction. Students believe that participating in CSR activities enhances their education by providing real-world knowledge, leadership skills, and collaboration opportunities. Increased motivation to learn and a deeper understanding of the importance of their education in addressing community needs were noted by many students (Nor & Sihes, 2021; Cipriano et al., 2024).

In conclusion, student participation in the CSR programme benefits both the community and students themselves. It prepares students to tackle societal challenges and equips them with skills for the workforce. The programme thus creates mutual benefits for the university, students, and the community (Kurniawaty, 2023).

### 4. Challenges in CSR Implementation

CSR programmes in educational institutions, especially universities, face various challenges that can impact their effectiveness and sustainability. Some of the major challenges identified in this study include:

- **Budget constraints:** Universities must allocate funds for operations, infrastructure, and research. A limited budget for CSR programmes may hinder the implementation of planned activities (Dutta et al., 2021).
- **Limited workforce:** CSR programmes often lack sufficient professional staff and students willing and able to participate. This limits the university's ability to engage with the community and execute programmes effectively. The busy schedules of staff, who must balance CSR work

with academic and administrative duties, exacerbate this challenge (Gao & Hew, 2021; Buana & Heddezul, 2022).

- **Time limitations:** CSR programmes are complex, requiring time for planning, implementation, and evaluation. Due to academic pressures and tight schedules, CSR programmes may face delays, hindering their ability to meet goals (Bu & Chen, 2023).
- **Difficulties in assessing long-term impact:** The university struggles to measure the long-term impact of CSR programmes, which complicates the assessment of their success. The lack of effective evaluation tools makes it difficult to measure the social, economic, and environmental outcomes of the programmes. Muhammadiyah University of Palopo needs a continuous monitoring and evaluation system to assess the impact of its CSR initiatives (Ririh et al., 2021; Almaeda, 2023; Nurhazana, 2021). To overcome these challenges, the university must adopt creative approaches, such as partnering with external organisations to secure funding, leveraging technology to increase workforce productivity, and developing data-driven assessment tools to ensure lasting impacts (Pakuanzahra et al., 2021). This will enhance the effectiveness of CSR programmes and their benefits to the community.

### 5. Increasing the Relevance of CSR Programs at Muhammadiyah University of Palopo

The relevance of CSR programmes to the local community is crucial for their success at Muhammadiyah University of Palopo (Kurniawaty, 2023). For example, the university has focused on entrepreneurship training targeting sectors relevant to the local community, such as agribusiness and handicrafts, to strengthen the local economy (Wiyono et al., 2022). Relevant training provides community members with new skills and the opportunity to build businesses based on local resources. In addition to entrepreneurship training, the university also runs environmental replanting programmes, prioritising degraded areas. Tree planting and land rehabilitation initiatives help support the local environment. The localised approach to reforestation enhances community understanding of ecosystem conservation (Cagasan et al., 2022). The relevance of these programmes improves their effectiveness, as community members feel more engaged in activities that address their needs. This strong participation fosters synergy between the university and the community, enabling them to work together to achieve shared goals. Entrepreneurial training, for example, creates local entrepreneurs who enhance their income and create new jobs, stimulating economic growth. The local relevance of Muhammadiyah University of Palopo’s CSR programmes has also improved its image. The university is seen as an agent of transformation that actively contributes to the community (Zain et al., 2021; Anggara, 2023). The connection of the programmes to local needs strengthens the relationship between the university and the community, thereby boosting the community's trust in the institution.

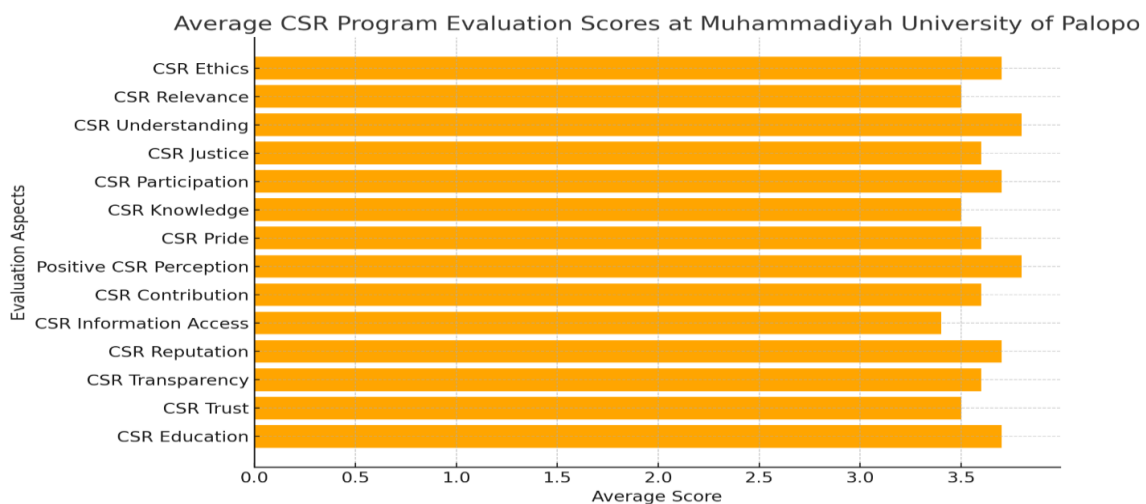
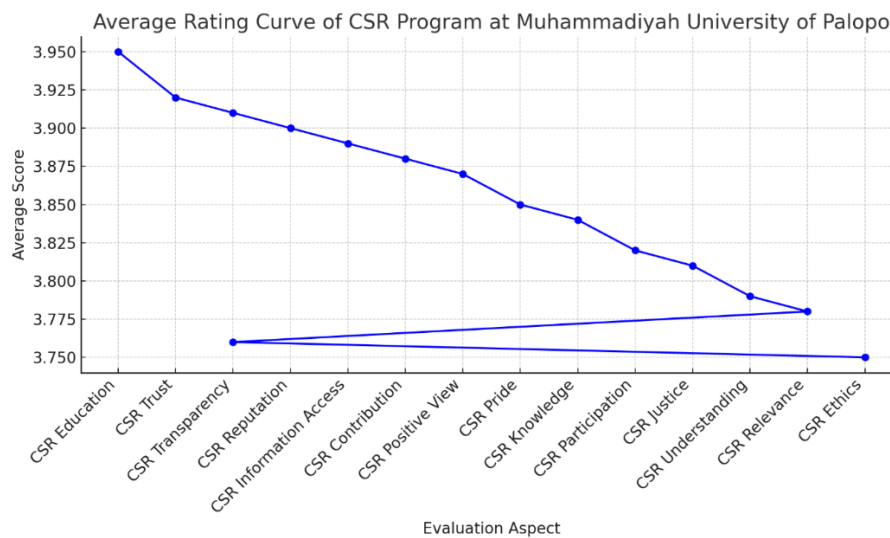


Table 1.

The average score of respondents' assessments of Universitas Muhammadiyah Palopo's CSR programme is shown above.



**Figure 1.**

The curve above displays the distribution of Universitas Muhammadiyah Palopo's CSR programme assessment average scores.

## CONCLUSION

This study concludes that Muhammadiyah University of Palopo's CSR initiatives have significantly enhanced its image. Through a comprehensive strategy that encompasses social, economic, and environmental aspects, the university has built strong community partnerships while fulfilling its social responsibilities. CSR programs such as community skills training, scholarships, reforestation, and waste management demonstrate the university's commitment to social and environmental sustainability. These initiatives have improved community welfare and fostered public trust in the university as a responsible institution.

The transparent and locally relevant execution of CSR activities has bolstered Muhammadiyah University of Palopo's reputation. Beyond providing quality education, the university has positioned itself as a positive agent of social change. The significant involvement of both the community and students in CSR initiatives highlights the university's success in engaging its stakeholders. This study also highlights the need to address challenges related to resources, time, and impact evaluation. The university must explore innovative solutions, including collaborations, new technologies, and improved evaluation methods. By expanding its CSR initiatives, integrating them into the curriculum, and continuously innovating to meet community needs, Muhammadiyah University of Palopo can enhance its image and create a more lasting impact on both society and the environment. This report should inspire other institutions to take their social responsibilities more seriously.

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