

Case Study of CSR Program Satisfaction at PT Pertamina: An Empirical Approach with Structural Equation Modeling (SEM)

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ABSTRACT

This study examines the relationship between public knowledge of Corporate Social Responsibility (CSR), views of CSR advantages, and PT Pertamina CSR program satisfaction. Knowledge of CSR and public perception of its benefits are thought to strongly affect firm CSR program satisfaction. This study tests causal links using Structural Equation Modelling (SEM). The results suggest that CSR knowledge boosts public trust in the organisation and CSR program satisfaction, measured using a 1-7 likert scale. Additionally, a favourable view of CSR advantages mediates the connection between CSR knowledge and program satisfaction. The study also reveals that transparent communication and community relevance improve CSR program effectiveness and satisfaction. Based on these findings, companies, especially PT Pertamina, should improve CSR education and establish programs that meet social and environmental demands to maximise their beneficial impact. This research advances CSR theory in Indonesia and helps corporations construct better CSR programs.



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INTRODUCTION

One of the most important components of contemporary business operations is corporate social responsibility, or CSR. CSR has changed over the past several decades from being a voluntary endeavor to a strategic approach that helps businesses and society as a whole (Almaeda et al., 2023; Dare, 2021). It includes the economic, social, and environmental contributions a business provides outside of its primary business activities (Soetrisno, 2021; Béji et al., 2021). As one of the biggest state-owned companies in Indonesia, PT Pertamina has a big impact on many facets of society and plays a big part in CSR. Community awareness is crucial to the success of CSR activities (Said et al., 2022; Frebianti, 2023). The community is more inclined to value and support CSR projects when they are aware of its objectives and advantages. Knowledge of CSR definitions, particular initiatives, and the long-term impacts on the community are all part of this comprehension (Wangi et al., 2021). Furthermore, how the community views CSR's applicability, efficacy, and ability to meet their needs can have a big impact on how these initiatives are viewed and assessed. Good opinions can boost the company's reputation, increase public trust, and promote ties between the business and the community (Maráková et al., 2021).

Community happiness is key to CSR program effectiveness. This satisfaction shows how successfully CSR programs address public requirements. Maulud and Falatehan (2022) and Ariefianto et al. (2021) believe that huge corporations like PT Pertamina, with significant social and economic power, must link their CSR activities with community needs. Understanding public knowledge, views, and satisfaction with PT Pertamina's CSR efforts is vital given its widespread presence in Indonesia. As a state-owned energy business, PT Pertamina must implement CSR programs nationwide (Wijaya et al., 2021; Prakoso, 2023). Its community empowerment, education, and environmental preservation efforts can have a big influence across several locations (Purnaweni et al., 2021). These programs promote long-term community development and firm sustainability. However, public comprehension

and perception of these programs determines their success. The community is more satisfied with CSR programs when they are well-informed and can see the practical advantages. Lack of awareness or negative attitudes might diminish CSR effectiveness and cause public backlash (Puriwat & Tripopsakul, 2021; Kawal, 2023).

The purpose of this study is to investigate the relationship among public understanding of corporate social responsibility (CSR), views of the benefits of CSR, and public satisfaction with PT Pertamina's CSR program (Frebianti et al., 2023; Nurhazana et al., 2021). This study is significant because it offers insightful information on how the general public assesses CSR projects and the variables that affect these assessments. Understanding these elements would help PT Pertamina better design and carry out its CSR initiatives, increasing their effect and fortifying linkages with nearby communities. Furthermore, this study contributes to the body of literature on corporate social responsibility (CSR) in Indonesia, where there is currently little research on how the general population views CSR (Indarto et al., 2023). This report closes this gap and provides useful advice for other businesses wishing to enhance their CSR programs.

The relationship between perception, knowledge, and happiness with CSR initiatives is influenced by a number of theories. According to the Expectation-Confirmation Theory, when a business meets or beyond the expectations of the general public, satisfaction results. Expectations are set by public awareness of CSR, and when CSR initiatives meet these expectations, satisfaction rises. Furthermore, according to legitimacy theory, businesses must uphold social norms and values in order to maintain their legitimacy in the eyes of the general public (Husnaini & Khusnah, 2021; Yuan, 2022). The public is more inclined to support a company's sustainability initiatives when CSR initiatives yield tangible and significant advantages (Sayedahmed, 2022). In a time when social responsibility is growing, this study helps to understand the efficacy of CSR programs (Bruce & Priscilla, 2022). This study offers insights and useful guidance for businesses looking to increase their social impact, which will help society and the environment, by analyzing the relationship between public knowledge, perception, and satisfaction with PT Pertamina's CSR program (Utari et al., 2021).

LITERATUR REVIEW

Knowledge of CSR relates to public comprehension of the concept, objectives, and practices of corporate social responsibility and its predicted positive effects on society and the environment (Dare et al., 2021; Almaeda, 2023). Corporate Social Responsibility (CSR) is growing in business, and corporations must balance profitability with social and environmental wellbeing. Community comprehension of CSR affects firm program adoption and support (Sayedahmed, 2022). Understanding CSR is crucial because it makes people more receptive and supportive of corporate social responsibility initiatives.

The concept, goals, and forms of CSR initiatives organisations can adopt are public knowledge. CSR is both a moral commitment and a business strategy that can improve the company's sustainability and public image (Li, 2021). Companies' CSR programmes include community empowerment, education, health, environmental preservation, and local economic development (Béji et al., 2021).

Understanding CSR's major goals can also help the public comprehend why these initiatives are implemented (Ariefianto et al., 2021). Long-term CSR aims include enhancing community relations, the company's reputation, and stakeholder expectations. Greater comprehension of these goals helps society appreciate the company's social and environmental efforts (Hussein, 2023). CSR knowledge increases public trust and engagement in a company's CSR efforts, according to several research (Puriwat & Tripopsakul, 2021; Razali et al., 2021). According to (Maulud & Falatehan, 2022), people who understand CSR are more likely to support firms' social and environmental efforts. This suggests that corporations should seek community CSR education to raise awareness and understanding.

Even though more people are aware of corporate social responsibility (CSR), it is still difficult to educate underinformed groups. Companies must thus make sure that different societal levels can readily access information about corporate social responsibility (CSR). This can be done through social media, training initiatives, and collaboration with regional organisations that already have strong ties to the community (Muchlis & Resky, 2021; Husaini et al., 2023). Furthermore, firms should be upfront about their information since communities are more likely to embrace and support their CSR programs

when they have access to clear and accessible information about the company's goals and outcomes (Damayanti & Prayoga, 2021; Wijaya et al., 2022).

All things considered, public perceptions of corporate social responsibility initiatives are greatly influenced by knowledge about CSR. Businesses will benefit greatly from more public support and trust if they can effectively communicate clear, transparent, and pertinent information regarding corporate social responsibility (Huo et al., 2022; Bruce & Priscilla, 2022). Furthermore, this information can contribute to the development of sustainable and socially conscious businesses by enhancing public conversations on social responsibility and its effects on society.

The degree of effectiveness of corporate social responsibility (CSR) initiatives is largely determined by how the public views the advantages of CSR. The public's opinions or assessments regarding how much the company's CSR initiatives improve their social, economic, and environmental well-being are reflected in this perception (Maulud & Falatehan, 2022; Sinulingga et al., 2024). A favourable view of the advantages of corporate social responsibility (CSR) can boost public support for the business and improve stakeholder relations. CSR initiatives that are seen as offering tangible advantages will boost client loyalty, improve the company's reputation, and promote public confidence in the organization's social responsibility efforts. On the other hand, a negative perception of corporate social responsibility (CSR) will arise if the public believes that the company's CSR program does not meet their needs or offer pertinent advantages. This might lead to a decrease in support for the program and damage the company's reputation (Wangi et al., 2021; Maráková et al., 2021).

A number of elements, including as the company's transparency in operating the CSR program, the program's relevance to community needs, and the program's efficacy in reaching established goals, have a significant impact on how CSR benefits are perceived. The community is more likely to accept and value CSR initiatives that are pertinent to its needs, such as economic empowerment, environmental preservation, or educational support. The program will provide more tangible benefits to the community, which will boost their trust in the business (Pujihartati et al., 2021).

Positive views of CSR advantages can enhance a company's reputation and connections with stakeholders, according to research by Maráková et al. (2021). Additionally, this helps to enhance the company's reputation, which in turn can enhance its long-term performance. Accordingly, businesses must create CSR initiatives that have both positive and quantifiable effects in addition to being good for the community (Suaidah et al., 2021; Renaldi et al., 2024). Effective communication between the business and the community is one of the most important factors in fostering a favourable view of the advantages of corporate social responsibility. Businesses need to make sure that the community can understand and be informed about the outcomes of their CSR initiatives. This involves giving details regarding the goals, procedures, and outcomes of the ongoing CSR program. The community will be better able to comprehend and value the company's efforts to fulfil its social duty if there is open and honest communication. Regarding PT Pertamina, the way the public views the advantages of CSR is also impacted by how the

firm implements programs with community input (Lestari & Hasanuddin, 2022). Communities that participate in CSR program development and evaluation will support the effort more. A community empowerment program that engages local communities in decision-making and activity implementation will increase ownership. The community's support for the company's CSR program depends on how they view CSR benefits. Companies that successfully communicate the benefits of CSR will obtain a good reputation, strong community links, and stakeholder loyalty (Macheka et al., 2023).

Trust in a firm affects its community interactions. When a corporation achieves community expectations through CSR activities that bring social and environmental benefits and generate positive and sustainable community partnerships, trust emerges (Wang et al., 2022). Public trust in a firm typically hinges on its perceived social and environmental commitment. Companies with transparent, relevant, and good CSR programs will gain public trust. People who believe the company cares about them are more likely to support and interact with it (Pan & Ha, 2021).

This trust extends beyond the immediate effects of CSR initiatives to the company's sustained social responsibility and consistency. According to Potapov et al. (2021), businesses that regularly implement CSR initiatives that yield tangible benefits to the community establish a solid reputation and boost public confidence in their moral character. The sustainability of the connection between the firm and its stakeholders is thus largely dependent on the public's faith in the business. According to a study by Potapova et al. (2021), businesses that successfully execute CSR initiatives with honesty and

transparency will win over more public trust. The public's opinion of the business is influenced by this trust, as is their loyalty as clients and business associates. On the other hand, vagueness or doubt about the objectives and outcomes of the CSR initiative may lower the degree of public confidence in the business.

The way a business handles stakeholder communication also affects trust in that business. Public trust will rise when CSR initiatives' objectives, procedures, and outcomes are communicated openly and honestly. On the other hand, ambiguous or opaque information might cause misunderstandings and harm the company's reputation with the community (Rank & Contreras, 2021). As a result, it is crucial that businesses actively update the public on the successes and difficulties encountered when putting their CSR initiatives into action.

Involving the community in the execution of CSR initiatives can also increase public confidence in the business. The community will feel more valued and have a stronger bond with the business when they are involved in the development and assessment of CSR initiatives. Because the community thinks that they have a significant say in how the program is run and can see the benefits of the outcomes, their involvement fosters deeper trust (Bouichou et al., 2022).

All things considered, a company's level of trust is a crucial determinant of how well it executes a CSR program. The company-community relationship is strengthened and the CSR program's sustainability is extended thanks in large part to this trust (Maulud & Falatehan, 2022). Businesses will be more devoted and have a better reputation in the eyes of the public if they can sustain public confidence through ongoing CSR initiatives and offer genuine benefits.

To evaluate the success of CSR initiatives put in place by businesses, customer satisfaction with these initiatives is crucial. A CSR program is considered successful if it can satisfy community expectations and needs, have a genuine beneficial impact, and help achieve intended social and environmental goals. The degree to which CSR initiatives are seen as successful in accomplishing the objectives is reflected in the level of community satisfaction with them (Belarmino et al., 2021). A successful CSR program must assist the society in quantifiable and pertinent ways. As a result, these initiatives need to be customised to meet the requirements and preferences of the intended audience. CSR initiatives that don't address community needs or offer definite advantages will make people less satisfied and supportive of the business. On the other hand, initiatives that meet needs and have measurable benefits will boost community satisfaction and improve the business's standing with stakeholders.

For instance, by making sure that the programs address issues that the community actually needs, such education, environmental preservation, and local economic empowerment, PT Pertamina can raise satisfaction with their CSR initiatives (Sangari, 2024). In addition to having a long-term effect on the environment, these projects can offer immediate advantages that raise neighbourhood standards of living.

Companies must also involve the community throughout CSR program execution. Community participation in program conception, execution, and assessment will increase program ownership (Ariefianto et al., 2021). Participating communities are happier with the CSR program and more likely to support its sustainability. Companies must also measure and share CSR program results to the community. Transparency in reporting CSR program results and impacts will boost public confidence and satisfaction. Overall CSR program success depends on satisfaction. An effective CSR program must meet community expectations and have lasting effects. Companies that improve stakeholder satisfaction through CSR programs will gain a better reputation, community loyalty, and deeper ties (Belarmino et al., 2021).

RESEARCH METHODS

Using AMOS 22 and SPSS 22, this study uses structural equation modeling (SEM) to investigate the intricate causal linkages between variables. Because SEM makes it possible to assess the relationship between latent variables—which are impossible to measure directly—and their indicators, it was selected. This study looks at one dependent variable, Y (CSR Program Satisfaction), and three independent factors, X1 (CSR Knowledge), X2 (Perceived Benefits), and X3 (Company Satisfaction). A Likert scale with several indications is used to measure each variable. X1 gauges respondents' knowledge of corporate social responsibility (CSR), program goals, and long-term effects;

X2 evaluates the program's applicability, transparency, and community benefits; and X3 analyzes service quality, company reputation, and community communication as measures of company satisfaction. The program's quality, community involvement, and perceived advantages all affect Y (CSR Program Satisfaction).

Purposive sampling is the sample strategy used in this study, and the respondents are drawn from the communities that participate in PT Pertamina's CSR initiative. Based on location and participation in the CSR program, the sample size was predicted to be 141 respondents. To guarantee representativeness and lower the margin of error, the sample size is determined using the Slovin formula. The sample size of 141 respondents that meets the goals of this study is produced by applying the Slovin formula, which accounts for the population size and the intended margin of error. Respondents' opinions of the CSR program were evaluated using a standard questionnaire with a 5-point Likert scale. Based on the data gathered, SEM will be utilized to examine both direct and indirect connections between factors. In order to examine the connections between latent variables and their indicators, SEM will test the measurement and structural models. To find out if X2 (Perceived Benefits) mediates the association between X1 (CSR Knowledge) and X3 (Company Satisfaction) and Y (CSR Program Satisfaction), mediation tests will also be performed. To increase estimation accuracy, particularly with small sample sizes, bootstrapping tests will be employed.

The evaluation of the instruments' validity and reliability guarantees the measurements' accuracy. Construct validity is assessed using exploratory factor analysis (EFA), and reliability and internal consistency are evaluated using Cronbach's Alpha. Reliability is defined as having a Cronbach's Alpha value greater than 0.7. According to this rating, the questionnaire's ability to measure the desired variables is dependable.

Additionally, the research's ethical components are upheld. Prior to data collection, respondent consent will be sought, and the collected data will be anonymized and kept private. The goals of the study, the methods that will be followed, and the rights of research participants—such as the freedom to discontinue participation at any time without incurring penalties—will all be explained to the respondents.

The overall goal of this study is to offer a more thorough understanding of the connection between perceived advantages, company satisfaction with CSR programs, and CSR expertise. This study will investigate the benefits of CSR as a mediator and reveal the correlations between these aspects using SEM. It is anticipated that the findings of this study will assist PT Pertamina in enhancing their CSR initiatives and offer guidance to other businesses in creating more advantageous and successful CSR initiatives for the community.

RESULTS AND DISCUSSION

The data obtained has several characteristics based on gender, age, semester, and faculty as presented in Table 1.

Demographic Items	Frequency	Percentile (%)
Gender		
Male	104	71.2
Female	36	24.7
Semester		
<20	42	28.8
20-25	87	59.6
>25	11	7.5

Measurement Model Test A measurement model test examines the link between indicators and latent variables. The combination of structural and measurement model testing allows researchers to assess measurement error as an integral element of SEM and conduct factor analysis and hypothesis testing. The measurement model test yields a quantitative research-compliant probability level. The measuring test results are in the table.

Constructs	MLE estimates of factor loading / measurement error		Squared multiple correlation (SMC)	Composite reliability (CR)	Average of variance extracted (AVE)	Cronbach's α
CSR Knowledge				0.588	0.277	0.546
PT	0.662	0.338				
PT2	0.608	0.370				
PT3	0.569	0.324				
PT4	0.274	0.075				
Perception of				0.540	0.284	0.541
PM1	0.595	0.354				
PM2	0.542	0.294				
PM3	0.451	0.203				
Trust in the company				0.615	0.234	0.517
ID card1	0.394	0.155				
KTP2	0.61	0.372				
KTP3	0.54	0.292				
KTP4	0.341	0.116				
Satisfaction with CSR				1.000	0.247	0.615
KPC1	0.315	0.479				
KPC2	0.449	0.239				
KPC3	0.5	0.536				
KPC4	0.567	0.359				
KPC5	0.602	0.362				

The link between independent and dependent latent variables variables that cannot be measured directly and need many indicators to be measured is known as the structural model test (Bollen, 1989). The following figure displays the structural model test results.

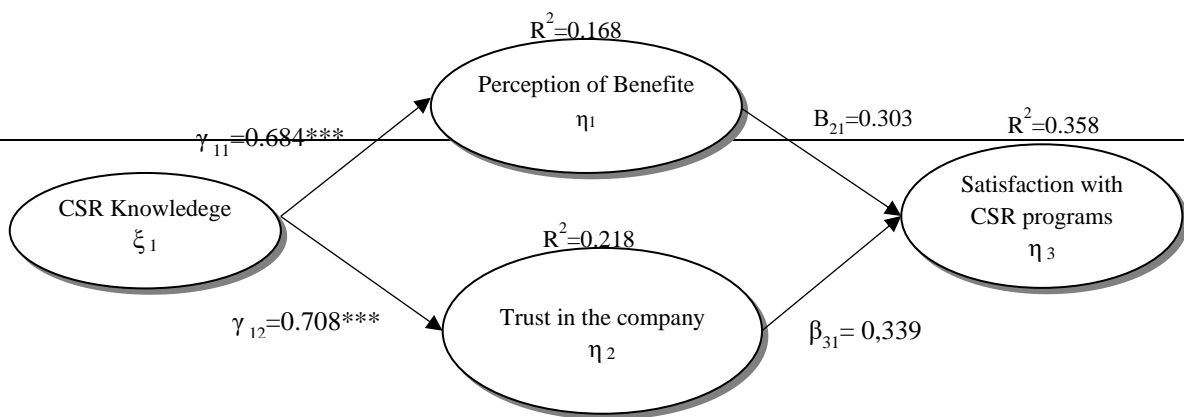


Figure Structural Model Result

Note. $\chi^2/df = 1.762$, GFI = 0.601, NFI = 0.646, CFI = 0.790, IFI = 0.809 and RMSEA = 0.072

Significant at *: $p < 0.05$, **: $p < 0.01$, ***: $p < 0.001$

It is clear from the above-discussed structural model test findings that there is a strong influence between the latent variables in this model. According to the path coefficient values (γ and β), the association between the variables examined between "Trust in the company" (η_2), "Perceived Benefits"

(η_1), "CSR Knowledge" (ξ_1), and "Satisfaction with CSR programs" (η_3) shows a reasonably high influence.

The results of the analysis show several important values, including:

- $\gamma_{11} = 0.684$ (significant at $p < 0.001$ level), which shows a strong influence of "CSR Knowledge" on "Trust in the Company."
- $\beta_{31} = 0.339$ and $\beta_{21} = 0.303$, which indicate a moderate influence of "Perceived Benefits" on "Satisfaction with CSR programs" and "CSR Knowledge" on "Perceived Benefits."
- The R^2 values for these variables also show a fairly good contribution of the model to data variability, with R^2 for "Trust in the company" of 0.358, "Perceived Benefits" 0.218, and "Satisfaction with CSR programs" 0.168.

A number of fit indicators are also used to assess this model, and results like $\chi^2/df = 1.762$, GFI = 0.601, NFI = 0.646, CFI = 0.790, IFI = 0.809, and RMSEA = 0.072 show that this model is fairly good, while there is space for improvement in a few of them.

This structural model test provides good insight into variable relationships and empirical proof of variable influence. The significant route coefficient value and appropriate R^2 value imply that this model gives empirical proof that it understands how each variable affects other variables. This model yields good results, however it could be enhanced by boosting fit indices like GFI and NFI. Reviewing indicators or adding new variables may affect, which has to be explored further in the study.

This test shows that CSR Knowledge increases Company Trust and Perceived Benefits and CSR Knowledge impact CSR Program Satisfaction. However, this model suggests that other factors may possibly affect this association, which deserves further study.

We examine the effect of Independent Variable (IV) on Dependent Variable (DV) through Mediator (M) using Bootstrapping 95% CI to determine mediation significance. IV directly affects DV, yielding significant results. The link between PT (Independent Variable) and KPC (Dependent Variable) through PM and KTP (Mediators) reveals substantial coefficients (each 0.500, $p < 0.001$), indicating IV's significant impact on DV. IV significantly affects mediators (PM and KTP) with values of 0.465 and 0.471 ($p < 0.001$), indicating its crucial function in mediator formation. The mediator has a considerable impact on DV, with PM impacting KPC with a coefficient of 0.383 and KTP with a coefficient of 0.360, all significant at $p < 0.001$. The bootstrapping analysis also shows that the mediation effects are significant, with 95% confidence intervals that do not contain 0, such as in the relationships PT \rightarrow PM \rightarrow KPC (confidence interval [0.631, 0.406] with the percentile method and [0.825, 0.531] with the bias-corrected method) and PT \rightarrow KTP \rightarrow KPC. These associations' standard errors of 0.068 and 0.076 imply accurate estimates. Overall, these results show that rewards and business trust mediate the link between CSR knowledge and CSR program satisfaction.

Table 2 Mediation Effects

IV	M	DV	IV->DV (c)	IV->M (a)	IV+M->DV		Bootstrapping 95% CI	
					IV (c')	M(b)	Percentile	Bias corrected
PT	PM	KPC	0.500***	0.465***	0.383***	0.252	[0.631, 0.406]	[0.825, 0.531]
Standard Error (SE)			0.068	0.888	0.070	0.061		
PT	ID	KPC	0.500***	0.471***	0.360***	0.298***	[0.593, 0.382]	[0.825, 0.531]
Standard Error (SE)			0.068	0.076	0.072	0.721		

Note. Significant at *: $p < 0.05$, **: $p < 0.01$, ***: $p < 0.001$

CONCLUSION

This study examines the relationship between public knowledge of Corporate Social Responsibility (CSR), perceptions of its benefits, and satisfaction with PT Pertamina's CSR program. The analysis shows that CSR knowledge significantly influences public trust in the company, which, in turn, enhances satisfaction with the company's CSR programs. Additionally, positive perceptions of CSR benefits serve as a mediator, strengthening the relationship between CSR knowledge and CSR program satisfaction.

As policy recommendations, PT Pertamina should focus on enhancing public education and communication regarding CSR. Transparency in communicating the goals, processes, and impacts of CSR programs is crucial to improve public understanding. CSR programs that address community needs, such as economic empowerment, education, and environmental protection, are more likely to be accepted and appreciated by the community. Therefore, the company should ensure that CSR initiatives are designed with direct input from the community to foster ownership and satisfaction.

The limitations of this study include the relatively small sample size and the restricted geographical scope, which may limit the generalizability of the findings. Additionally, the study only examined variables within an existing model and did not consider other external factors that might influence satisfaction with CSR programs.

For future research directions, it is recommended to expand the sample size to other regions beyond the studied area and incorporate external factors that may impact public perceptions and satisfaction with CSR, such as economic and local cultural factors. Further studies could also explore the long-term effects of CSR programs on community welfare and company sustainability.

This research contributes to the development of CSR theory in Indonesia, providing valuable insights for companies in designing more effective and impactful CSR programs, and helps improve the relationship between businesses and the communities they serve.

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