

Corporate social performance: An analysis of corporate social responsibility implementation in the electrical energy industry

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Abstract

Corporate Social Responsibility (CSR) is a corporate concern for the economy, society, and environment. CSR activities reflect the company's social performance (CSP), using productivity, profits, employee welfare, and product quality measurement. This research is a case study of implementing a CSR program with a CSP approach at PT. Pembangkitan Jawa Bali (PJB). It aims to describe and analyze the implementation of PJB's CSR to assess its social performance. Theoretically, this research used the concept of Corporate Social Performance, which explained the principles of corporate social responsibility, and corporate social behavior. This study used a qualitative descriptive method with in-depth interviews to analyze data collection documents. The study results showed that the implementation of PJB's social responsibility programs was focused on Community Involvement and Development (CID) by implementing four main pillars of the program, namely: PJB Smart Innovation, PJB Green Innovation, PJB Superior, and PJB Cares. CSR programs were implemented based on the company's social mapping, including four circular areas related to the community's needs. Overall, the implementation of CSR based on the Corporate Social Performance model at PT PJB positively impacted society socially, economically, and environmentally. At the same time, it also positively impacted the company by increasing its business performance.

Keywords: Corporate social responsibility; corporate social performance; CSR act

1. Introduction

Implementing corporate social responsibility activities is based on many reasons and demands, as a combination of internal and external factors. Frynas (2009) argues that the company's consideration for carrying out CSR activities, in general, is to comply with applicable laws and regulations and become a corporate social investment to obtain a positive image. In addition, CSR is part of the company's business strategy and approach to the community to obtain business licenses. This activity also aims to reduce and avoid social conflicts as part of the company's risk management.

CSR is a manifestation of the company's concern for the economy, social and environment. There are three basic principles on managing this issue: profit, people, and the planet. As a profit-oriented business institution, the company seeks economic benefits to ensure the company's survival so that the company can continue to operate and develop. To ensure survival and increase the company's competitiveness, the company must concern with the welfare of employees and people the valuable assets in the organization and the country.

A clear policy on CSR and careful planning determines the effectiveness of implementing its activities. According to Grindle (1980), policy implementation is related to policy objectives or targets that guide the direction of program implementation. Performance goes through activities for its achievement. Goals, actions, and results of activities become three essential components in implementing a policy.

Policy implementation, in principle, is a way that allows a policy to achieve the goals that have been set. The success of policy implementation is determined by the policy's content, the policy's format, and the reputation of the communicators who are actors in the implementation. Policy implementation can be carried out directly in a program or make the following derivative policy formulation for more technical implementation.

Every organization tries to carry out various activities based on the norms that exist in society. The theory of organizational legitimacy explains organizations' adaptation to changes and developments in the environment and society. Changes in social values and norms in society due to the development of human civilization affect changes in company legitimacy and pressure on company legitimacy (Lindblom, 1994).

In carrying out its activities, the company needs to pay attention to the interests of various stakeholders related to the

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company. Ghozali and Chariri (2007) argue that the company is not an entity that operates for profit alone but is obliged to provide the maximum benefit for its stakeholders. Serving stakeholders as well as possible will support the company's existence.

Community demands for companies are growing because there are still social inequalities. For this reason, corporate responsibility is measured in terms of economic indicators in financial statements and considers social dimensions for stakeholders, both internal and external (Harahap, 2002).

To evaluate a company's social performance, public relations scholars developed a Corporate Social Performance (CSP) model. According to Wood (1991), CSP is an approach to evaluate CSR activities by paying particular attention to the principles, policies, processes, programs, and outcomes of corporate social responsibility. CSP has several advantages, including being dynamic in terms of time, accommodating various motives, behaviors, and results found in practice, and being part of an evaluation tool to measure overall business performance. This approach can evaluate business outputs that align with values related to business-community relations.

Previous research on CSR has been carried out by linking CSR with several issues, such as community empowerment (Ariefianto, 2015), stakeholder and legitimacy gaps (Lindawati & Puspit, 2015), internal CSR (Suprayitno & Susilo, 2017), the surrounding environment (Timbalino, 2015, Haris & Purnomo, 2016), and community assessment (Halim, 2015). In addition, some researchers focus on CSR research concerning the Government (Mulkhan & Pratama, 2011), company reputation (Rahmayanti, 2014), company business sustainability (Putra & Abdillah, 2014), and company legitimacy (Ratmono & Sagala, 2015). Several studies have linked CSR with corporate values and image (Tjahjono, 2013, Retno & Priantinah, 2012, Riyanto, Rosyidi & Suprpto, 2017, Chanafi, Fauzi & Sunarti, 2015).

This study offers a novelty in using the Corporate Social Performance approach to analyze the implementation of CSR. This article is a case study exploring CSR implementation with the Corporate Social Performance approach at P.T. Java-Bali Generation (PJB). This company is one of the electrical energy industries in Indonesia, a subsidiary of the State Electricity Company (PLN).

2. Methodology

This research used the descriptive qualitative method, describing a situation or event. This research was qualitative, using data submitted verbally and theoretical clarifications. The data taken to test hypotheses were not obtained by mathematical calculations or statistical formulas but by data processing rationally and logically. This descriptive research was conducted by: 1) collecting detailed actual information that described the existing symptoms; 2) identifying the problems or examining the conditions and applicable practices; and 3) determining what the research objects did in dealing with the same problem and learned from their experiences to determine the plans and decisions.

The data collection method used in-depth interviews. Researchers interviewed several resource persons who understood CSR policies and implementation in this company, namely: Arief Rachman Pradana (CSR Officer Staff), Puri Handoko (CSR Officer Staff), and Rosy Dananjaya Panji

Mahardeka (CSR Officer Staff). In addition, researchers collected some related CSR documents in the company and ordered the secondary data through library research and online research through the internet.

The researchers developed the data validity by using triangulation techniques, especially source triangulation, to compare the information from different sources. (Sutopo, 2002:79)

3. Results and Discussion

PJB has a long history as national electrical energy industry. This company results from the restructuring of the State Electricity Company (PLN) since 1982, which has developed work units according to their functions. On October 3, 1995, PLN established two subsidiaries, namely PT PLN Pembangkitan Jawa-Bali I in Jakarta and PT PLN Pembangkitan Jawa-Bali II in Surabaya. PJB has grown into a large national company engaged in power generation.

The implementation of corporate social responsibility follows the Joint Decree of the Board of Directors and the Board of Commissioners and the Decree of the Board of Directors Number 065.K/010/DIR/2013 concerning Guidelines for the Implementation of Social and Environmental Responsibility (CSR) at PJB.

Social Responsibility Principles

The basic principle of a comprehensive and sustainable social responsibility program is to maximize the benefit to the community, customers, employees, and the environment. The company develops various programs to strengthen social relations with the community so that more stakeholders will benefit from the company's presence.

The CSR program reflects the company's commitment to play a role as a driver of activity, growth, community economic empowerment, and harmonious relationships in the community, especially in the company's areas.

According to Mr. Arief Rachman Perdana, CSR Assistant Officer for Stakeholder Management, the management of CSR programs is carried out by the Stakeholder Management Division (BSHM), which is under the Corporate Secretary at the head office. The division's duties and responsibilities are to carry out social mapping, planning, implementation, monitoring, and program evaluation. This division runs all CSR programs in stages according to company policy.

The company develops sustainable programs in the economic, social, and environmental fields. The implementation of the CSR program is divided at the administrative area level related to the company, which includes the village, sub-district, district, and province where PJB is located. In addition, the location of CSR program development was chosen based on the potential of natural, social, and community resources that can be developed to form a positive corporate image. Location determination is also based on the company's operational location and areas affected by natural disasters.

Social mapping is an essential first step in developing a CSR program plan. Through social mapping, the company obtains accurate data regarding the conditions and needs of the community. Some of the activities carried out in this social

mapping are: mapping the demographics of the community around the company's operational locations, mapping actors and the network of relationships between actors consisting of individuals, groups, and organizations, as well as a description of the social position and social roles of all influential actors in the community. In addition, the company also analyzes the degree of power and interests of all actors and identifies forum mechanisms in each village.

Economically, the social mapping team also collects data on the potential for sustainable livelihoods, potential human resources, natural resources, social capital, financial capital, and the condition of public infrastructure.

After that, the team analyzed the community's needs to support sustainable livelihoods, identified the types of vulnerabilities that could be measured and profiles of vulnerable groups individually, analyzed social problems in the community. The results of the social mapping are recommendations for community development programs divided into four typologies of fields, namely empowerment, capacity building, infrastructure, and charity.

The company implements social responsibility programs based on fundamental principles: good corporate governance, human rights, labor principles, the environment, fair operational practices, customer satisfaction and involvement, and community management and development.

In terms of governance, the company implements good corporate governance, particularly in building good relationships with shareholders, employees, the community, and other stakeholders to increase the value and image of the company as capital for business sustainability.

Concerning human rights, the company strives to fulfill its responsibilities related to personal, social, social, economic, and legal rights and ensure that there are no human rights violations.

About employment practices, the company strives to fulfill the rights of employees, including welfare, health, and safety, to create a conducive work environment and achieve zero accidents.

In the environmental aspect, the company pays attention to and minimizes the operational impact on the environment and makes a sustainable contribution to environmental preservation.

In terms of fair operational practices, the CSR program developed by the company covers all operational aspects, from upstream to downstream. The company seeks to address the risk of possible violations of procurement practices that do not follow regulations with fair operating procedures.

Regarding consumer satisfaction and engagement, the company carries out open marketing activities and is committed to protecting the safety and health of consumers. In addition, the company effectively manages consumer services, including complaint services and consumer privacy protection.

Finally, the company emphasizes community involvement in real community empowerment and development efforts related to community engagement and development.

Corporate Social Responsibility Process

Stakeholders are one of PJB's mapping targets in designing CSR programs. Stakeholder mapping obtains information about their expectations and their direct or indirect influence on

PJB. The results of the stakeholder mapping are stakeholder data and relevant issues. Regarding the stakeholders, Mr. Arief Rachman Perdana explained that:

"Maintaining good relations with stakeholders has different approaches, depending on who the stakeholders are. PJB's organization has effectively carried out its functions to achieve company goals, including managing the stakeholders. For example, PJB vendors and suppliers on several occasions have played a role in activities CSR, such as accommodating local workers to work, using local raw materials, etc."

The company strives to serve all stakeholders because they play an essential role in encouraging sustainable business progress. A corporate social responsibility program is a form of providing sustainable benefits for all stakeholders. The following are the company's stakeholders who have an interest either directly or indirectly in the company:

- (1) Shareholders, namely company owners, consist of PT PLN (99.99% shares) and the Education and Welfare Foundation of PT PLN (0.001% shares).
- (2) Employees are valuable assets who work to carry out the company's operational activities.
- (3) Customers, namely other companies that buy or utilize the products and services produced by the company.
- (4) Company partners consist of external parties that support the company's business performance. They provide goods and services such as industrial materials and work mats, office stationery, consulting services in law, human resources, management, finance, and business, as well as repairs, engineering, services construction, building, including outsourced labor services.
- (5) Suppliers consist of companies that fulfill the needs of industrial goods and raw materials, such as generators and other basic needs.
- (6) The Government includes various related ministries, namely the Central, Provincial, Regency, Including the DPR at the central and regional levels.
- (7) Community is the main external stakeholders who live in the company's operational locations.
- (8) Mass media, namely company partners, provide information about the company widely to the public and partners in the check and balance process of print, electronic, and online media.

The formulation of a crucial social responsibility issue is contained in the stakeholder mapping. This activity begins by identifying who the beneficiaries are, what potentials and problems exist in the area, and involving the community leaders. The management ensures that the programs are right on target, following the risks, impacts that will arise, and the expectations of these stakeholders.

Based on the results of the social mapping, the company then designs corporate social responsibility programs and activities to become solutions to various problems faced by the community as the primary external stakeholders.

These programs, in principle, do not cause problems that harm the community and do not violate the rules or norms that exist in the community. Social responsibility program planning focuses on community engagement and development.

In addition, in implementing corporate social responsibility,

the company emphasizes the principle of minimizing environmental impact, especially those related to the environmental effects of electricity operations, both associated with the potential for preventing and overcoming ecological pollution.

In the operation and maintenance of electricity, the company is related to efficiency in using energy and natural resources. The company also prepares an environmental management plan and social responsibility program to preserve the environment based on an environmental impact analysis with two main objectives: the company's business operating environment and the surrounding community.

Based on the description above, the company's CSR process develops several stages of activities:

First, communicate with the community as the company's initial approach to establishing good psychological relationships.

Second, identify problems and community needs in social mapping activities. The first and second stages aim to build understanding, acceptance, and trust from the community, who will be the targets of CSR.

Third, program formulation is based on social mapping analysis and company priorities. In addition, the approach is based on community needs and rights-based as contained in various international conventions—normative standards of community social rights.

Fourth, making an action plan by taking into account the community's aspirations, the company's mission, and shareholders.

Fifth, running the program and conducting the evaluation. Evaluation is the final process of the CSR program in the form of an assessment of the success of program implementation. The evaluation results determine the sustainability of the program, whether it will be continued, discontinued, or developed through other programs. Action and Facilitation is the program's implementation, whether carried out independently by the community or local organizations or facilitated by companies and NGOs.

Corporate Social Performance

The implementation of CSR programs can be evaluated using the Corporate Social Performance (CSP) approach. CSP evaluates the implementation of CSR that combines the interests of shareholders and stakeholders. CSP focuses on the results to be achieved and the process to achieve those results, without creating new problems for the community, without damaging the natural and social environment.

The principles of CSP in implementing CSR in companies that are the research object can be seen in three main principles. First, it is related to the formulation of CSR policies based on upholding business ethics. Second, the design of the CSR program seeks to meet the needs of the community based on the results of social mapping. Third, CSR implementation focuses on achieving outputs.

The implementation of CSR in this company focuses on the Community Involvement and Development (CID) approach by developing main programs in four categories, namely:

First, PJB Smart Innovation. This program is related to educational initiatives' core competencies to support companies' competitiveness and the national electricity industry sector by providing scholarship assistance to potential students who need tuition assistance.

Second, PJB Green Innovation. This program focuses on community development and environmental management through carbon-efficient village programs, Integrated Organic Systems, and Bawean Ecotourism.

Third, developing community welfare financially and socially through the creative economy and entrepreneurship programs, such as the Folding House Program, which holds training in sewing and making green shell crafts for the community.

Fourth, PJB Cares. This program aims to improve the quality of the environment sustainably and carry out humanitarian activities by providing productive social assistance, for example, the Marine Waste Bank Program and the Binor Harmony Tourism Village.

Some of the programs that have become excellent and successful positively impact the community, including Integrate Organic System, Bawean Ecotourism, Folding House, Marine Waste Bank, and Binor Harmony Tourism Village.

Organic Integrated System is an organic farming program as part of the risk management implemented by this company. Initially, the community had a negative perception of the electricity distribution network through the Extra High Voltage Air Line, which reduced agricultural productivity. In addition, the community faces problems related to dependence on chemical fertilizers, fertilizer scarcity, and high fertilizer prices.

The company then collaborated with the Probolinggo Regency Agriculture Office and community groups to develop organic farming. The implementation of this program has a positive impact on the community by increasing agricultural productivity. This program won a Gold PROPER from the Ministry of Environment and Forestry in 2018. This award is the Government's acknowledgment of companies with high compliance in environmental management.

Ecotourism Bawean is a CSR program with a sustainable empowerment approach implemented in Daun Village, Sangkapura District, Gresik Regency. This program facilitates the community to restore land affected by abrasion by planting and conserving mangroves. This program builds public awareness to protect the environment by preserving mangroves, fostering healthy living habits, and increasing economic independence. The Bawean Ecotourism Program aligns with the Sustainable Development Goals (SDGs), especially those related to the sustainable protection of marine and land ecosystems.

The Folding House Program is a training program for housewives in sewing and making handicrafts from green shells. The target of this program is housewives who wish to help the family economy. The company intends to manage the risk of socio-economic inequality in the surrounding community through this program.

The Marine Garbage Bank is a program to manage marine waste into goods of economic value as a productive activity for the community. The community can improve hygiene and health through this program and earn additional income.

Binor Harmoni Tourism Village is a community empowerment program in Binor Village, Paiton District, Probolinggo Regency. Through this program, the company and the community preserve the environment and prevent damage to the ecosystem around the company's operational areas. This program develops Binor Village into a tourist village with coral

reef ecosystems and Nemo fish that usually breed in waters with preserved coral reefs. A well-maintained ecosystem has a positive impact on fishers with sufficient fish availability so that they do not need to catch fish into the high seas. This program also builds public awareness of sanitation and clean living behavior. The community's economy is also growing with increasing tourists visiting this tourist village.

Corporate Social Impact

In general, companies are expected to contribute significant benefits to society. As a state-owned company oriented to business sustainability, the company strives to increase positive benefits for the company's stakeholders. In addition, the company also tries to prevent various negative impacts to the community that may occur from the company's operations. In 2018, the company earned Rp5.92 trillion, an operating income of Rp40.82 trillion, and a non-operating income of Rp1.17 trillion. This company also spent Rp. 23.58 billion to run CSR programs, including programs in the social, economic, social, cultural, and environmental fields.

The various CSR programs carried out have had a significant social impact, both in improving the quality of the human resources of the surrounding community who are increasingly skilled, the quality of the environment is getting better, and various opportunities for enhancing the family economy. Regarding the social impact of the CSR program, Mr. Arief Rachman Perdana explained:

"The company regularly conducts community satisfaction surveys through community satisfaction index surveys. The Community Satisfaction Index has a positive trend from year to year, and there is an appreciation of various CSR programs implemented. The relation with the community is well maintained. The impact felt by the community is following what people expect; for example, people become more skilled, and have market access for the products they produce."

Analyzing the research results on the implementation of CSR in PJB, it appears that the company has tried to apply the rules that apply in Indonesia, namely Law Number 40 concerning Limited Liability Companies and Government Regulation Number 47 of 2012 concerning Corporate Social and Environmental Responsibility. Asrori & Mintorowati (2013) explained that these laws and regulations have practical implications for company operations.

The implementation of CSR is part of the management of stakeholders, which positively impacts the company (Hadi, 2011). Stakeholder management is closely related to corporate identity and reputation, which is at the core of corporate communication and strategic organizational management (Cornelissen, 2004).

On the other hand, the Corporate Social Performance Model, which consists of the principles of social responsibility, social responsiveness processes, policy programs, and observable results related to corporate social relations, can be understood in the application of corporate business ethics. Corporate social responsibility, corporate social responsiveness, and corporate social behavior are forms of corporate business ethics (Pieric, 2004).

4. Conclusion

Implementing CSR programs for companies is a form of company compliance with applicable laws and regulations. In

addition, the implementation of CSR is part of the company's business strategy and corporate social investment to gain a positive image, support from the local community, and become part of the company's risk management to avoid social conflicts that may occur in the company's operational areas.

Based on the Corporate Social Performance model, the implementation of CSR programs at PJB has been carried out based on policy principles, organizational principles, and social behavior principles. From a policy perspective, the company has guidelines for implementing CSR based on the Decree of the Directors of PJB No. 065.K/010/DIR/2013 concerning Guidelines for the Implementation of Corporate Social Responsibility at PJB. Concerning organizational principles, CSR programs are implemented by a particular work unit authorized to plan and implement programs based on social conditions and community needs.

Based on the principles of social behavior, CSR programs are implemented based on corporate social mapping, which maps the problems and needs of the community to produce the formulation of a CSR program that focuses on Community Involvement and Development (CID) by implementing four main pillars, namely PJB Smart Innovation, PJB Green Innovation, PJB Unggul, and PJB Peduli. In general, the implementation of CSR based on the Corporate Social Performance model at PT PJB has brought several positive impacts for the community socially, economically, and environmentally. At the same time, it also positively impacts the company by improving its business performance.

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