

PAPER NAME

**CSR: The Impact on Long-Term and Short Term Company Performance.pdf**

AUTHOR

**Agnes Advensia Christmastuti**

WORD COUNT

**3426 Words**

CHARACTER COUNT

**18832 Characters**

PAGE COUNT

**5 Pages**

FILE SIZE

**910.7KB**

SUBMISSION DATE

**Jul 4, 2023 9:20 PM GMT+7**

REPORT DATE

**Jul 4, 2023 9:20 PM GMT+7**

### ● 18% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

- 11% Internet database
- 6% Publications database
- Crossref database
- Crossref Posted Content database
- 15% Submitted Works database

### ● Excluded from Similarity Report

- Quoted material
- Cited material
- Small Matches (Less than 10 words)
- Manually excluded sources

# CSR: The Impact on Long-Term and Short-Term Company Performance

**Abstract**—Implementing Corporate Social Responsibility (CSR) is not just an obligation for the company, but must be based on that it is a responsibility in the interests of many parties, including the company itself. Although in Indonesia has issued an Act to regulate the implementation of CSR, but the implementation of CSR by companies not optimal yet. Companies are still reluctant to implement CSR. One factor is that most companies still consider that implement CSR is a burden and does not provide benefits for companies. Therefore, this study will examine the positive impact of CSR on company performance both short and long term. Hypothesis testing is done by using partial least squares (PLS), involving 125 data taken from 2007 to 2012. The results showed that CSR has a long-term impact, especially on the operating cash flow and Reduced-costs in long-term. The impact to operating cash flow in the first year and reduced cost in the second year, explain that CSR effect tend to long-term performance measure.

**Keywords**—CSR, financial performance measure, non-financial performance measure, short-term performance and long-term performance.

## I. INTRODUCTION

Corporate Social Responsibility (CSR) was born around since 1700. Modern CSR began in the 1950s. At first time known as "Social Responsibility" (SR instead CSR), according to Howard R. Bowen's book: "Social Responsibility of the Businessman". [1]

CSR development in Indonesia starting from the historical development of the Partnership and Community Development (CSR). The government began to issue regulations on CSR, among others, Act 40 of 2007 Article 74 (2). "Social and Environmental Responsibility (CSR) referred to in paragraph (1) is the obligation of the Company are budgeted and accounted for as expenses of the Company which are carried out with due regard to decency and fairness" [2]

The implementation CSR (Corporate Social Responsibility) does not optimal yet in Indonesia. It was happened cause by

Vena Purnamasari is with the Accounting Department of Faculty of Economic and Business Soegijapranata Catholic University Semarang, Indonesia (Phone + 62 8122569081 E-mail: [venana19@yahoo.com](mailto:venana19@yahoo.com), [vena@unika.ac.id](mailto:vena@unika.ac.id)).

Theresia Dwi Hastuti is with the Accounting Department of Faculty of Economic and Business Soegijapranata Catholic University Semarang, Indonesia (Phone + 62 8122811963 E-mail: [theresiadwihastuti@yahoo.com](mailto:theresiadwihastuti@yahoo.com), [theresia@unika.ac.id](mailto:theresia@unika.ac.id)).

Dr. Agnes Advensia C. is with the Accounting Department of Faculty of Economic and Business Soegijapranata Catholic University Semarang, Indonesia (Phone + 62 81805917517 E-mail: [agnesvi2n@gmail.com](mailto:agnesvi2n@gmail.com)).

several factors first, Companies was imagined that CSR implementation will increase expense but not have direct effect to financial performance especially in short-term. If the company realizes that there is a close link between environmental performance and social perspective on financial and nonfinancial aspects it is expected that the company can change the mindset that the implementation CSR is not a burden but a form of investment.

In response to the implementation of CSR in Indonesia Ministry of Environment is also a strategic movement, they launched Proper. Proper award aims to encourage companies to adhere to environmental regulations and achieve environmental excellence. Participants Proper is increasing but the compliance is decrease starts from the period 2006/2007 to 2010/2011. In the year 2011/2012 as many as 1,317 participants Proper companies only 12 (0.91%) have gained Gold, Green ranked totaled 119 (9.04%) of the company, Blue totaling 771 companies (58.54%), Red totaling 331 companies (25.13%) and Black totaling 79 companies (6.38%) [3]. CSR implementation does not provide direct benefits (short-term) on the company's financial performance. The previous research support that CSR unsuccessful short-term impact, especially on financial performance. [4 & 5]

Based on the description above can be concluded that: the first, implementation of CSR in Indonesia is less than optimal until today. One factor is the company still is not sure of the impact on the implementation of CSR. Particularly its impact on the company's performance both financially and non-financially. If company realized that there is an impact CSR to financial and nonfinancial aspects it is expected that the company can change their mindset that the implementation CSR is not a burden but an investment.

Based on the description above, the researchers wanted to test the impact of CSR on company performance both short and long term, both financial and non-financial performance.

## II. LITERATURE REVIEWS

### II.1 Corporate Social Responsibility (CSR)

Corporate social responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large [6]. The trend of the implementation CSR as a form of implementation of Good Corporate Governance (GCG).

The scope of social and environmental responsibility (CSR) among others: [7]

- a) Basic Responsibility, liability arising due to the existence of the company. For example, the obligation to pay taxes, obey the law, employment standards, and satisfy shareholders
- b) Organizational Responsibility, the responsibility of the company to meet the interests of stakeholders, namely employees, customers, shareholders and society.
- c) Societal Responsibility, responsibility which explains the stages when the interaction between business and the community so that the company can grow and evolve continuously .

### II.2 Triple Bottom Line Concept

The concept of the triple bottom line gives the view that a sustainable company that wants to be noticed 3P (Profit, People, Planet). In addition to the pursuit of profit (profit), the company must pay attention to the welfare of the local community (people), and also to preserve the natural environment (planet). The company no longer subscribes to the single bottom line where only economic aspects are reflected in the financial perspective of the company, but it rests on a triple bottom line which the company must also consider the social and environmental aspects.[5]

### II.3 Law No. 40 Year 2007

As stipulated in the Law No. 40 of 2007, Chapter V of the Social and Environmental Responsibility (Article 74), with each paragraph as follows: 1) Companies running their business activities in the field and/ or related to the natural resources required to implement the Social and Environmental Responsibility. 2) Social and Environmental Responsibility as referred to in paragraph (1) is the obligation of the Company are budgeted and accounted for as expenses of the Company which are carried out with due regard to decency and fairness . 3) The Company did not carry out the obligations referred to in paragraph (1) be sanctioned in accordance with the provisions of the legislation. 4) Further provisions on Social and Environmental Responsibility regulated by government regulation

### II.4 Program Performance Rating ( PROPER )

Program Performance Rating (PROPER) is one of the Ministry of Environment's efforts to encourage compliance of companies in environmental management through information instruments. Conducted through a variety of activities aimed at: (i) encourage companies to comply with the legislation through incentives and disincentives reputation, and (ii) to encourage companies that have good environmental performance to implement cleaner production ( cleaner production ).[3]

Based on this, the PROPER developed with a basic principles, which are selective PROPER participants, namely for the industry have a significant impact on the environment and care about the image or reputation. PROPER utilize and market the community to exert pressure on the industry to improve environmental management performance. Community empowerment and market by distributing information that is credible, so as to create the image or

reputation. Information on the company's performance is communicated by using colors to facilitate the absorption of information by the public. Rating and business performance or activities provided comprising:[3]

- a) Gold is for business and / or activities that have consistently demonstrated environmental excellence in the production process or services, implementing ethical business and responsible towards social
- b) Green is for business and / or activities that have environmental management more than required under the rules ( beyond compliance ) through the implementation of environmental management systems , efficient use of resources and social responsibility efforts with good
- c) Blue is for business and / or activities that have environmental management efforts are required in accordance with the provisions or regulations in force .
- d) Red is the environmental management measures that do not conform with the requirements stipulated in the legislation.
- e) Black is for business and / or activities that intentionally or negligent acts that result in pollution or environmental damage and violations of the laws and regulations applicable or not imposing administrative sanctions.

### II.5 Hypothesis

The triple bottom line concepts, that view a sustainable company that wants to be noticed 3P (Profit , People , Planet). Companies must consider the welfare of the local community (people), and also to preserve the natural environment (planet) to profit (profit) which became the main source of a company's life. Previous research indicates corporate social responsibility towards the environment surrounding a positive impact, which in the long term will be reflected in the company's profit (profit) and improved financial performance.[9] So, if companies are increasingly concerned and manage the environment properly it will improve the performance of the company's financial performance, reflected in an increase in sales, cash flow from operating activities, and return on assets.[4]

**H1a : CSR have positive effect on Revenue**

**H1b : CSR have positive effect on COCF**

**H1c : CSR have positive effect on ROA**

Stakeholder theory says that the company is not the only entity that operates for its own sake, but must provide benefits to the stakeholders so that the existence of a company is strongly influenced by the support given by the company's stakeholders. [10] Stakeholders basically can control or have the ability to influence the use of economic resources used by the company. One strategy to maintain relationships between the stakeholders and the company is to implement CSR. The CSR implementation is expected willingness of stakeholders can be accommodated so that it will produce a harmonious relationship between the company and its stakeholders. From the harmonious relationship that will give benefit to the company, the company can achieve sustainability.[11]

According to the Regulation of the Minister of Environment No. 5 of 2011 on Guidelines for Performance Rating in Environmental Management, more aspects of the assessment criteria required (more than mere obedience) demanded the efficiency of the company in managing its business. Thus, if the companies are getting better at managing the environment means companies do use, regulation, maintenance, monitoring, control, recovery, and development environment that will result in environmental quality is better, so that in the end the performance of the company will be more efficient because it can reduce costs (reduce cost) are not required. In addition, the company will have a competitive advantage that will increase employee productivity, so the company will have added value in the eyes of its stakeholders, including the public, customers, and investors.

**H2: CSR have positive effect on Market Share**

**H3: CSR have positive effect on Productivity**

**H4: CSR have positive effect on Reduced Cost**

### III. RESEARCH METHODOLOGY

#### III.1 Research Design

The research design was explain about degree to which the research question has been crystallized until research environment. Degree of research question has been crystallized is formal study, because this research will be testing hypothesis. Data in this study count by observation secondary data from annual report. This research is ex post facto, the researcher not have power to produce effects in the variables under study. The purpose of this study is causal study, researcher examine the causal relationship between corporate social responsibility to financial and nonfinancial performance. Time dimension of this research is panel data and the topical scope is statistical study. [12]

#### III.2 Data Analysis

Hypothesis was tested by regression and the data analysis by PLS. The research model is to testing the effect of corporate social responsibility to the financial and non-financial performance measure. In this research, that model will be tested twice. The first was tested with data independent variable (CSR) and dependent variable in the same period. This testing for explain the short term effect of CSR. The second one that model will be tested with lag-1 data. That's mean the data of independent variable (CSR) and dependent variable in the different period. The CSR data was one year earlier than the dependent variable data. this testing is to explain the long term effect of CSR (lag-1). The research model presented as figure 1.

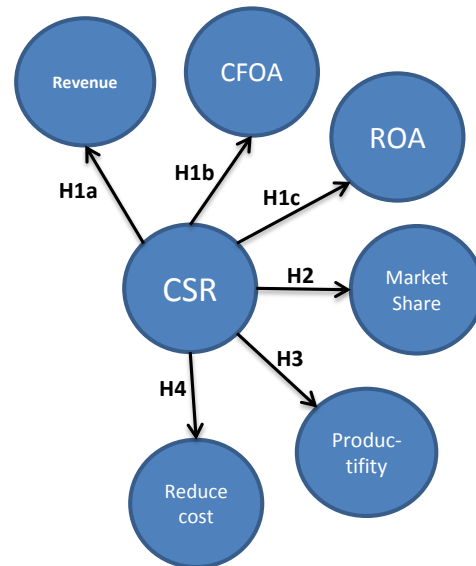


Fig 1: Research Model

#### III.3 Variable Definition

Here is the operational definition and measurement of each variable search:

Corporate Social Responsibility (CSR)	Corporate social responsibility is the performance of companies in managing the environment that aims to boost the company's performance in environmental management. Measured using color rank PROPER assessment, using an ordinal scale of 1 to 4 with the composition of the score as follows: Gold = score of 4; Green = a score of 3; Blue = score of 2; Red = a score of 1; Black = 0. The higher the score the resulting score, the better the company's efforts in environmental management. Conversely, the smaller the resulting score, the more the lack of venture company in environmental management.
Revenue	Net sales (net sales) company located in the company's income statement for each year during the period, divided by the total assets of the company.
CFOA	Cash flows from operating activities (OCF), which is contained in the statement of cash flows for each year during the period, divided by the total assets of the company
ROA	ROA (Return on Asset) of the company that count by this formula: $ROA = \frac{Net\ Income}{Tot.Asset}$
Reduced Cost	Measurement for the efficiency was counted by the formula of reduced cost: $Reduced\ Cost = \left( \frac{COGS_{(tx-1)}}{Sales_{(tx-1)}} \right) - \left( \frac{COGS_{(tx)}}{Sales_{(tx)}} \right)$ The higher the value generated from the previous year means that there is a reduction in costs incurred by the company, so it can be said the company's business performance more efficient. Instead, The lower the value generated from the previous year means no reduction in costs by the company, so it can be said the company's business performance more inefficient.
Productivity	It is represent company's growth, this variable measured by the productivity per employee. The formula present below:

	$\text{Productivity} = \frac{\text{Sales}}{\text{Number of Employees}}$
Market Share	Market Share, one of customer performance measure, is the percentage of an industry or market's total sales that is earned by a the company over a specified time period. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. The higher the percentage share of the market (market share) meaning the higher the ability of companies dominate the domestic market among competitors

IV. RESEARCH RESULT

This study was conducted with 125 Data. The data count from annual report and PROPER result from 2007 until 2012. Hypothesis testing is done twice. the first testing is for the data that same period and the second the model was tested with lag-1 data.

TABLE I  
THE RESULT OF PATH ANALYSIS MODEL 1

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics ( O/STERR )	P Values
csr -> cfoa	0.272	0.270	0.106	2.572	0.010
csr -> eprod	-0.008	-0.003	0.055	0.147	0.883
csr -> market share	0.074	0.071	0.080	0.934	0.351
csr -> redcost	0.094	0.087	0.132	0.715	0.475
csr -> revenue	-0.075	-0.075	0.084	0.896	0.371
csr -> roa	0.087	0.094	0.107	0.813	0.416

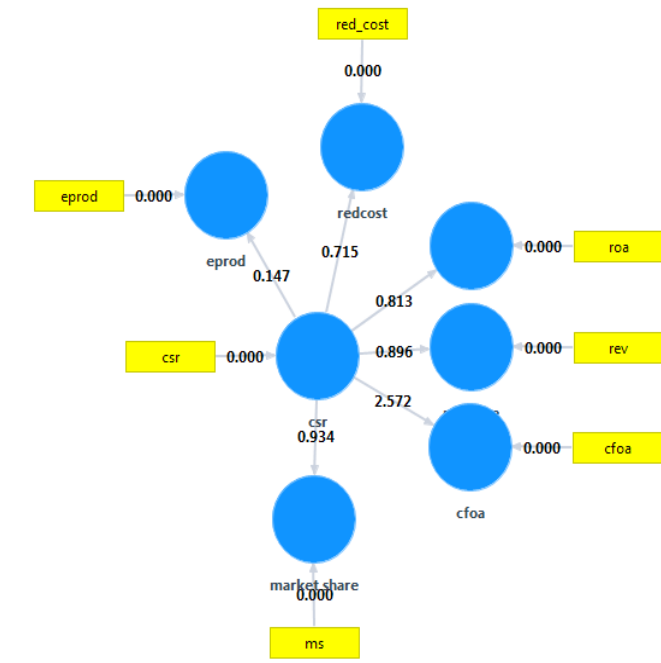


Fig 2: Model 1

The first test result showed that CSR have positive effect to the financial performance (operating cashflow and ROA) and non-financial performance (reduced cost, and market share). But CSR positive effect just significant with operating cash flow (p-value=0.010). These results indicate that the better and

consistent companies implement CSR, operating cash flow, much better. This is consistence with previous result [13] CSR will give the direct and indirect effect to company financial performance. CSR have direct effect to operating cash flow of a company, because in the operating cash flow, contain historical data from noncash transaction that happen in the past. It is very likely the result of what the company has done before.

TABLE II  
THE RESULT OF PATH ANALYSIS MODEL 2 (LAG-1 DATA)

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics ( O/STERR )	P Values
CSR -> CFOA	0.163	0.160	0.110	1.483	0.139
CSR -> EFF_PROD	-0.066	-0.053	0.116	0.570	0.569
CSR -> MARKET SHARE	0.114	0.103	0.118	0.965	0.335
CSR -> REDUCE COST	-0.254	-0.251	0.130	1.949	0.052
CSR -> REVENUE	-0.016	-0.024	0.100	0.160	0.873
CSR -> ROA	-0.019	-0.022	0.128	0.147	0.883

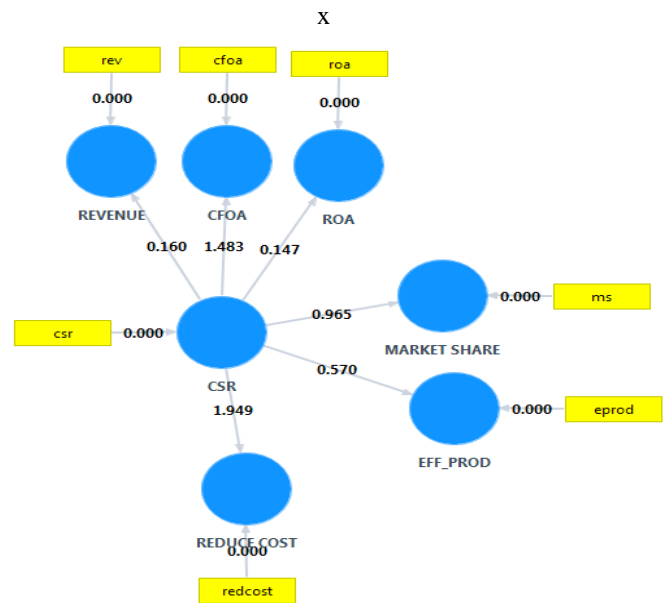


Fig 3: Model 2 (lag-1 data)

The second testing is use lag-1 data. This test is to prove the long-term impact of CSR on financial and nonfinancial company performance. When compared with previous results (table 1) it appears that CSR have impact to reduced cost (p-value=0.052). This is explains that if company implement CSR consistently in the future this company will enjoy the benefits. The company can more efficiently perform the business operations. The Company may deduct or cost savings of various kinds, one of which is the cost of goods sold. Based on the results of the above CSR does not provide financial results in the short term. However, CSR will give good results , directly or indirectly on the company's financial future. Thus, if a company conducts CSR programs are expected to sustainability will be ensured with good company. Therefore, CSR programs more appropriate if classified as investment and should be a business strategy of a company. This research was conducted with the data lag-1 and the relationship is direct effect CSR on each performance

measure. Variables studies seem not correlated with CSR, remains to be seen with another observation period. In further studies should be conducted the model testing with a longer lag data so that it can see the effects of other CSR on a longer observation period.

## V. CONCLUSION

Companies that perform consistently in the CSR will get the benefit in long-term. The first results in this study demonstrate that there is a positive impact of CSR on company operating cash flow. However, these results confirm the existence long-term effect of CSR, as operating cash flow containing historical data from past credit sales.

The second results reinforce that CSR has a long-term impact that is a reduction in corporate expenses. Companies that implement CSR consistently be able to reduce the cost of operations so that in the long term (approximately 1-2 years) the company will be able to perform more efficient than before, so can reduce the cost of goods sold. So that in the future companies will increasingly competitive advantage.

In the future company should be aware to the environment. Implementation of CSR can be increased competitiveness so the companies can more effectively and efficiently resulting in cost reduction. In addition to the company and stakeholders, through Proper program the company can participate in saving the earth, because the program is to encourage companies to undertake pollution load reduction and the reduction of greenhouse effect.

## REFERENCES

- [1] \_\_\_\_\_, 2012, *Law of the Republic of Indonesia No 40 year 2007 about Limited Liability Company*.
- [2] \_\_\_\_\_, 2013, *The history of CSR*, csrjatim.org. downloaded in April, 10 2013.
- [3] Proper Secretariat of the Ministry of Environment, 2012, *Proper Period 2011-2012*, Ministry Of Environment.
- [4] Indrawan,D.C, 2011. *Pengaruh Corporate Social Terhadap Kinerja Perusahaan*. Scientific papers stored in the library.
- [5] Kurniawan, E.D., 2011, *Pengaruh Corporate Social Terhadap Kinerja Keuangan Perusahaan*. Scientific papers stored in the library.
- [6] Gray, R., Owen, D., and Maunders, K. (1987), *Corporate Social Reporting – Accounting & Accountability*, Prentice-Hall, UK.
- [7] \_\_\_\_\_, *BCSD Stakeholder Dialogue on CSR*, The Netherlands, Sept 6-8, 1998
- [8] Elkington, J., 1997 “*Cannibals with Forks: the Triple Bottom Line of 21st Century Business*”, Capstone.
- [9] Ahlia, L. dan S.V Siregar. 2008. *Pengaruh Corporate Social Responsibility Terhadap Kinerja Perusahaan* (Empirical study from Indonesia stock exchange 2005 and 2006). *Simposium Nasional Akuntansi XI*, 1-27. Pontianak:
- [10] Hariri, Anis dan Imam Ghozali. 2007. *Teori Akuntansi*. Economic faculty of Diponegoro University, Semarang.
- [11] Eccles,R.G dan M.P.Krzus, 2010, *One Report: Integreted Reporting for Sustainable Strategy*, John Wiley & Sons, Inc.
- [12] Cooper dan Schinder. 2011. *Bussiness Research Methods*, Eleventh Edition Mc Graw-Hill International Edition, Singapore
- [13] Lesmana, Timotheus. 2006. *Program Corporate Social Responsibility yang Berkelanjutan*. Lensa Magazine , Eka Tjipta Foundation.

## ● 18% Overall Similarity

Top sources found in the following databases:

- 11% Internet database
- Crossref database
- 15% Submitted Works database
- 6% Publications database
- Crossref Posted Content database

### TOP SOURCES

The sources with the highest number of matches within the submission. Overlapping sources will not be displayed.

1	<b>Listyawati, Peni Rinda. "Rekonstruksi Regulasi Corporate Social Respo...</b>	<1%
	Publication	
2	<b>iGroup on 2014-07-22</b>	<1%
	Submitted works	
3	<b>Universitas Pelita Harapan</b>	<1%
	Submitted works	
4	<b>de.scribd.com</b>	<1%
	Internet	
5	<b>journal.afebi.org</b>	<1%
	Internet	
6	<b>essay.utwente.nl</b>	<1%
	Internet	
7	<b>pn8.co.id</b>	<1%
	Internet	
8	<b>Universitas Diponegoro on 2016-12-29</b>	<1%
	Submitted works	

9	<b>Universitas Jenderal Soedirman on 2018-10-25</b>	<1%
	Submitted works	
10	<b>University of South Australia on 2013-09-01</b>	<1%
	Submitted works	
11	<b>Fitriaty Fitriaty, Tona Aurora Lubis, Ningsi Trilianah. "The influence of f...</b>	<1%
	Crossref	
12	<b>eprints.undip.ac.id</b>	<1%
	Internet	
13	<b>Australian Institute of Business on 2021-08-19</b>	<1%
	Submitted works	
14	<b>Trident University International on 2016-09-30</b>	<1%
	Submitted works	
15	<b>Universitas Jember on 2023-05-09</b>	<1%
	Submitted works	
16	<b>Trident University International on 2017-04-23</b>	<1%
	Submitted works	
17	<b>repository.petra.ac.id</b>	<1%
	Internet	
18	<b>Universiti Selangor on 2019-10-24</b>	<1%
	Submitted works	
19	<b>Western International University on 2009-07-01</b>	<1%
	Submitted works	
20	<b>Nyenrode Business Universiteit on 2022-01-07</b>	<1%
	Submitted works	



21	<b>unisa.edu.au</b>	Internet	<1%
22	<b>antam.com</b>	Internet	<1%
23	<b>etd.repository.ugm.ac.id</b>	Internet	<1%
24	<b>mainsaham.id</b>	Internet	<1%
25	<b>text-id.123dok.com</b>	Internet	<1%
26	<b>Muhammad Muflih. "The link between corporate social responsibility a...</b>	Crossref	<1%
27	<b>scicorporate.com</b>	Internet	<1%
28	<b>Curtin University of Technology on 2021-03-08</b>	Submitted works	<1%
29	<b>Universidad Carlos III de Madrid on 2021-07-07</b>	Submitted works	<1%
30	<b>link.springer.com</b>	Internet	<1%
31	<b>moam.info</b>	Internet	<1%
32	<b>marketing91.com</b>	Internet	<1%

33	<b>Sunway Education Group on 2022-02-17</b>	<1%
	Submitted works	
34	<b>Universitas International Batam on 2018-02-27</b>	<1%
	Submitted works	
35	<b>University College London on 2020-12-18</b>	<1%
	Submitted works	
36	<b>Western International University on 2009-08-27</b>	<1%
	Submitted works	
37	<b>gtt.partium.ro</b>	<1%
	Internet	
38	<b>scribd.com</b>	<1%
	Internet	

## ● Excluded from Similarity Report

- Quoted material
- Small Matches (Less than 10 words)
- Cited material
- Manually excluded sources

---

### EXCLUDED SOURCES

<b>repository.unika.ac.id</b>	<b>83%</b>
Internet	
<b>isaet.org</b>	<b>83%</b>
Internet	
<b>docplayer.net</b>	<b>77%</b>
Internet	
<b>1library.net</b>	<b>13%</b>
Internet	
<b>slideshare.net</b>	<b>9%</b>
Internet	
<b>seajbel.com</b>	<b>9%</b>
Internet	
<b>researchgate.net</b>	<b>8%</b>
Internet	
<b>blog.unika.ac.id</b>	<b>8%</b>
Internet	
<b>Trident University International on 2016-01-28</b>	<b>7%</b>
Submitted works	
<b>repository.uinjkt.ac.id</b>	<b>5%</b>
Internet	

<b>id.scribd.com</b>	5%
Internet	
<b>pt.scribd.com</b>	5%
Internet	
<b>Queen Mary and Westfield College on 2018-09-02</b>	4%
Submitted works	
<b>pdfcoffee.com</b>	4%
Internet	
<b>docobook.com</b>	4%
Internet	
<b>Trident University International on 2017-01-12</b>	4%
Submitted works	
<b>zbw.eu</b>	4%
Internet	
<b>bib.irb.hr</b>	4%
Internet	
<b>University of Portsmouth on 2020-05-03</b>	3%
Submitted works	
<b>University of Portsmouth on 2020-05-03</b>	3%
Submitted works	
<b>Southern New Hampshire University - Continuing Education on 2018-11-28</b>	3%
Submitted works	
<b>University of Huddersfield on 2017-01-18</b>	3%
Submitted works	

<b>Trident University International on 2016-10-31</b>	<b>3%</b>
Submitted works	
<hr/>	
<b>scholar.unand.ac.id</b>	<b>3%</b>
Internet	
<hr/>	
<b>University of London External System on 2020-03-02</b>	<b>3%</b>
Submitted works	
<hr/>	
<b>Blue Mountain Hotel School on 2017-03-26</b>	<b>3%</b>
Submitted works	
<hr/>	
<b>media.neliti.com</b>	<b>3%</b>
Internet	
<hr/>	
<b>Trident University International on 2017-02-14</b>	<b>3%</b>
Submitted works	
<hr/>	
<b>Laureate Education Inc. on 2019-03-01</b>	<b>3%</b>
Submitted works	
<hr/>	
<b>Istituto Marangoni LTD London Campus on 2017-12-15</b>	<b>3%</b>
Submitted works	
<hr/>	
<b>University of Queensland on 2017-09-18</b>	<b>3%</b>
Submitted works	
<hr/>	
<b>doczz.net</b>	<b>3%</b>
Internet	
<hr/>	
<b>Trident University International on 2019-09-12</b>	<b>3%</b>
Submitted works	
<hr/>	
<b>coursehero.com</b>	<b>3%</b>
Internet	

<b>nanopdf.com</b>	3%
Internet	
<b>Trident University International on 2016-09-25</b>	3%
Submitted works	
<b>Cambridge Education Group on 2018-02-02</b>	3%
Submitted works	
<b>ijbmi.org</b>	3%
Internet	
<b>University of Teesside on 2018-04-25</b>	3%
Submitted works	
<b>Australian Institute of Business on 2021-04-21</b>	3%
Submitted works	
<b>pingpdf.com</b>	3%
Internet	
<b>journal.unj.ac.id</b>	3%
Internet	
<b>University of Moratuwa on 2017-03-03</b>	2%
Submitted works	
<b>University of Moratuwa on 2016-07-12</b>	2%
Submitted works	
<b>iGroup on 2012-08-15</b>	2%
Submitted works	
<b>University of Hong Kong on 2015-10-10</b>	2%
Submitted works	

<b>Universiti Kebangsaan Malaysia on 2011-06-30</b>	2%
Submitted works	
<b>Middlesex University on 2022-12-14</b>	2%
Submitted works	
<b>University of West London on 2016-09-06</b>	2%
Submitted works	
<b>Itä-Suomen yliopisto on 2015-06-30</b>	2%
Submitted works	
<b>Perdana University on 2021-12-20</b>	2%
Submitted works	
<b>The Open University of Hong Kong on 2020-05-11</b>	2%
Submitted works	
<b>journal.stebilampung.ac.id</b>	2%
Internet	
<b>Trident University International on 2016-12-07</b>	2%
Submitted works	
<b>Universitas Muhammadiyah Purwokerto on 2023-06-27</b>	2%
Submitted works	
<b>Inten Meutia, Mukhtaruddin Mukhtaruddin, Yulia Saftiana, Muhammad Faisal. ...</b>	2%
Crossref	
<b>virtusinterpress.org</b>	2%
Internet	
<b>repository.stie-aub.ac.id</b>	2%
Internet	

<b>repository.unsri.ac.id</b>	2%
Internet	
<b>SolBridge International School of Business on 2018-10-31</b>	2%
Submitted works	
<b>Universitas Jenderal Soedirman on 2018-09-19</b>	2%
Submitted works	
<b>Eddy Winarso. "Implementation of Corporate Social Responsibility to Increase..."</b>	2%
Crossref	
<b>Nexford Learning Solutions on 2023-04-08</b>	2%
Submitted works	
<b>University of Hull on 2021-05-25</b>	2%
Submitted works	
<b>University of Hull on 2021-01-09</b>	2%
Submitted works	
<b>University of Hull on 2021-01-09</b>	2%
Submitted works	
<b>iGroup on 2014-10-28</b>	2%
Submitted works	
<b>North Brunswick High School on 2014-06-10</b>	2%
Submitted works	
<b>Universiti Teknologi MARA on 2014-04-30</b>	2%
Submitted works	
<b>Bay High School on 2014-05-22</b>	2%
Submitted works	



<b>Higher Education Commission Pakistan on 2013-07-02</b>	2%
Submitted works	
<hr/>	
<b>ijtemt.org</b>	2%
Internet	
<hr/>	
<b>Grace Lutheran College on 2018-03-02</b>	2%
Submitted works	
<hr/>	
<b>iGroup on 2014-07-02</b>	2%
Submitted works	
<hr/>	
<b>British University In Dubai on 2014-03-15</b>	2%
Submitted works	
<hr/>	
<b>Australian Institute of Business on 2021-04-18</b>	2%
Submitted works	
<hr/>	
<b>Universitas Diponegoro on 2017-12-04</b>	2%
Submitted works	
<hr/>	
<b>Universitas Diponegoro on 2017-12-04</b>	2%
Submitted works	
<hr/>	
<b>iiste.org</b>	2%
Internet	
<hr/>	
<b>sharingaddicted.com</b>	2%
Internet	
<hr/>	
<b>Australian Institute of Business on 2021-08-26</b>	2%
Submitted works	
<hr/>	
<b>journal.iaingorontalo.ac.id</b>	2%
Internet	

<b>School of Business and Management ITB on 2015-01-19</b>	<b>2%</b>
Submitted works	
<b>PSB Academy (ACP eSolutions) on 2013-08-11</b>	<b>2%</b>
Submitted works	
<b>Sunway Education Group on 2020-06-05</b>	<b>2%</b>
Submitted works	
<b>Trinity Christian School on 2023-06-09</b>	<b>1%</b>
Submitted works	
<b>Southern New Hampshire University - Continuing Education on 2020-06-07</b>	<b>1%</b>
Submitted works	
<b>Southern New Hampshire University - Continuing Education on 2020-05-23</b>	<b>1%</b>
Submitted works	
<b>The Hong Kong Polytechnic University on 2013-05-03</b>	<b>1%</b>
Submitted works	
<b>Westminster International University in Tashkent on 2020-04-24</b>	<b>1%</b>
Submitted works	
<b>ejournal.unsrat.ac.id</b>	<b>1%</b>
Internet	
<b>Runshaw College, Lancashire on 2022-11-11</b>	<b>1%</b>
Submitted works	
<b>Runshaw College, Lancashire on 2022-12-07</b>	<b>1%</b>
Submitted works	
<b>University of Wales Institute, Cardiff on 2012-10-26</b>	<b>1%</b>
Submitted works	

<b>Billy Blue Group on 2019-05-12</b>	1%
Submitted works	
<b>Submitted on 1687536632963</b>	1%
Submitted works	
<b>Queen Mary and Westfield College on 2018-09-06</b>	1%
Submitted works	
<b>Queen Mary and Westfield College on 2018-09-05</b>	1%
Submitted works	
<b>Queen Mary and Westfield College on 2018-09-05</b>	1%
Submitted works	
<b>Langside College on 2021-10-25</b>	1%
Submitted works	
<b>Kingston University on 2021-03-10</b>	1%
Submitted works	
<b>Leeds Beckett University on 2021-04-07</b>	1%
Submitted works	
<b>Sheffield Hallam University on 2021-01-06</b>	1%
Submitted works	
<b>Buckinghamshire Chilterns University College on 2020-12-22</b>	1%
Submitted works	
<b>Canterbury Christ Church University Turnitin on 2012-12-11</b>	1%
Submitted works	
<b>Intercollege on 2017-04-16</b>	1%
Submitted works	

<b>Universitas Jenderal Soedirman on 2019-08-12</b>	1%
Submitted works	
<b>Intercollege on 2018-11-06</b>	1%
Submitted works	
<b>Intercollege on 2018-10-27</b>	1%
Submitted works	
<b>investopedia.com</b>	1%
Internet	
<b>researchmaterials.com.ng</b>	1%
Internet	
<b>pt.slideshare.net</b>	1%
Internet	
<b>uniprojectmaterials.com</b>	1%
Internet	
<b>ijert.org</b>	1%
Internet	
<b>University of Derby on 2022-08-08</b>	1%
Submitted works	
<b>Canterbury Christ Church University Turnitin on 2012-12-04</b>	1%
Submitted works	
<b>Old Dominion University on 2022-11-28</b>	1%
Submitted works	
<b>Southern New Hampshire University - Continuing Education on 2021-07-12</b>	1%
Submitted works	

<b>Southern New Hampshire University - Continuing Education on 2021-06-29</b>	1%
Submitted works	
<b>University of Melbourne on 2010-11-04</b>	1%
Submitted works	
<b>Intercollege on 2017-07-12</b>	1%
Submitted works	
<b>Southern New Hampshire University - Continuing Education on 2022-05-18</b>	1%
Submitted works	
<b>Southern New Hampshire University - Continuing Education on 2022-05-05</b>	1%
Submitted works	
<b>Sheffield Hallam University on 2018-08-29</b>	1%
Submitted works	
<b>Unika Soegijapranata on 2015-04-30</b>	1%
Submitted works	
<b>Griffith College Dublin on 2017-03-17</b>	1%
Submitted works	
<b>Southern New Hampshire University - Continuing Education on 2020-03-18</b>	1%
Submitted works	
<b>Southern New Hampshire University - Continuing Education on 2020-03-09</b>	1%
Submitted works	
<b>Binus University International on 2020-06-30</b>	1%
Submitted works	
<b>Binus University International on 2020-06-30</b>	1%
Submitted works	

<b>vdocuments.mx</b>	1%
Internet	
<b>Singapore Management University on 2018-02-27</b>	1%
Submitted works	
<b>University of Wisconsin, Green Bay on 2021-01-30</b>	1%
Submitted works	
<b>journals.usc.edu.ph</b>	1%
Internet	
<b>Ealing, Hammersmith and West London College on 2013-04-18</b>	<1%
Submitted works	
<b>Theresia Dwi Hastuti, Ridwan Sanjaya, Freddy Koeswoyo. "The Readiness of L...</b>	<1%
Crossref	
<b>South Bank University on 2017-11-20</b>	<1%
Submitted works	
<b>klibel.com</b>	<1%
Internet	
<b>Unika Soegijapranata on 2015-08-15</b>	<1%
Submitted works	
<b>suss.edu.sg</b>	<1%
Internet	
<b>repository.lppm.unila.ac.id</b>	<1%
Internet	
<b>Symbiosis International University on 2014-04-25</b>	<1%
Submitted works	

**Atlantic Technological University on 2023-06-21**

<1%

Submitted works

---

**Atlantic Technological University on 2023-06-21**

<1%

Submitted works

---

**Atlantic Technological University on 2023-06-21**

<1%

Submitted works