


Integration of Corporate Social Responsibility and its Impact on The Triple Bottom Line: A Systematic Literature Review

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Article Info	ABSTRACT
<p>Article history:</p> <p>Received November, 2025 Revised November, 2025 Accepted November, 2025</p> <hr/> <p>Keywords:</p> <p>Integration of Corporate Social Responsibility, Triple Bottom Line, Systematic Literature Review (SLR)</p>	<p>In recent years, the concept of Corporate Social Responsibility (CSR) has gained increasing importance as part of a company's sustainability strategy. CSR is not only about social or philanthropic activities, but also plays a role in improving a company's overall performance through the Triple Bottom Line (TBL) framework, which encompasses profit, people, and planet. This study conducted a systematic review of various studies that discussed the influence of CSR integration on a company's success in the economic, social, and environmental fields. Key findings indicate that successful CSR implementation is highly dependent on active stakeholder engagement, good corporate governance, and sustainability risk management. However, challenges remain in consistently aligning the three TBL aspects, particularly social and environmental aspects, which tend to be neglected for economic gain. This study emphasizes the need for close collaboration between companies, governments, and communities so that CSR can provide a sustainable positive impact for all parties involved.</p> <p><i>This is an open access article under the CC BY-SA license.</i></p> <div></div>

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1. INTRODUCTION

Over the past decade, the concept of Corporate Social Responsibility (CSR) has evolved from a philanthropic act to an integral part of corporate sustainability strategies. The Triple Bottom Line (TBL) framework, consisting of profit, people, and planet, has become the primary measure of successful CSR integration into corporate performance. TBL believes that sustainability is not solely measured by profit, but also considers the impact on society (people) and the planet. However, recent literature indicates that despite the growing use of CSR, challenges arise in consistently and measurably synergizing the three pillars of TBL, particularly regarding social and

environmental aspects, which are often marginalized by the dominance of economic goals (U.R. de Oliveira et al., 2023).

Research by Zubeltzu Jaka et al. (2024) shows that corporate governance practices, such as board composition and diversity, are positively correlated with TBL performance, although the results are heterogeneous and influenced by geographic and regulatory context. Furthermore, CSR integration increases stakeholder engagement and reputation, while also positively correlated with financial performance (profit). Thus, there remains a gap in holistically understanding how the interaction between CSR practices, governance, and stakeholders impacts all pillars of TBL.

In the Indonesian context, for example, a descriptive study of the implementation of TBL-based CSR in

Bank Rakyat Indonesia (Juliano & Rofiaty, 2023) and the combined implementation of CSR demonstrate that CSR implementation can strengthen a company's reputation and compliance with Good Corporate Governance. However, challenges remain in consistent oversight and systematic stakeholder engagement. Empirical studies in the manufacturing and mining sectors also confirm that CSR performance impacts profitability through financial indicators (Hilmi et al., 2021). However, factors moderating CSR effectiveness, such as the size and characteristics of the TMT, and sustainability reporting, have not been comprehensively analyzed.

Based on the description, this study formulates three main questions: (1) How does CSR integration affect company performance in terms of the Triple Bottom Line (Profit, People, Planet)? (2) What factors influence the effectiveness of CSR implementation in improving Triple Bottom Line performance? and (3) What is the role of stakeholders in strengthening the impact of CSR on the Triple Bottom Line? By conducting a systematic literature review, this study will synthesize the latest empirical findings and fill the research gap regarding the relationship between governance structure, stakeholder involvement, and TBL performance in a comprehensive manner.

2. LITERATURE REVIEW

2.1 *Integration Of Corporate Social Responsibility*

The integration of Corporate Social Responsibility (CSR) into a company's core strategy has become a major focus in the management and sustainability literature in recent years. Integrated CSR is positioned not merely as an additional activity but as an inherent part of an organization's governance, operations, and strategic

decision-making. According to Aguinis and Glavas (2019), comprehensive CSR integration involves incorporating social and environmental values into an organization's culture, business processes, and relationships with internal and external stakeholders. This is evidenced by the increasing number of companies incorporating CSR indicators into their Key Performance Indicators (KPIs) and sustainability reports, and linking them directly to the achievement of the Triple Bottom Line. Other research highlights that strong CSR integration drives operational efficiency, enhances brand reputation, and creates long-term competitive advantage (Wang, Tong, Takeuchi, & George, 2016).

However, the success of CSR integration is heavily influenced by contextual and institutional factors, including stakeholder pressure, regulatory compliance, and the commitment of organizational leaders. Furthermore, a values-based approach and organizational culture emphasizing ethics, transparency, and social responsibility are key drivers of successful CSR integration, both substantial and symbolic (García Sánchez et al., 2020). Therefore, this study considers it crucial to identify the dynamics and practices of CSR integration based on consistent empirical evidence across different industry and geographic contexts.

2.2 *Impact Of Triple Bottom Line*

The Triple Bottom Line (TBL) approach, encompassing

economic, social, and environmental dimensions, has become a primary framework for assessing corporate sustainability. Recent studies have shown that implementing TBL can improve organizational performance holistically. For example, Alt et al. (2025) found that innovations related to the Sustainable Development Goals (SDGs) in the European retail sector positively contributed to corporate financial performance, indicating that sustainability is not merely a cost burden but also a significant source of economic value. TBL integration has been shown to facilitate organizational adaptation to external and internal pressures through the adoption of social and technological innovations that support operational efficiency and corporate social responsibility.

Furthermore, the TBL framework also has significant influence in the context of financial inclusion and digital transformation. Wauk et al.

(2025) examined the use of digital payment technology in Ghana and found that the social dimensions of TBL, such as financial literacy and digital access, play a mediating role in encouraging sustainable user behavior. This suggests that TBL is not only relevant for large corporations but is also crucial in designing public policies and community-based innovation. Thus, the TBL approach provides a strong conceptual foundation for integrating business objectives with social and environmental interests in a balanced manner.

3. METHODS

The initial step in a literature search using the Systematic Literature Review (SLR) methodology is to select articles that meet the criteria relevant to the research topic. The literature search related to public sector accounting used the keywords "integration of corporate social responsibility," "impact of the Triple Bottom Line," or "corporate social responsibility program."

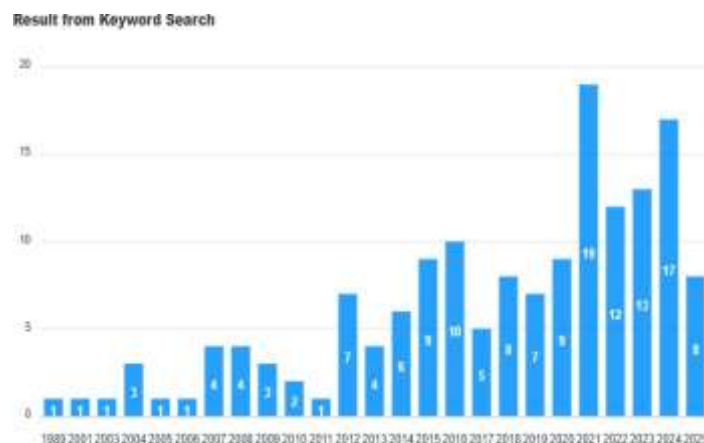


Figure 1. Distribution of Articles each year

Source: Watase Uake, 2025

The graph shown shows the trend in the number of scientific publications by year, from 1989 to 2025, using specific keywords related to topics such as *Corporate Social

Responsibility* (CSR) and *Triple Bottom Line* (TBL). In the initial period between 1989 and 2010, the number of publications was still very low and tended to fluctuate, with an

average of only one to four articles per year. This indicates that during that period, this topic had not received much attention from academics and researchers. However, from 2011 to 2019 there was a more stable increase in the number of publications, with an initial peak in 2016 which recorded 10 articles. This trend reflects the increasing attention to issues of sustainability, social responsibility, and corporate governance along with the growing global awareness of the importance of sustainable business practices.

The most striking increase occurred between 2020 and 2023, with the highest spike in 2021, which recorded 19 publications, followed by 13 publications in 2022 and 17 in 2023. This surge was likely driven by the impact of the COVID-19 pandemic, which prompted organizations and the academic

community to re-examine social responsibility and sustainability practices as essential components of business resilience. The global push for green economic recovery and social responsibility further strengthened the position of CSR and TBL as key topics in management and accounting research. Meanwhile, 2024 and 2025 showed a moderate decline in the number of publications, with 8 articles each. This decline could be due to delays in the article indexing process or a shift in research focus to more specific fields or derivatives of the CSR and TBL concepts. Overall, this graph shows that the topic related to the integration of CSR and the Triple Bottom Line has experienced rapid development in the past decade and has become a significant focus in contemporary academic literature.

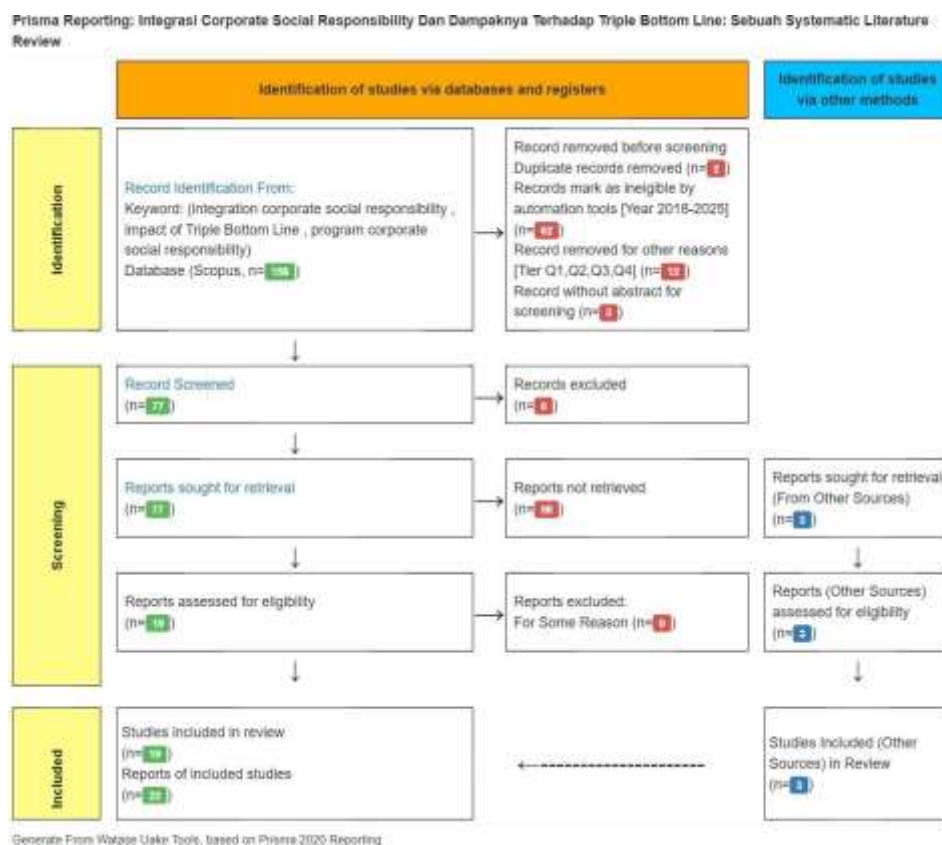


Figure 2. PRISM

Source: Watase Uake, 2025

The figure illustrates the procedural flow used in a systematic literature review using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach, which focuses on the integration of

Corporate Social Responsibility (CSR) and its impact on the Triple Bottom Line (TBL). The process began with the identification of relevant studies through a search for related keywords, such as "integration of corporate

social responsibility," "impact of Triple Bottom Line," and "corporate social responsibility program," in the Scopus database, resulting in a total of 156 records. However, before further screening, a number of records were removed due to duplication (2 records), ineligibility based on time period (62 records), and lack of abstract (3 records), as well as studies that fell into the Tier Q1, Q2, Q3, and Q4 categories (12 records).

After the identification stage, the 77 selected records were screened. Of these, 58 reports were not retrieved, while the remaining 19 were assessed for eligibility. This stage ensured that only reports meeting the criteria could proceed to further analysis. Furthermore, in addition to the Scopus database, the literature review also included studies from other relevant sources. Of the three reports searched using this method, all were assessed for eligibility, thus three studies from other sources were also included in this review.

Overall, this process ensured that the studies included in this systematic review were rigorously selected and based on clear criteria, resulting in 19 studies used for analysis, with a total of 22 reports used, including those obtained from other sources. Thus, this literature review provides in-depth insights into the impact of CSR integration on the Triple Bottom Line.

4. RESULTS AND DISCUSSION

In this section, the researchers separately discuss research related to each variable in this study. To understand the distribution of CSR research with the Triple Bottom Line, we analyzed the journals that published the 22 selected papers. Journal frequency was calculated to determine the most frequent publication venues. Summary information for all journals that published the selected papers is shown in the following table.

Table 1. Distribution of Articles by Quartil Journal

No	Authors	Year	Title	Journal	Journal Rank
1	Risa Unity in the Unity of the Nation, Andrew Bradley	2019	Mitigating skilled labor scarcity through corporate social responsibility programs: Lessons from a large company in Indonesia	BusinessStrategyand the Environment	Q1
2	Joseph kechukwuUduji, Elda Nduka Okolo-Obasi, Simplic A. Asongu	2020	Sustainable peacebuilding and development in Nigeria's post-amnesty program: The role of corporate social responsibility in oil host communities	Journal of Public Affairs	Q3
3	Franklin Velasco Vizcaíno, Silvia L. Martin, Juan J. Cardenas, Marcelo Cardenas	2020	Employees' attitudes toward corporate social responsibility programs: The influence of corporate fruitfulness and polychronicity organizational capabilities	Journal of Business Research	Q1
4	Anahy Gajardo	2020	Performing the 'India Permitida': The Counter-Gift of Indigenous Women Targeted by	Bulletin of LatinAmerican Research	Q2

			A Corporate Social Responsibility Program (Chile)		
5	Ahmed, Lemke, Yang	2020	The impacts of internal quality management relations on the triple bottom line: A dynamic capability perspective	International Journal of Production Economics	Q1
6	Zubeltzu-Jaka, Álvarez-Etxeberria, Aldaz-Odriozola	2023	Corporate social responsibility oriented boards and triple bottom line performance	Business Strategy and Development	Q2
7	Caldicott, R.W., von der Heide, T., Scherrer, P., Muschter, S., Canosa, A.	2020	"Airbnb – exploring triple bottom line impacts on community"	International Journal of Culture, Tourism and Hospitality Research	Q2
8	Bruna da Silva Santiago, Luiz Felipe Scavarda, Rodrigo Goyannes Gusmão Caiado, Renan Silva Santos, Daniel Luiz de Mattos Nascimento	2024	Corporate social responsibility and circular economy integration framework within sustainable supply chain management: Building blocks for industry 5.0	Corporate Social Responsibility and Environmental Management	Q1
9	Bambang Tjahjadi, Noorlailie Soewarno, Febriani Mustikaningtiyas	2021	Good corporate governance and corporate governance sustainability performance in Indonesia: A triple bottom line approach	Heliyon	Q1
10	Md. Abdul Kaium Masud, Md. Harun Ur Rashid, Tehmina Khan, Seong Mi Bae, Jong Dae Kim	2019	Organizational Strategy and Corporate Social Responsibility: The Mediating Effect of Triple Bottom Line	International Journal of Environmental Research and Public Health	Q2
11	Mai Ngoc Khuong, Nguyen Khoa Truong an, Tran Thi Thanh Hang	2021	Stakeholders and Corporate Social Responsibility (CSR) program as key sustainable development strategies to promote corporate reputation evidence from Vietnam	Cogent Business & Management	Q2
12	Brian D. Knox	2018	Employee Volunteer Programs are Associated with Firm-Level Benefits and CEO Incentives	Journal of Business Ethics	Q1
13	Yanina Kowszyk & Frank Vanclay	2020	The possibilities and limitations regarding the use of impact evaluation in corporate social	Corporate Governance	Q1

			responsibility programs in Latin America		
14	Mahmud et al.	2020	Corporate Social Responsibility Programs and Community Perceptions of Societal Progress in Bangladesh: A Multimethod Approach	SAGE Open	Q1
15	Pham Quang Huy, Vu Kien Phuc	2020	Does Strategic Corporate Social Responsibility Drive Better Organizational Performance through Integration with a Public Sector Scorecard? Empirical Evidence in a Developing Country	Processes	Q2
16	Liudmila I. Khoruzhy, Valery I. Khoruzhy, Bogdan S. Vasyakin, Wenhao Shen	2022	Program-Targeted Approach to Managing Financial Risks of Sustainable Development Based on Corporate Social Responsibility in the Decade of Action	Risks	Q2
17	Anna Viktorovna Shkalenko, Anton V. Nazarenko	2024	Integration of AI and IoT into Corporate Social Responsibility Strategies for Financial Risk Management and Sustainable Development	Risks	Q2
18	Aline Gatignon	2022	The double-edged sword of boundary spanning Corporate Social Responsibility programs	Strategic Management Journal	Q1
19	Barbara Mazur, Anna Walczyna	2020	Corporate Social Responsibility in the Opinion of Polish and Foreign Students in Management Program of Lublin University of Technology	Sustainability	Q1
20	Valeska V. Geldres-Weiss, Nicolas Gambetta, Nathaniel P. Massa, Skania L. Geldres-Weiss	2021	Materiality Matrix Use in Aligning and Determining a Firm's Sustainable Business Model Archetype and Triple Bottom Line Impact on Stakeholders	Sustainability	Q1

21	Jimin Shim, Joonho Moon, Won Seok Lee, Namho Chung	2021	The Impact of CSR on Corporate Value of Restaurant Businesses Using Triple Bottom Line Theory	Sustainability	Q1
22	Bambang Rudito, Melia Famiola, Prameshwara Anggahegari	2023	Corporate Social Responsibility and Social Capital: Journey of Community Engagement toward Community Empowerment Program in Developing Country	Sustainability	Q1

Based on the 22 scientific articles in the table, research on Corporate Social Responsibility (CSR) and its impact on the Triple Bottom Line (TBL) has increased over the past five years, with the majority of articles published in highly reputable journals (Q1 and Q2). Topics covered range from the role of CSR in improving financial performance and corporate governance to its impact on community well-being and environmental preservation.

Some studies highlight the contribution of CSR in local contexts such as

Indonesia and Nigeria, while others focus on internal influences such as employee attitudes and corporate reputation. There are also articles integrating technologies such as AI and IoT into CSR strategies to manage sustainability risks. Overall, the literature shows that integrating CSR and TBL can strengthen corporate performance while generating positive social and environmental impacts, especially when supported by stakeholder engagement and a targeted strategy.

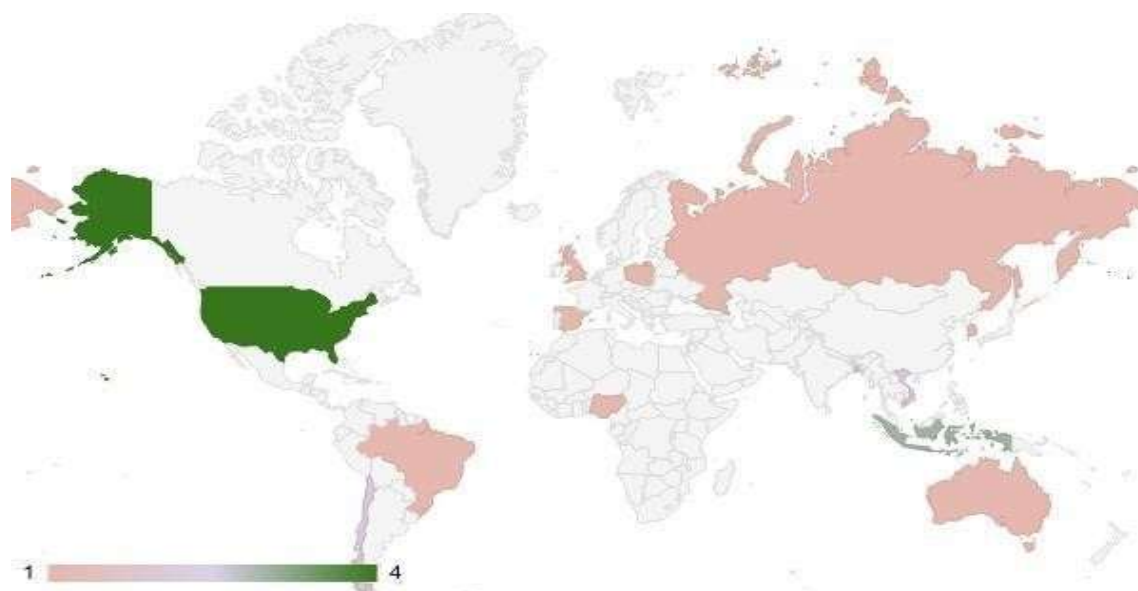


Figure 3. Distribution of Articles by Country of Publication

The image shown is a map of the geographic distribution of scientific articles discussing Corporate Social Responsibility (CSR) integration and its impact on the Triple Bottom Line (TBL), based on the country of origin or study location. The colors on the

map reflect the intensity of the articles, with a color scale ranging from pink (low frequency) to dark green (high frequency).

The visualization shows that the United States (USA) appears most frequently, appearing four times, indicated by the dark

green color. This position reflects the United States' role as a primary location or collaborator in research related to CSR and TBL, both as a contributor to literature and as a subject of study. Countries such as Indonesia, Bangladesh, Vietnam, Spain, and Chile also appear more than once in the reviewed publications, and are shown in a slightly darker shade of pink than the other countries, indicating their significant contributions to this study.

Meanwhile, several other countries, such as Nigeria, Ecuador, the United Kingdom (UK), Russia, Australia, Poland, and South Korea, are shown in light pink, indicating that they appeared only once in the analyzed dataset. This distribution demonstrates that the topics of CSR and TBL

have been researched globally, with representation from various continents, including Asia, Europe, the Americas, and Australia.

Overall, this map confirms that while the focus of CSR and Triple Bottom Line studies remains concentrated in a few countries with high research capacity, there is a growing trend of contributions from developing countries, such as Indonesia and Bangladesh. This indicates that sustainability and corporate social responsibility issues are increasingly gaining global attention across regions and development contexts. The map also provides important insights into the geographic distribution of research and potential gaps in the literature that could be addressed in future studies.

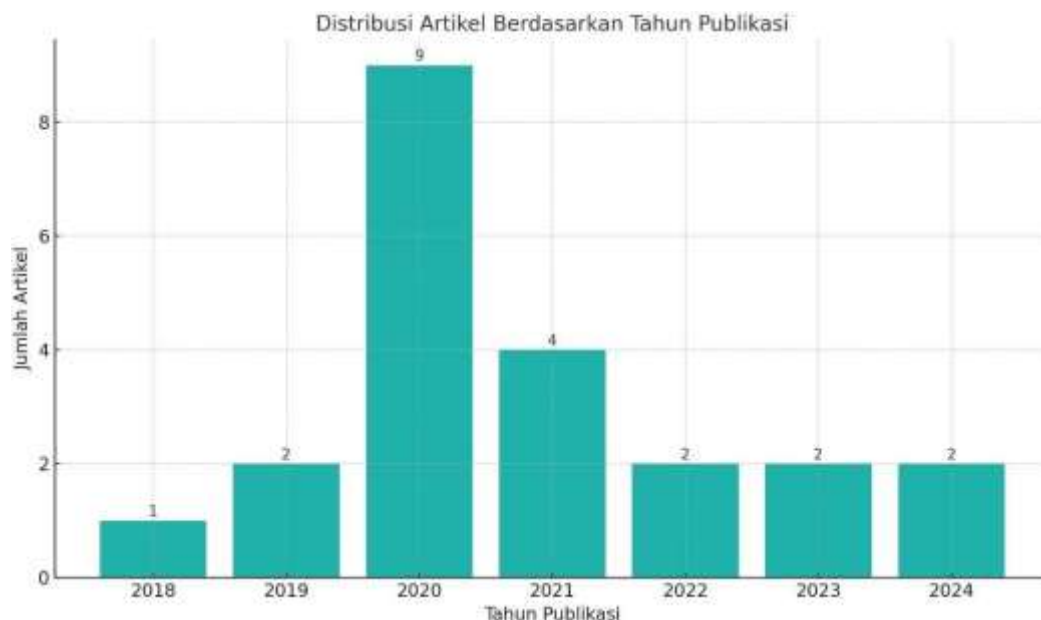


Figure 4. Distribution of Articles by year

The figure above shows a graph of the number of publications per year from 2018 to 2024, reflecting fluctuations in research developments on Corporate Social Responsibility (CSR) and the Triple Bottom Line (TBL). A sharp spike occurred in 2020, with the highest number of articles, namely 9 publications. This indicates increased academic attention to social, environmental, and economic sustainability issues, particularly in the context of global crises such as the COVID-19 pandemic, which has

pushed companies to strengthen their social responsibility roles.

After peaking in 2020, the publication trend experienced a relatively steady decline in the following years, from 2021 to 2024, with each year recording between 2 and 4 articles. This decline is likely due to adjustments in research focus following the pandemic, changes in research funding policies, or a shift in interest to other emerging issues. Nevertheless, the number of publications remained consistent, indicating that the topics of CSR and TBL remain relevant and

important in academic discussions and business practice.

The period from 2018 to 2019 marked the initial phase of increased interest in this topic, marked by a limited number of publications. However, the arrival of 2020 marked a significant turning point, demonstrating the transformation of the CSR approach from merely a form of social compliance to an integrated part of a company's sustainability strategy.

Overall, this distribution reflects a dynamic research pattern, with growing academic interest in CSR and TBL topics. This trend reflects the important role of companies

in creating a balanced impact between economic profit, social welfare, and environmental sustainability. Research in this area is expected to continue to increase in the future, enriching the scientific literature and making significant contributions to innovation and sustainable business practices across industries. In the future, research in this area is expected to continue to develop, further enriching the academic literature and contributing to the advancement of practical technological solutions in business and industry.

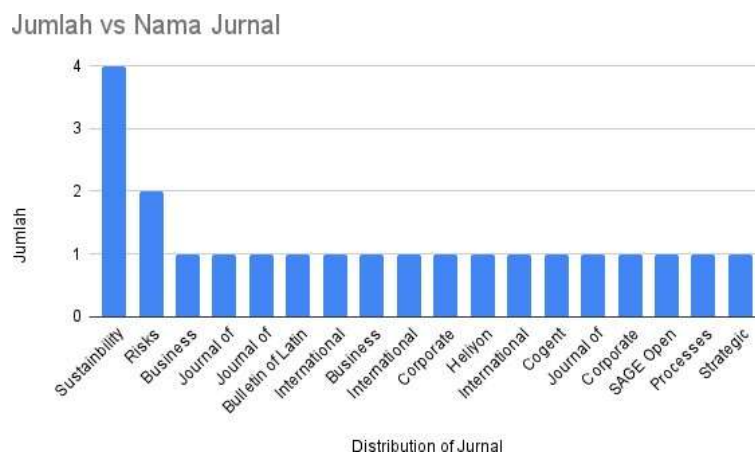


Figure 5. Article Distribution Based on Journal Names

The graph shows that the journal "Sustainability" has the most articles on this topic, with four articles. This demonstrates that "Sustainability" is a popular and relevant academic outlet for publications addressing CSR and corporate sustainability issues. Furthermore, the journal "Risks" is in second place with two articles, indicating growing interest in risk management approaches within the framework of CSR and sustainable development.

Meanwhile, all other journals, such as Business Strategy and the Environment, Journal of Business Research, Corporate Social Responsibility and Environmental Management, Heliyon, Processes, and others, each only published one article. This distribution indicates that although research related to CSR and TBL is spread across various interdisciplinary journals (management, business ethics, sustainability,

economics, and technology), only a few journals are consistently the primary choice for publication on this topic.

Overall, this graph provides a clear picture of the distribution of scientific publication preferences, and can be used as a reference for researchers to determine target journals when writing scientific papers in the fields of CSR and Triple Bottom Line.

4.1 CSR Integration Affects Company Performance In The Triple Bottom Line Aspect (Profit, People, Planet)

Research on the integration of corporate social responsibility (CSR) shows that CSR plays a crucial role in improving corporate performance, particularly in three key areas: economic, social, and environmental, known as the Triple Bottom Line (TBL) concept. Bhinekawati and Bradley

(2019) provide an example of Astra's CSR program through POLMAN, which has significantly contributed to preparing a skilled workforce (economic aspect), expanding access to education (social aspect), and encouraging more environmentally friendly production practices (environmental aspect). Similar findings were also found by Masud et al. (2019), who stated that CSR integration has a positive impact on all dimensions of the TBL.

From a community perspective, Uduji et al. (2020) found that CSR programs implemented through a General Memorandum of Understanding (GMoU) scheme successfully built trust and ownership within the community, although their impact on job creation and entrepreneurship support was still suboptimal. Gajardo (2020) noted a similar sentiment, noting that Diaguita women's loyalty to the mining company grew along with CSR implementation that considered local social values, and this helped strengthen the company's social legitimacy in the eyes of the community.

CSR integrated with organizational culture has also been shown to have a significant impact. Vizcaíno et al. (2020) noted that values such as frugality and polychronicity

(the ability to manage multiple tasks simultaneously) can shape positive employee behavior, or Organizational Citizenship Behavior (OCB), which ultimately strengthens commitment to the company's social and environmental goals. On the other hand, Ahmed et al. (2020) emphasize that internal management qualities such as training and good working relationships also contribute to improved performance across all aspects of TBL.

From a governance perspective, Zubeltzu Jaka et al. (2023) explain that a CSR-oriented board of directors can improve a company's social and financial performance, particularly in terms of Corporate Social Performance (CSP). Meanwhile, Tjahjadi et al. (2021) state that good corporate governance practices yield positive economic outcomes, although the results for social and environmental aspects are still mixed.

Several studies also show that CSR can be a strategy to support a circular economy. Santiago et al. (2024) demonstrated that integrating CSR within a circular economy framework can strengthen sustainability across all dimensions of the TBL. In the public sector context, Huy and Phuc (2020) also demonstrated that implementing CSR through the Public Sector Scorecard can simultaneously improve economic, social, and environmental performance.

CSR can also provide direct benefits to employees. Knox (2018) noted that employee volunteer programs as part of CSR positively impact long-term productivity. Gatignon (2022) added that CSR can motivate employees and provide learning opportunities, although it can also pose challenges such as identity tensions. In terms of business development, Geldres Weiss et al. (2021) explain that CSR integrated into a business model can create sustainable value.

On the other hand, a CSR approach also requires caution. Caldicott et al. (2020) highlight that the impact of CSR is not always positive; in some cases, it can create social pressure or value inconsistencies. Shim et al. (2021) also note that CSR that focuses on social and economic issues tends to improve company performance, but implementing environmental CSR can actually have negative impacts if not implemented strategically.

Finally, CSR also plays a crucial role in strengthening corporate relationships with communities. Mahmud et al. (2020) noted that appropriate CSR programs can improve public perception of social progress, while Rudito et al. (2023) demonstrated that CSR can empower communities by strengthening social capital such as trust, participation, and active engagement. This confirms that CSR is not merely a tool for achieving business goals but also a tangible contribution of companies to sustainable social development.

4.2 Factors That Influence The Effectiveness of Csr Implementation in Improving Triple Bottom Line Performance

The effectiveness of corporate social responsibility (CSR) implementation in supporting Triple Bottom Line (TBL) performance, which encompasses economic, social, and environmental aspects, is influenced by various internal and external factors. Research shows that the success of CSR integration is determined not only by the program itself but also by the social context, culture, leadership, and strategy that accompany it.

Bhinekawati and Bradly (2019) emphasize the importance of responsible leadership, integrating CSR into a company's core strategy, and building social capital as the foundation for CSR success. In a community context, Uduji et al. (2020) show that factors such as community perceptions of CSR programs, geographic location (urban or rural), and educational and income backgrounds influence the effectiveness of CSR participation and impact. At the organizational level, Vizcaíno et al. (2020) state that values such as frugality, polychronicity, servant leadership, and job satisfaction play a role in supporting successful CSR implementation. Meanwhile, Gajardo (2020) highlights social factors such as poverty, gender, and ethnicity that influence how communities perceive CSR, particularly when CSR is positioned as a "gift," which can create a sense of indebtedness and social legitimacy for the company.

Internal factors such as top management commitment, quality training, and employee engagement also play a significant role, as explained by Ahmed et al. (2020). Furthermore, company size and age are also determining factors. Zubeltzu Jaka et al. (2023) found that board gender diversity, board size, independence, and leadership structure (non-CEO duality) influence CSR success, particularly in countries with civil law systems and high environmental awareness.

Policy support and sector innovation also drive CSR effectiveness within the context of sustainable development goals (Caldicott et al., 2020). Santiago et al. (2024) state that innovation, risk management, and top management commitment are crucial elements for successfully integrating CSR into a circular economy framework. Similarly, Tjahjadi et al. (2021) add that the size and education level of the board of commissioners and top management team (TMT) influence CSR outcomes, particularly in economic and environmental aspects.

Strategically, Masud et al. (2019) emphasize the importance of strategic planning, resource allocation, and sound management practices. Meanwhile, external factors such as stakeholder influence, including legal, ethical, environmental, and philanthropic aspects, are crucial in shaping CSR effectiveness (Khuong et al., 2021).

Knox (2018) also stated that CEO incentives, employee productivity levels, and the type of CSR activities, such as volunteer programs, influence the long-term effectiveness of CSR. Kowszyk and Vanclay (2020) added that CEO support for impact measurement, internal policies, and responsiveness to community concerns are other contributing factors.

Mahmud et al. (2020) found that the success of CSR in communities is influenced by community needs, education programs, and health. Similarly, resource allocation and alignment with stakeholder interests contribute to strengthening CSR effectiveness (Huy & Phuc, 2020). Khoruzhy et al. (2022) note that private investment and flexible financing mechanisms can also strengthen CSR achievement, particularly in the context of the Sustainable Development Goals (SDGs).

In a recent development, Shkalenko and Nazarenko (2024) emphasized the importance of institutional support, security, and process standardization. Gatignon (2022) also highlighted the influence of task interdependence with nonprofit partners, recognition of CSR values, and organizational support after the program was implemented.

Sociocultural context and educational level are also determining factors for success, particularly in higher education settings (Mazur & Walczyna, 2020). Changing material issues and sustainability priorities within companies can also lead to more relevant and responsive CSR implementation (Geldres Weiss et al., 2021).

However, the effectiveness of CSR also depends on the nature of the industry. In the restaurant industry, for example, social CSR has been shown to be less influential than economic CSR, which has a greater impact on increasing market value (Shim et al., 2021). Furthermore, Rudito et al. (2023) emphasize that clear communication, community trust, and shared motivation are key to the success of sustainable CSR, particularly in building more active community engagement and preventing misunderstandings.

4.3 The Role Of Stakeholders In Strengthening The Impact Of Csr On The Triple Bottom Line

In implementing corporate social responsibility (CSR) programs, the role of stakeholders is very important to ensure that the resulting impact is truly felt and sustainable, especially in relation to the company's performance in the economic, social and environmental aspects known as the Triple Bottom Line (TBL).

Several studies have shown that the active involvement of stakeholders, both internal to the company, such as management and employees, and external to the company, such as government, communities, and NGOs, plays a significant role in strengthening the impact of CSR. For example, Bhinekawati and Bradly (2019) describe how the involvement of various stakeholders in the education sector, including in curriculum development and job placement, can strengthen Astra's CSR impact in the long term.

In Nigeria, Uduji et al. (2020) explain that institutions such as Community Development Boards (CDBs), local governments, and local communities contribute directly to the design and implementation of CSR projects. Their

involvement makes CSR programs more tailored to local needs.

At the internal company level, Vizcaíno et al. (2020) highlight the role of management practicing servant leadership in shaping an organizational culture that supports CSR values and job satisfaction. A similar point is emphasized by Ahmed et al. (2020), who note that managers play a crucial role in shaping a company's capabilities for effective CSR implementation.

Gajardo (2020) presents a compelling example of a women-led indigenous community in a mining area. In this case, the state, NGOs, and CSR organizations supported strategic partnerships with the community, while unrecognized groups tended to be excluded from formal representation.

Zubeltzu Jaka et al. (2023) revealed that governance structures such as gender diversity on boards and protection of minority investors can also strengthen stakeholder influence in CSR implementation. In the tourism sector, Caldicott et al. (2020) showed that the involvement of local residents, local governments, and even Airbnb tenants can influence the outcomes of social and environmental policies.

Santiago et al. (2024) emphasized that stakeholder pressure and collaboration are crucial to the success of CSR in sustainable supply chain management. Furthermore, stakeholder trust and the background of the company's board are also key factors in CSR's success in TBL (Tjahjadi et al., 2021).

Masud et al. (2019) emphasize the importance of aligning business strategies with the social and environmental needs of the community through dialogue with stakeholders. Meanwhile, Khuong et al. (2021) state that employees, consumers, the media, and the government all play a crucial role in the success of CSR implementation.

Knox (2018) also highlighted the strategic role of the CEO in aligning company incentives with long-term goals, including in employee volunteer-based CSR programs. Kowszyk and Vanclay (2020) added that impact evaluations conducted with

stakeholders can strengthen the overall success of CSR programs.

In a community context, Mahmud et al. (2020) explain that local community perceptions significantly influence the success of CSR, especially when the program involves local businesses and NGOs. Huy and Phuc (2020) also note that close collaboration between companies and stakeholders helps increase the effectiveness of CSR on the company's economic and social performance.

Khoruzhy et al. (2022) discuss how stakeholder participation in responsible financing and investment strengthens the impact of CSR on achieving sustainable development goals. This is further supported by Shkalenko and Nazarenko (2024), who highlight the importance of institutions in supporting technology integration into CSR strategies.

Gatignon (2022) explains that stakeholders play a role in aligning CSR objectives with a company's human resource management strategy. In education, Mazur and Walczyna (2020) emphasize that stakeholders can strengthen CSR through involvement in educational programs that align with sustainability goals.

Geldres Weiss et al. (2021) stated that the role of stakeholders in identifying relevant critical issues helps companies align their business models with sustainability targets. In the restaurant industry, Shim et al. (2021) showed that employee and local community stakeholder engagement can strengthen the influence of CSR on increasing a company's market value.

In Indonesia, Rudito et al. (2023) provide an example that good communication, public trust, and collaboration between communities, companies, and the government are key to ensuring the success of CSR programs that have broad social impact.

5. CONCLUSION

Based on the results of a review of various studies, it can be concluded that the implementation of a well-integrated CSR program can positively impact a company's

performance across three key aspects of the Triple Bottom Line: economic, social, and environmental. CSR not only serves as a form of corporate concern for society and the environment, but also forms part of the company's strategy to create sustainable value.

The success of CSR in providing real impact is highly dependent on various factors, both from within the company such as leadership, governance, and organizational culture, as well as from outside such as government regulations, social conditions of the community, and support from other external environments.

Furthermore, stakeholder engagement has proven to be a crucial element in strengthening CSR implementation. Active involvement of stakeholders such as employees, local communities, government, NGOs, and customers can help ensure CSR programs are aligned with actual needs on the ground. Good cooperation and communication between companies and relevant parties are key to achieving maximum and sustainable CSR results.

By understanding these various factors, companies are expected to be able to manage CSR programs more effectively and impactfully, so that they can provide benefits that are not only felt by the company itself, but also by the wider community and the environment in which the company operates.

Implication

The results of this study reinforce the understanding that CSR integration supports the achievement of the Triple Bottom Line, especially when it involves good governance and stakeholder participation. Practically, companies are encouraged to implement CSR strategically, not symbolically. For policymakers, it is crucial to create regulations that support accountability and sustainability. This research also provides a foundation for developing more applicable CSR education and training.

Limitation

This study has several limitations. First, the restriction to English-language articles, indexed in journals Q1–Q4, and published between 2020–2025, may introduce selection bias. Second, 44 articles were not fully accessible, reducing the completeness of

the data. Third, the majority of studies are from specific geographic contexts (Asia and the Americas), so the results cannot be fully generalized to other regions. Fourth, this study does not address the MSME sector, which has distinct CSR and TBL dynamics.

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