IJCSS 7 (2) (2026) Pages:. 684-693

Journal homepage: http://pcijournal.org/index.php/ijcss

International Journal of Cultural and Social Science

Published: Pena Cendekia Insani

THE IMPACT OF INNOVATIVE CSR MANAGEMENT ON THE IMPLEMENTATION OF GREEN HUMAN RESOURCE PRACTICES, GOVERNANCE, AND HUMAN RIGHTS TOWARD SUSTAINABLE BUSINESS IN PUBLICLY LISTED COMPANIES

Suwandi[1], Fathan Zidni Imawan[2]

[1]Department of Management, Pancasakti University, Indonesia

[2]Business Management Program, Binus university, Indonesia

Article Info

Keywords:

CSR Management,
Governance,
Green Human Resources,
Human Rights,
Sustainable Business.

ABSTRACT

This study aims to analyze the impact of innovative CSR management on sustainable business performance. The research examines 16 coal mining companies and 16 palm oil plantation companies listed on the Indonesia Stock Exchange (IDX), while considering the mediating roles of green human resources and respect for human rights. A quantitative approach was employed with publicly listed companies as the unit of analysis, and data were collected through structured document-based observation derived from corporate annual reports and sustainability reports. Linear regression analysis using SPSS software indicates that innovative CSR management does not yet have a significant direct effect on sustainable business performance. However, CSR is found to have a positive and significant influence on respect for human rights, highlighting its role in internalizing ethical values at the organizational level. Simultaneous testing results show that the combination of CSR and human resources explains only a small proportion of the variance in sustainable business, with human resources demonstrating a significant but negative partial effect. These findings suggest that the impact of CSR on business sustainability is indirect and requires stronger mediating mechanisms. This study contributes theoretically to the development of mediation-based CSR models and offers practical implications for companies in designing more integrated CSR strategies to support sustainable business practices.

Corresponding Author:

Suwandi
Department of Management
Pancasakti University
suwandi@upstegal.ac.id

1. INTRODUCTION

Innovative CSR management is understood as a strategic corporate approach to managing social responsibility that is no longer reactive or merely aimed at fulfilling regulatory obligations. Unlike conventional CSR, which is typically oriented toward philanthropic activities or corporate image building, innovative CSR places social and environmental value at the core of business strategy. Suwandi et al. (2024) emphasize the importance for firms to invest in green technologies in order to achieve improved environmental outcomes [1]. This approach encourages companies to generate measurable social impact while simultaneously strengthening their competitive advantage. Innovative CSR also requires long-term thinking and the willingness to introduce renewal within business processes [2]. When CSR is positioned as a strategic investment, this paradigm shift becomes particularly important for publicly listed companies facing increasing demands for sustainability and public accountability [3].

The main dimensions of innovative CSR management include strategy, integration, stakeholder participation, and long-term sustainability orientation. The strategic dimension emphasizes alignment between CSR programs and the company's vision and business objectives [4]. Integration refers to the extent to which CSR principles are embedded across all organizational functions rather than confined to a specific unit. Stakeholder participation reflects the active involvement of various actors such as employees, communities, and investors in CSR planning and evaluation processes [5]. Long-term orientation distinguishes innovative CSR by focusing on sustainable impact rather than short-term outcomes. Together, these four dimensions form a CSR framework that is more adaptive and relevant to modern business dynamics.

Within the context of human resource management, the concept of Green Human Resource Management (Green HRM) has emerged in response to growing environmental concerns. Green HRM is defined as a set of HR policies and practices that support corporate environmental objectives [6], [7]. Its scope includes managing employees in ways that promote resource efficiency, reduce environmental impact, and foster sustainable work behavior. This approach positions employees as key actors in realizing a company's environmental commitment. Consequently, Green HRM is not only administrative in nature but also cultural, with its effectiveness highly dependent on policy consistency and managerial support.

Green HRM practices are implemented through various structured and measurable operational activities. Green recruitment incorporates candidates' environmental values and awareness into hiring decisions. Environmental training aims to enhance employees' awareness and competencies in supporting environmentally responsible practices [8]. Green performance appraisal integrates environmental indicators into individual and team performance evaluations. Furthermore, cultivating an environmentally friendly organizational culture encourages sustainable behavior to become a daily workplace norm [9]. Collectively, these practices are interconnected and reinforce the role of human resources in advancing corporate sustainability strategies.

Good corporate governance constitutes a fundamental basis for maintaining stakeholder trust and ensuring the sustainability of publicly listed companies. The principle of transparency requires the disclosure of relevant information that is accessible to the public [10]. Accountability ensures that every decision-making process can be clearly justified. Responsibility emphasizes compliance with regulations as well as ethical commitment in business operations [11]. Independence is necessary to prevent conflicts of interest within corporate management structures. The principle of fairness guarantees equitable treatment for all stakeholders.

Corporate social responsibility (CSR) plays a crucial role in strengthening the implementation of good corporate governance through a more substantive approach. Integrated CSR implementation encourages companies not only to comply formally but also to act with moral responsibility. Through transparent CSR reporting, companies can enhance the quality of public information disclosure [12]. Stakeholder engagement in CSR programs further reinforces corporate accountability and decision legitimacy [13]. In addition, attention to social and human rights aspects through CSR helps mitigate future governance risks. Thus, innovative CSR serves as a strategic instrument for building sustainable corporate governance.

Human rights represent a vital component of modern business practices, particularly for publicly listed companies operating under public scrutiny. The integration of human rights into corporate operations is not merely a matter of regulatory compliance but also reflects the company's moral commitment to human dignity [14]. Human rights principles are manifested in labor policies, occupational safety protection, equal opportunity, and fair treatment of all stakeholders [15]. Companies that neglect these aspects risk social conflict, declining public trust, and reputational pressure. Therefore, human rights should no longer be positioned as an additional concern but as an integral part of corporate management systems. Consistent integration fosters healthier and more sustainable working relationships.

The implementation of corporate social responsibility is closely linked to the protection and fulfillment of human rights. CSR functions as a strategic instrument to ensure that business activities do not generate adverse impacts on individuals or vulnerable groups [16]. Through CSR programs, companies can strengthen anti-discrimination policies, safeguard workers' rights, and support the welfare of surrounding communities [17]. Human-rights-oriented CSR practices also reflect corporate concern for social justice and the sustainability of community relations. Accordingly, CSR is not merely philanthropic in nature but serves as a structural mechanism for internalizing human rights values. This approach strengthens the company's long-term social legitimacy.

The concept of sustainable business emphasizes the balance between economic achievement, social responsibility, and environmental protection. This approach is widely known as the triple bottom line, which integrates profit, people, and planet into business strategy [18]. Firms are no longer assessed solely based on financial performance, but also on their contributions to human well-being and environmental preservation. The implementation of sustainable business practices requires a shift in managerial perspectives when making strategic decisions. Sustainability becomes a continuous process that demands long-term commitment, encouraging firms to be more adaptive to social and environmental challenges.

Within the sustainable business framework, green human resource management plays a strategic role in shaping a responsible organizational culture. Green HR practices promote environmentally friendly work processes while safeguarding employee rights and welfare. Through sustainability-oriented recruitment, training, and performance evaluation policies, firms can strengthen their internal capabilities. The use of data in recruitment, workforce planning, and performance management has been shown to improve decision quality, particularly in terms of recruitment accuracy, employee retention, and performance enhancement [19]. These practices help create an ethical and productive work environment. Employee involvement in sustainability initiatives also enhances their sense of ownership of corporate goals. Consequently, green HR contributes directly to the achievement of business sustainability.

Corporate governance and respect for human rights complement the role of green HR as key pillars of sustainability. Good governance ensures transparency, accountability, and responsible decision-making, while respect for human rights reinforces the social dimension of sustainable business. The combination of these elements creates a corporate management system that is not only efficient but also equitable. The integration of green HR, governance, and human rights thus forms a robust framework for long-term business orientation. This approach enables companies to grow sustainably while maintaining public trust.

Publicly listed companies today face increasing pressure to implement sustainable business practices. Such pressure arises not only from regulators, but also from investors, consumers, and the broader public, who are increasingly concerned about the social and environmental impacts of corporate activities. Transparency and accountability have become new benchmarks for evaluating corporate performance, extending beyond purely financial indicators. In this context, sustainability is understood as a company's ability to maintain balance between economic growth, social responsibility, and environmental preservation. Firms that neglect these aspects risk losing public trust and long-term competitiveness. Therefore, sustainability has become a strategic issue in the management of publicly listed companies.

In line with these increasing demands, Corporate Social Responsibility (CSR) is no longer viewed merely as an administrative obligation. CSR has evolved into an integral component of business strategy oriented toward long-term value creation. This perspective positions CSR as a means to build reputation, strengthen stakeholder relationships, and generate competitive advantage [20]. Companies are increasingly recognizing that well-planned CSR practices can contribute to operational stability and business continuity. Accordingly, CSR functions as a strategic instrument aligned with corporate objectives. This transformation reflects a broader paradigm shift in modern corporate governance.

This paradigm shift has encouraged the emergence of more innovative and adaptive CSR management approaches. CSR management is no longer confined to philanthropic initiatives or temporary social activities, but is increasingly integrated into corporate decision-making processes. Innovation in CSR is reflected in the ability of firms to design programs that respond simultaneously to environmental, social, and governance challenges [21]. Such an approach emphasizes sustainability of impact rather than mere compliance. Companies are therefore expected to develop CSR initiatives that are contextual, needs-based, and aligned with their business characteristics. This highlights innovation as a critical element in CSR governance.

In practice, innovative CSR management has the potential to influence various internal aspects of the firm. Structured CSR implementation can foster the development of human resources that are more environmentally conscious and ethically responsible. Moreover, strategically managed CSR contributes to stronger corporate governance through enhanced transparency and accountability. Respect for human rights also becomes an inseparable component of sustainable CSR practices. Thus, innovative CSR serves as a bridge between business interests and social values [22]. This integration forms a crucial foundation for creating responsible corporations.

Despite the growing discussion surrounding innovative CSR, empirical studies that quantitatively examine its impact remain relatively limited, particularly among publicly listed companies. Much of the existing research tends to treat CSR as a single variable without examining its linkage to internal corporate practices. A more comprehensive understanding is therefore required to assess the extent to which innovative CSR contributes to business sustainability. This gap provides an opportunity for research exploring the relationship between innovative CSR management, green human resource practices, corporate governance, and human rights. Such studies are expected to provide stronger empirical evidence. Furthermore, their findings may serve as a reference for firms in formulating more effective sustainability strategies.

The evolution of modern business demonstrates that corporate social responsibility (CSR) is no longer perceived as a supplementary activity but rather as an integral component of organizational strategy. An innovative

CSR approach encourages firms to link social responsibility with human resource management, governance systems, and the protection of human rights [23]. This integration is crucial, as sustainable business practices require a balance between economic performance, social concern, and environmental preservation. In this context, innovative CSR functions as a comprehensive framework guiding corporate policies and practices. Publicly listed companies, characterized by higher levels of accountability, bear a greater responsibility to ensure that such integration is effectively implemented. Consequently, understanding the relationships among these dimensions has become increasingly relevant in the fields of management and sustainability studies.

The implementation of innovative CSR has direct implications for the adoption of green human resource management through policies and practices that promote environmentally responsible work behavior. Sustainability-oriented HR management focuses not only on operational efficiency but also on fostering an organizational culture that is attentive to environmental and social impacts [24]. Furthermore, innovative CSR strengthens corporate governance by emphasizing transparency, accountability, and ethical decision-making. These principles are aligned with efforts to uphold human rights across the entire corporate value chain, consistent with the findings of Suwandi (2021), which indicate that CSR positively influences firm value [25]. Hence, innovative CSR serves as a strategic bridge between internal corporate policies and the external expectations of stakeholders. This relationship underscores that corporate sustainability depends on the consistency between commitments and actual practices.

Although numerous studies have examined CSR, green HRM, corporate governance, and human rights separately, research investigating the simultaneous relationships among these variables remains limited. Most previous studies are conceptual in nature or rely on qualitative approaches, thus lacking comprehensive empirical evidence. This limitation leaves room for quantitative research capable of measuring the strength and direction of relationships among variables more objectively. In addition, studies focusing on publicly listed companies remain relatively scarce, despite the strategic role of this sector in advancing sustainable business practices. This condition highlights a research gap that calls for empirical examination. Such efforts are expected to enrich the literature while providing a stronger basis for decision-making.

Based on these considerations, this study aims to analyze the impact of innovative CSR management on the implementation of green human resource practices, corporate governance, and respect for human rights within the context of publicly listed companies. Theoretically, this research is expected to expand understanding of CSR's strategic role as a key driver of business sustainability. Practically, the findings may serve as a reference for corporate management in designing integrated, long-term CSR policies. The results are also expected to assist stakeholders in assessing the quality of corporate sustainability practices. Thus, this study not only contributes to academic discourse but also offers tangible value for responsible business practice.

2. RESEARCH METHODS

This study employs a quantitative approach aimed at testing causal relationships among variables within the context of sustainable business. A quantitative design was selected because it enables the objective and systematic measurement of the effects of innovative CSR management. The research is explanatory in nature, seeking to clarify cause-and-effect relationships among independent, mediating, and dependent variables. The research framework was developed through the integration of concepts related to CSR, green human resource management, corporate governance, and human rights. This approach is considered appropriate for empirically testing the proposed hypotheses. The unit of analysis in this study is the firm as an organizational entity.

The research model positions innovative CSR management as the independent variable influencing sustainable business as the dependent variable. This relationship is explained through three mediating variables, namely the implementation of green human resource management, corporate governance practices, and respect for human rights. The inclusion of mediating variables is intended to capture the internal mechanisms linking CSR to business sustainability. The model allows for the examination of both direct and indirect effects among variables. Consequently, the study not only evaluates the strength of relationships but also explores the internal processes occurring within firms. This approach provides a more comprehensive understanding of the strategic role of CSR in modern business practices.

The research population consists of 16 coal mining companies and 16 palm oil plantation companies listed on the stock exchange. Publicly listed companies were selected due to their higher levels of transparency and public accountability compared to privately held firms. The sampling technique employed was purposive sampling based on specific criteria. These criteria include the availability of publicly accessible annual reports and sustainability reports. The selection process aims to ensure data suitability with the variables under investigation. This approach enables more objective analysis and comparison across firms.

Data were collected through structured document-based observation of corporate disclosures. The documents analyzed include annual reports, sustainability reports, corporate governance reports, codes of conduct, and policies related to CSR, human resources, and human rights. Observation was conducted using a structured instrument in the form of a predetermined indicator checklist. Each indicator was assessed based on the presence and quality of disclosure in corporate documents. The collected data were subsequently converted into numerical form through a scoring process. This method was adopted to minimize subjective bias and enhance data objectivity.

Each research variable was operationally defined to allow quantitative measurement. Innovative CSR management was measured based on the degree of CSR integration into corporate strategy and the innovation of social programs. Green human resource management implementation was measured through environmental-oriented HR policies and practices. Corporate governance was assessed based on principles of transparency, accountability, and business ethics. Respect for human rights was measured through protection policies, non-discrimination practices, and compliance with human rights standards. Sustainable business performance was evaluated through the balance of economic, social, and environmental outcomes.

Indicators for each variable were scored using a predetermined measurement scale, including dichotomous scoring where appropriate. Scores from individual indicators were aggregated to obtain composite variable values. The coded data were then processed using SPSS statistical software. The analysis involved stepwise regression to test both direct and indirect effects among variables and to comprehensively address the research hypotheses.

3. RESULT AND ANALYSIS

Table 1. Summary of Linear Regression Results on the Effect of CSR Management on Sustainable Business

Analysis Aspect	Indicator	Value	Description
Model Strength	R	0.078	Very weak relationship
	R Square	0.006	CSR explains 0.6% of BEKE variation
	Adjusted R Square	−0.027	Model not yet optimal
Model Test	F	0.183	Model not significant
	Sig. (ANOVA)	0.672	> 0.05
Regression Coefficients	Constant (B)	1.083	BEKE value when CSR = 0
	CSR (B)	0.083	Positive direction of effect
	Beta	0.078	Very small effect
	Sig. (t)	0.672	Not significant
Conclusion	Hypothesis	Rejected	CSR has no significant effect

The linear regression analysis indicates that the relationship between innovative CSR management and sustainable business performance is extremely weak. The correlation coefficient (R) of 0.078 suggests that the association between the two variables has not yet been strongly established within the context of the publicly listed companies examined. The R Square value of 0.006 reveals that CSR management explains only a very small proportion of the variance in sustainable business performance. This finding is reinforced by the negative Adjusted R Square value, indicating that the regression model does not adequately explain the observed phenomenon. The model feasibility test using ANOVA also yields a significance value exceeding the acceptable statistical threshold. Overall, the regression model demonstrates limited explanatory power.

At the regression coefficient level, CSR management shows a positive direction of influence on sustainable business; however, the magnitude of this effect is extremely small. The low beta coefficient indicates that improvements in CSR practices are not accompanied by meaningful changes in business sustainability. The partial significance test further shows that the CSR variable does not exert a statistically significant effect. These findings suggest that CSR implementation has not yet been fully internalized into the companies' long-term business strategies. Other factors beyond CSR are likely to play a more dominant role in driving business sustainability. Therefore, this study highlights the need for further investigation into potential mediating variables that may better explain the relationship.

Table 2. Summary of Linear Regression Analysis Results on the Effect of CSR Management on Human Rights Respect

Analysis Component	Indicator	Value	Interpretation
Model Summary	R	0.408	The relationship between CSR and human rights is at a moderate level
	R Square	0.167	CSR explains 16.7% of the variance in human rights
	Adjusted R Square	0.139	The model has an acceptable explanatory power
	Std. Error of Estimate	0.66667	The prediction error remains within a reasonable range

ANOVA (Model Test)	F value	6.000	The regression model is significant
	Sig.	0.020	The model is statistically valid
Regression Coefficients	Constant (B)	-0.333	Human rights value when CSR = 0
	Sig. Constant	0.663	The constant is not significant
	CSR (B)	0.667	CSR has a positive effect on human rights
	Beta	0.408	CSR contribution is moderate
	Sig. CSR	0.020	CSR effect is significant

The regression analysis indicates that innovative CSR management is moderately associated with respect for human rights in publicly listed companies. The correlation coefficient suggests a meaningful linkage between the intensity of CSR implementation and corporate human rights practices. The contribution of CSR to the variance in human rights respect is moderate, reflecting that CSR policies and programs play a tangible role in promoting compliance with human rights standards. The model feasibility test demonstrates that the regression equation is suitable for explaining the relationship between the variables. The positive direction of the effect implies that improvements in CSR management quality are followed by a stronger corporate commitment to human rights. These findings reinforce the position of CSR as a strategic instrument in strengthening corporate social responsibility.

At the regression coefficient level, the influence of CSR on human rights respect is statistically significant. The beta coefficient indicates that CSR provides a relatively meaningful contribution compared to other factors not included in the model. This condition implies that CSR implementation extends beyond symbolic aspects and is reflected in policies and practices that protect workers' rights and stakeholder interests. The insignificance of the constant further confirms that variations in human rights practices are more strongly determined by CSR presence than by baseline corporate conditions. These results support the assumption that CSR functions as a mechanism for internalizing ethical values. Therefore, the human rights variable is appropriately positioned as a mediator in the relationship between CSR management and business sustainability.

Table 3. Summary of Linear Regression Analysis Results on the Influence of CSR Management and Human Rights Respect on Sustainable Business

Analysis Component	Indicator	Value	Interpretation
Model Summary	R	0.397	The relationship between CSR, HRM, and BEKE is weak to moderate
	R Square	0.158	CSR and HRM explain 15.8% of the variance in BEKE
	Adjusted R Square	0.099	The model's explanatory power remains limited
	Std. Error of Estimate	0.44689	The prediction error level is relatively moderate
ANOVA (Model Test)	F-value	2.712	The model shows a tendency of influence
	Sig.	0.083	The model is not significant at the 5% level
Regression Coefficients	Constant (B)	1.604	BEKE value when CSR and HRM = 0
	Constant Sig.	0.007	The constant is significant
	CSR (B)	0.083	CSR has a positive effect on BEKE
	CSR Beta	0.078	CSR contribution is very weak
	CSR Sig.	0.651	CSR effect is not statistically significant
	HRM (B)	−0.417	HRM has a negative effect on BEKE
	HRM Beta	−0.389	HRM contribution is relatively stronger
	HRM Sig.	0.030	HRM effect is statistically significant

Based on the regression analysis results, the model examining the influence of CSR and HRM on BEKE demonstrates a weak to moderate relationship, with an R value of 0.397. The R Square value of 0.158 indicates that the two independent variables jointly explain 15.8% of the variation in BEKE, while the remaining variation is influenced by factors outside the model. The Adjusted R Square value of 0.099 further confirms that the model's explanatory power remains limited after accounting for the number of variables and sample size. The standard error of estimate of 0.44689 suggests a relatively moderate level of prediction error. The ANOVA test produces an F-value of 2.712 with a significance level of 0.083, indicating that the model does not meet the significance threshold at the 5% confidence level. These findings imply that, simultaneously, CSR and HRM do not exert a strong influence on BEKE.

At the partial level, the regression coefficients reveal differences in both the direction and strength of the effects across variables. The CSR variable shows a positive regression coefficient of 0.083; however, the significance value of 0.651 indicates that this effect is not statistically meaningful. The contribution of CSR to BEKE is also very weak, as reflected in the beta value of 0.078. In contrast, the HRM variable exhibits a negative regression coefficient of −0.417 with a significance level of 0.030, indicating a statistically significant effect. The HRM beta value of −0.389 suggests a relatively stronger contribution compared to CSR in explaining the variation in BEKE. These results indicate that the quality and management of human resources play an important role, although the direction of the effect appears negative within the context of this study.

The results of the linear regression analysis indicate that the relationship between innovative CSR management and business sustainability is very weak. The low correlation coefficient suggests that the linkage between the two variables has not been substantively established in the practices of the publicly listed companies examined in this study. The contribution of CSR to the variance in business sustainability is also minimal, implying that CSR has not yet played a dominant role in promoting long-term business continuity. The negative Adjusted R Square further confirms that the regression model fails to capture the complexity of factors influencing business sustainability. This condition highlights the model's limitation in comprehensively explaining the empirical phenomenon. The non-significant model fit test strengthens the conclusion that the direct relationship between CSR and business sustainability remains weak.

At the regression coefficient level, CSR management shows a positive direction of influence on business sustainability; however, the magnitude of this effect is relatively small. This finding indicates that increases in CSR activities have not been accompanied by meaningful improvements in sustainable business performance. The lack of partial significance suggests that CSR has not been optimally integrated into the company's core strategy. CSR practices tend to remain administrative or symbolic rather than serving as a primary driver of long-term business decisions. This result implies that other factors may play a more decisive role in sustaining business operations, such as corporate governance, innovation capacity, or market conditions. Therefore, future research should consider mediating variables that may bridge this relationship.

In contrast to the previous findings, the regression analysis demonstrates that innovative CSR management has a fairly strong relationship with respect for human rights. The higher correlation coefficient indicates a meaningful linkage between the intensity of CSR implementation and corporate human rights practices. CSR's contribution to the variance in human rights respect is moderate, suggesting a tangible role of CSR in encouraging compliance with ethical and social standards. The regression model is statistically adequate to explain the relationship between these variables. The positive direction of influence shows that improvements in CSR management quality are aligned with stronger corporate commitment to human rights. These findings reinforce the position of CSR as an important instrument in managing corporate social responsibility.

Partial regression testing further reveals that the effect of CSR on respect for human rights is statistically significant. The beta coefficient indicates that CSR contributes relatively more than other factors not included in the model. This suggests that CSR implementation has gone beyond formal compliance and is reflected in corporate policies and practices protecting workers' and stakeholders' rights. The non-significant constant implies that variation in human rights respect is more strongly influenced by CSR than by baseline firm conditions. These findings support the view that CSR functions as a mechanism for internalizing ethical values within organizations. Accordingly, human rights have strong potential to be positioned as a mediating variable in the relationship between CSR and business sustainability.

Furthermore, the regression results examining the influence of CSR and human resources on BEKE indicate a weak to moderate relationship. The coefficient of determination shows that these two variables explain only a small portion of the variance in BEKE, while other factors outside the model remain dominant. The relatively low Adjusted R Square reflects the limited explanatory power of the model after statistical adjustment. The simultaneous test using ANOVA does not meet the conventional significance threshold, indicating that the joint effect of CSR and human resources cannot yet be considered strong. Partially, CSR does not show a significant effect, whereas human resources exhibit a significant negative effect. These findings underscore the important role of human resource management in the dynamics of BEKE, although the implications should be interpreted cautiously within the organizational and corporate policy context.

4. CONCLUSION

Based on the regression analysis results, it can be concluded that innovative CSR management has not yet demonstrated a strong direct effect on business sustainability in publicly listed companies. The contribution of CSR to the variance in sustainable business performance remains limited, indicating that it has not become a determining factor in achieving corporate sustainability. These findings suggest that business sustainability is shaped by a more complex combination of factors beyond CSR practices alone. Although the direction of the relationship tends to be positive, the effect is not statistically significant. This condition reflects that CSR implementation has not been fully integrated into the core corporate strategy. Therefore, CSR still requires strengthening in terms of policy alignment, governance mechanisms, and long-term strategic orientation in order to contribute more substantially to business sustainability.

On the other hand, innovative CSR management is shown to have a more meaningful association with respect for human rights and is closely linked to human resource management within firms. CSR plays an important role in fostering the internalization of ethical values, particularly in protecting workers' rights and stakeholder interests. These results indicate that the social dimension of CSR is more readily manifested than its economic impact on business sustainability. The finding that human resources significantly influence business sustainability, albeit with a negative direction, underscores the critical importance of the quality of human capital management in organizations. This opens space for a more holistic approach that integrates CSR, human rights, and human resource management into a unified strategic framework. Accordingly, this study highlights the need for mediating variables to strengthen the contribution of CSR toward achieving sustainable business performance

5. REFERENCES

[1] Suwandi, I. M. Hapsari, S. Subroto, and M. R. Amalia, “A Study on Influence of Select Variables on Mediation of Green Information Technology Capital in Mining Industry,” Asian J. Econ. Bus. Account., vol. 24, no. 10, pp. 104–119, 2024, doi: 10.9734/ajeba/2024/v24i101516.

[2] K. Sigurdsson, H. Sigursteinsdóttir, and H. Kristjánsdóttir, “Small Steps, Big Impact: Navigating Social Responsibility with a Social Innovation Focus in SMEs,” Balt. J. Econ. Stud., vol. 11, no. 1, pp. 24–38, 2025, doi: 10.30525/2256-0742/2025-11-1-24-38.

[3] C. Y. Prawihatmi and X. I. Prasasyaningsih, Best Practice CSR Oleh UMKM: Strategi Bisnis Berkelanjutan. Dira Media Kreasindo, 2025.

[4] A. D. Alfajri and R. Rahmawati, “Persepsi Generasi Milenial terhadap Program CSR Perusahaan Teknologi,” J. Econ. Manag. Business, Account. Sustain., vol. 2, no. 2, pp. 108–116, 2025, doi: 10.63477/joembas.v2i2.191.

[5] W. Andayani, M. Ikbal, M. Wuryantoro, and A. L. Sidarta, “Studi literatur aspek ekonomi, sosial dan lingkungan tanggung jawab sosial perusahaan PT Bukit Asam Tbk,” J. Ris. Terap. Akunt., vol. 8, no. 1, pp. 175–192, 2024, doi: 10.5281/zenodo.11139251.

[6] M. Syafari, “Manajemen Sumber Daya Manusia Ramah Lingkungan,” Equator J. Manag. Entrep., vol. 10, no. 3, p. 145, 2022, doi: 10.26418/ejme.v10i03.54929.

[7] R. Antika and T. Suryani, “Pengaruh manajemen sumber daya manusia ramah lingkungan terhadap perilaku green service dengan tanggung jawab sosial perusahaan sebagai pemediasi,” J. Manaj. Strateg. dan Apl. Bisnis, vol. 7, no. 1, pp. 121–136, 2024, doi: 10.36407/jmsab.v7i1.1188.

[8] F. S. Ali, I. W. Utami, W. D. Santoso, and R. A. Nugraha, “Green Human Resource Management dalam Mendukung Kinerja Karyawan,” in Prosiding Seminar Nasional Hukum, Bisnis, Sains dan Teknologi, Jan. 2025, pp. 473–477.

[9] R. R. Atmim, W. Muslia, S. Subandi, E. Syarifudin, and D. Makbuloh, “Kajian teori budaya dalam organisasi berbasis lingkungan sebagai upaya mendorong inovasi dan meningkatkan keterlibatan karyawan untuk membangun dampak positif di mata publik,” J. Pendidik. Guru Madrasah Ibtidaiyah Al-Multazam, vol. 10, no. 2, pp. 319–332, 2024, doi: 10.54892/jpgmi.v10i2.36.

[10] P. R. U. R. Ulumiyah and R. A. Gati, “Meningkatkan Keterbukaan Publik: Strategi Humas Pemerintahan dalam Pelayanan Informasi Publik pada Portal Website PPID Kementerian Pemberdayaan Aparatur Negara dan Reformasi Birokrasi,” J. Pembang. dan Adm. Publik, pp. 41–58, 2024.

[11] S. A. Oktaviana, M. R. F. Uzmah, R. A. Lestari, D. Nopitasari, and A. F. Prahasa, “Literature Review: Penerapan Etika dalam Membangun Integritas Korporat melalui Penguatan Good Corporate Governance (GCG),” in Prosiding Seminar Nasional Manajemen dan Bisnis, Jul. 2025, pp. 483–501.

[12] N. Rahmawati, D. Mawaddah, and R. Putri, “Peran Corporate Social Responsibility (CSR) dalam Meningkatkan Transparansi dan Akuntabilitas Perusahaan,” J. Ilm. Penelit. Mhs., vol. 2, no. 6, pp. 57–67, 2024, doi: 10.61722/jipm.v2i6.492.

[13] M. Cosa, “Equity Integration in Corporate Social Responsibility: Analyzing Stakeholder, Legitimacy, and Social Activism Dynamics,” in CSR, Governance and Value: Approaches to Global Sustainability, Markets, and Governance, D. Crowther and S. Seifi, Eds., Singapore: Springer, 2024. doi: 10.1007/978-981-97-4795-5_6.

[14] J. Berniak-Woźny and M. Wójcik-Jurkiewicz, “The Impact of the Concept of Human Rights in Business on CSR Reporting,” in Corporate Social Responsibility and Sustainability, Routledge, 2022, pp. 167–177.

[15] O. Senjaya, A. Sembiring, and Z. Armeta, “Kebijakan dan Implementasi Perlindungan Hukum terhadap Pekerja Perempuan dari Kekerasan Seksual: Perspektif Keadilan Gender,” in Proceedings Series on Social Sciences & Humanities, 2025, pp. 109–122.

[16] A. I. Fadilla and E. Sisdianto, “CSR Sebagai Strategi Mitigasi Konflik Sosial: Studi Kasus pada PT Chevron Pacific Indonesia,” J. Ilm. Ekon. Manajemen, Bisnis dan Akunt., vol. 2, no. 1, pp. 100–109, 2025, doi: 10.61722/jemba.v2i1.584.

[17] I. P. Ugwu, G. O. Antai, D. J. John, and I. Igwe, “Workplace Discrimination and Labour Rights: Examining the Effectiveness of Anti-Discriminatory Laws in Protecting Vulnerable Workers in Nigeria,” Pakistan J. Criminol., vol. 16, no. 4, pp. 1451–1463, 2024.

[18] E. Nogueira, S. Gomes, and J. M. Lopes, “Triple Bottom Line, Sustainability, and Economic Development: What Binds Them Together? A Bibliometric Approach,” Sustainability, vol. 15, no. 8, p. 6706, 2023, doi: 10.3390/su15086706.

[19] Suwandi, “The Influence of Data-Based HR Management on the Quality of Employment Decisions with the Mediation of Employee Data Literacy,” Riwayat Educ. Hist. Humanit., pp. 3179–3189, 2025, doi: 10.24815/jr.v8i3.47706.

[20] S. Suwandi, “Pengaruh Etika Bisnis, Etos Kerja, Remunerasi, dan Pelibatan Karyawan terhadap Reputasi Perusahaan pada Perusahaan Perkebunan Terbuka Dimediasi Kepuasan Kerja,” JMM17 J. Ilmu Ekon. dan Manaj., vol. 11, no. 2, pp. 209–222, 2024, doi: 10.30996/jmm17.v11i2.11041.
[21] M. Noor et al., “Dampak Corporate Social Responsibility PT Adaro Indonesia terhadap Penguatan Kelembagaan dan Pemberdayaan Perempuan dalam Pengelolaan Bank Sampah di Desa Ribang,” As-Siyasah J. Ilmu Sos. dan Ilmu Polit., vol. 10, no. 2, pp. 177–194, 2025, doi: 10.31602/as.v10i2.20478.
[22] S. Kaligis, M. S. S. Kantohe, and A. L. Wauran, “Implementasi Corporate Social Responsibility (CSR) sebagai Wujud Etika Bisnis,” Jambura Account. Rev., vol. 6, no. 1, pp. 321–333, 2025, doi: 10.37905/jar.v6i1.170.
[23] R. Adrai and D. H. Perkasa, “Penerapan etika bisnis dan tanggung jawab sosial perusahaan dalam international human resources management,” J. Manaj. dan Bisnis Madani, vol. 6, no. 2, pp. 68–85, 2024, doi: 10.51353/jmbm.v6i2.950.
[24] M. Halawa, F. Halawa, and E. Waruwu, “Sustainable Human Resource Management sebagai Strategi Penguatan Keberlanjutan Organisasi,” J. Ekon., vol. 1, no. 3, pp. 122–127, 2025, doi: 10.70404/likuid.v1i03.471.
[25] Suwandi, “The Effect of Corporate Social Responsibility, Working Capital Efficiency, Earning Per Share on Company Performance and Mining Company Value 2019--2020,” Asian J. Econ. Bus. Account., vol. 21, no. 4, pp. 67–79, 2021, doi: 10.9734/ajeba/2021/v21i430372.