

EVALUATION OF CSR (CORPORATE SOCIAL RESPONSIBILITY) PROGRAM: STUDY ON THE PADAKUAN PROGRAM OF PT ANTAM UBPN SULTRA ON THE DEVELOPMENT AND CONSERVATION OF CORAL REEFS IN HAKATUTOBU VILLAGE, POMALAA DISTRICT, KOLAKA REGENCY

Yuni Anggini*, Yudi Agusman & Nursamsir

Universitas Sembilanbelas November Kolaka, Indonesia

*Email: Ynianggini@gmail.com**

Article History

Received: 24 June 2026

Accepted: 24 July 2026

Published: 06 August 2026

Abstract

This research is motivated by the suboptimal implementation of the PADAKUAN Program of PT Antam UBPN Sultra in coral reef conservation in Hakatutobu Village due to limited resources, low community participation, and technical constraints in the field. This study aims to evaluate the effectiveness and sustainability of the program in coral reef development and conservation. The study used an evaluative research type with a descriptive qualitative approach and the CIPP (Context, Input, Process, Product) evaluation model. Data were obtained through observation, interviews, and documentation of three informants, then analyzed using the Miles and Huberman interactive model. The results showed that the PADAKUAN Program had a positive impact on coral reef rehabilitation and increased awareness of coastal communities regarding the importance of environmental conservation. However, the program implementation has not been optimal due to budget limitations, minimal facilities and technical personnel, lack of consistent monitoring, and low community involvement in program maintenance. In addition, the program's economic impact on the community has not been significant. This study concludes that the success of an environment-based CSR program requires sustainable management, increased coordination between parties, strengthened community participation, and adequate resource support so that the objectives of coastal ecosystem conservation can be achieved effectively and sustainably.

Keywords: Program Evaluation, Corporate Social Responsibility, PADAKUAN, Coral Reefs, CIPP Model.

A. INTRODUCTION

Indonesia, as an archipelagic country, possesses highly important coastal ecosystems, one of which is coral reefs that function as habitats for marine biota, coastal protectors, and sources of livelihood for coastal communities. However, the condition of coral reefs in Indonesia continues to experience degradation due to human activities, sedimentation, and natural resource exploitation. Triwibowo (2023) stated that more than 95% of coral reefs in Indonesia

are in a threatened condition. A similar condition occurs in Hakatutobu Village, Pomalaa District, Kolaka Regency, which faces ecological pressure due to nickel mining activities that increase sedimentation and seawater turbidity. In this context, Corporate Social Responsibility (CSR) becomes an important instrument in supporting environmental conservation and sustainable development, as mandated in Law Number 40 of 2007 concerning Limited Liability Companies.

As a form of implementing corporate social responsibility, PT Antam UBPN Sultra carries out the PADAKUAN Program, or Community Empowerment Based on Sustainable Development, which focuses on coral reef rehabilitation and coastal community empowerment in Hakatutobu Village. This program involves the community, village government, and environmental communities through coral transplantation activities, coastal management, and eco-educational tourism development. Based on the Sustainability Report of PT Antam Tbk (2022) and the Annual Report of PT Antam Tbk (2023), the program reflects the company's commitment to environmental conservation and strengthening the economy of coastal communities. Nevertheless, the implementation of the program still faces various obstacles, such as limited resources, high sedimentation, suboptimal monitoring, and low community participation in program maintenance.

The main problem in this study is how effective and sustainable the PADAKUAN Program of PT Antam UBPN Sultra is in developing and conserving coral reefs in Hakatutobu Village. This study aims to evaluate the implementation of the program through the aspects of context, input, process, and product in order to determine the extent to which the program is able to provide ecological and social impacts for coastal communities. The evaluation is conducted to identify supporting factors, implementation obstacles, and the sustainability of the conservation program carried out by the company.

This study has important relevance in the field of public administration and environmental CSR because it provides empirical contributions regarding the evaluation of coastal conservation-based CSR programs using the CIPP model, consisting of Context, Input, Process, and Product. Previous studies have mostly highlighted the effectiveness of conservation programs descriptively or used the Triple Bottom Line approach, while this study offers a more comprehensive evaluative analysis of the implementation of PT Antam UBPN Sultra's CSR program. Therefore, this study is expected to enrich scientific discussions on sustainable CSR management and serve as a strategic recommendation for developing community participation-based environmental conservation programs.

B. LITERATURE REVIEW

CIPP Model Program Evaluation Theory

The CIPP model program evaluation theory is an evaluation approach used to assess a program comprehensively through four main components, namely Context, Input, Process, and Product. The context aspect is used to assess the suitability of a program with the needs, problems, and environmental conditions that serve as the basis for program implementation. The input aspect assesses the readiness of resources, strategies, institutional support, and facilities used to achieve program objectives. The process aspect functions to examine how the program is implemented, including coordination, participation, monitoring, and obstacles that

arise during implementation. The product aspect is used to assess the results, benefits, impacts, and sustainability of the program; therefore, the CIPP model is relevant for evaluating the effectiveness of the PADAKUAN Program in coral reef rehabilitation and coastal community empowerment (Stufflebeam & Zhang, 2017; Mavrot et al., 2025). Indicators:

- Context: ecological and social needs of coastal communities
- Input: funding, facilities, human resources, and institutional support
- Process: implementation of coral transplantation, education, monitoring, and coordination
- Product: ecological, social, and economic impacts, as well as program sustainability
- Obstacles in program implementation
- Recommendations for program improvement

Stakeholder-Based Corporate Social Responsibility Theory

Stakeholder-based Corporate Social Responsibility theory explains that companies have responsibilities not only to shareholders, but also to parties affected by company activities, including local communities, government, environmental communities, and surrounding ecosystems. In the context of mining companies, CSR should not be understood merely as social assistance, but must be directed toward environmental protection, community capacity strengthening, and the creation of long-term benefits for affected areas. This theory is relevant to the PADAKUAN Program because coral reef rehabilitation, environmental education, and eco-educational tourism development position coastal communities as partners in environmental management, not merely as beneficiaries. Stakeholder-based CSR also emphasizes the importance of dialogue, participation, transparency, and collaboration between companies and communities so that programs do not stop at symbolic activities. Therefore, stakeholder-based CSR theory can be used to assess the extent to which PT Antam UBPB Sultra implements social and environmental responsibility in a participatory, sustainable manner that aligns with the needs of communities and coastal ecosystems (Awa et al., 2024; Olukorede et al., 2025). Indicators:

- Corporate environmental responsibility
- Involvement of coastal communities
- Collaboration among the company, village government, and local communities
- Transparency in program implementation
- Social and economic benefits for the community
- Sustainability of CSR programs
- Protection and restoration of coastal ecosystems

C. RESEARCH METHODOLOGY

This study uses a qualitative approach with a descriptive evaluative research type. The study was located in Hakatutobu Village, Pomalaa District, Kolaka Regency, which is the implementation area of the PADAKUAN Program of PT Antam UBPB Sultra in the development and preservation of coral reefs. The research subjects consisted of PT Antam UBPB Sultra, the KAPAL Kolaka community, the Village Government and the Hakatutobu Village community who were directly involved in the program. Data collection was carried out through observation, interviews, and documentation. Data analysis used the Miles and

Huberman interactive analysis model which includes data reduction, data presentation, and drawing and verifying conclusions to obtain an overview of the effectiveness of the implementation of the PADAKUAN CSR program.

D. RESULT AND DISCUSSION

Context of the Program

The research findings show that the PADAKUAN Program of PT Antam UBPB Sultra was implemented as a response to the degradation of the coral reef ecosystem in Hakatutubu Village, Pomalaa District, Kolaka Regency. This degradation is influenced by sedimentation, human activities in coastal areas, and environmental pressures related to the dynamics of natural resource utilization around the coastal region. Within the CIPP evaluation framework, the context aspect shows that this program has a clear basis of need because the ecological problems in Hakatutubu Village affect not only the condition of coral reefs, but also the sustainability of coastal communities' livelihoods. Coral reefs have important functions as habitats for marine biota, natural protectors of coastal areas, and supporters of economic activities for communities that depend on marine resources. Therefore, coral reef degradation cannot be understood merely as an environmental problem, but also as a social and economic issue for coastal communities.

The PADAKUAN Program emerged as a form of corporate social responsibility in supporting environmental conservation while encouraging public awareness of the importance of coastal ecosystem conservation. This program is not only directed at the physical rehabilitation of coral reefs, but also seeks to build community involvement in maintaining the sustainability of conservation outcomes. From the context aspect, the program objectives are considered relevant to local needs because Hakatutubu Village requires an intervention that can address two issues at once, namely the restoration of marine ecosystems and the strengthening of community capacity in environmental management. The relevance of the program is also reflected in the company's effort to involve the village government, environmental communities, and local residents as part of program implementation. The involvement of various parties indicates that the PADAKUAN Program is not positioned as a temporary CSR activity, but as a program connected to sustainable development in coastal areas.

These findings indicate that environment-based CSR programs will be more effective when designed based on the mapping of local problems and the needs of target communities. Conservation programs will not run optimally if they are oriented only toward technical activities, such as coral transplantation, without considering the social conditions of communities living alongside the ecosystem. The findings of this study are in line with the view of Juliani and Ningsih (2025), who emphasize that the success of coral reef conservation is strongly influenced by the suitability of the program with local conditions and the involvement of coastal communities. Thus, the PADAKUAN Program makes an important contribution as an implementation of CSR that is not only oriented toward corporate image, but also toward strengthening ecological and social sustainability. From an evaluative perspective, the context aspect shows that this program has a relevant implementation basis,

although its success still depends on the continuity of implementation and community support in the long term.

Input of the Program

From the input aspect, the research findings show that PT Antam UBPB Sultra has provided several important forms of support in implementing the PADAKUAN Program. These forms of support include funding, coral transplantation facilities, conservation activity equipment, and cooperation with environmental communities such as KAPAL Kolaka. In addition, the program also involves the community in marine conservation education and training activities, so that the community is not only positioned as beneficiaries, but also as actors expected to play a role in maintaining program sustainability. Within the CIPP evaluation framework, the input aspect is an important component because program success is strongly determined by resource readiness, implementer capacity, facility availability, and the implementation strategy used. A program with complex ecological objectives requires strong input support so that conservation activities do not stop at the initial implementation stage.

Although funding and basic facilities have been provided, the implementation of the PADAKUAN Program still faces several obstacles. The limited number of technical personnel is one important obstacle because coral reef rehabilitation requires specific expertise, ranging from site selection and transplantation techniques to coral media maintenance and monitoring coral growth. In addition, limited supporting facilities and the suboptimal capacity of human resources involved in maintenance also become challenges in sustaining program outcomes. Marine conservation activities cannot be carried out only at the planting or transplantation stage; they require continuous monitoring so that rehabilitation results can develop and survive under constantly changing environmental conditions. This condition shows that the success of conservation programs is not determined only by the availability of funds, but also by the quality of human resources, technical support, and a consistent maintenance system.

These findings strengthen the results of Karimuna et al. (2024), who state that limited facilities and monitoring are major obstacles in CSR-based coral reef conservation programs. Academically, the input aspect confirms that environmental CSR programs require careful resource design, especially when the program relates to vulnerable ecosystems such as coral reefs. PT Antam UBPB Sultra has demonstrated commitment through the provision of initial support; however, this support still needs to be strengthened through community capacity building, the involvement of conservation experts, the provision of monitoring facilities, and continued funding mechanisms. Without strengthening the input aspect, the program risks declining effectiveness because the community does not yet fully possess the capacity and facilities needed to maintain the sustainability of conservation outcomes. Therefore, the input aspect becomes a strategic factor in determining whether the PADAKUAN Program can develop from a CSR activity into a sustainable conservation program.

Process of Program Implementation

In terms of the process aspect, the PADAKUAN Program is implemented through several main activities, namely coral transplantation, environmental education, socialization, and mentoring for coastal communities. Program implementation involves PT Antam UBPB Sultra, environmental communities, the village government, and the Hakatutobu Village community in a collaborative manner. The involvement of various actors shows that program

implementation is not carried out unilaterally, but through a pattern of cooperation that seeks to connect corporate interests, community needs, and environmental conservation goals. In CIPP evaluation, the process aspect is used to examine how the program is carried out, whether activities are in accordance with the plan, how coordination takes place, and what obstacles arise during implementation. Therefore, the process aspect is important for assessing whether the inputs provided can truly be transformed into effective field activities.

The research findings show that the implementation process of the PADAKUAN Program has run fairly well, particularly in building community awareness of the importance of protecting marine ecosystems. Educational and socialization activities provide space for the community to understand that coral reefs are not merely part of the marine environment, but are also directly related to the sustainability of the coastal economy. Through coral transplantation activities, the community gains practical experience in marine ecosystem restoration. However, the program implementation still faces obstacles in terms of monitoring and evaluation, which have not been carried out consistently. Inconsistent monitoring causes several conservation activities to be less optimally observed, so the development of coral transplantation results, the success rate of maintenance, and community participation have not been comprehensively documented.

The lack of continuous mentoring also causes community participation in coral reef maintenance to remain low. Community participation tends to be stronger at the activity implementation stage, but has not fully developed into independent involvement in maintaining conservation outcomes. This condition indicates that the program implementation process has not yet fully created community independence as managers of the coastal environment. This finding supports the view of Dwiputrianti et al. (2024), who state that program evaluation needs to be carried out continuously so that program implementation can run effectively and adaptively to field constraints. Thus, the process aspect becomes an important indicator in determining the long-term success of environmental CSR programs. The PADAKUAN Program requires strengthening in mentoring patterns, monitoring schedules, community role distribution, and joint evaluation mechanisms so that the implementation process does not only produce conservation activities, but also builds sustainable local capacity.

Product or Results of the Program

The research findings show that the PADAKUAN Program has had a positive impact on coral reef conservation and increased coastal community awareness of the importance of environmental conservation. The ecological impact can be seen from marine ecosystem rehabilitation activities through coral transplantation, which serve as an initial step in restoring the condition of coral reefs in Hakatutobu Village. This program also provides social benefits through increased community knowledge of sustainable coastal resource management. The community has begun to understand that coral reef degradation can affect the sustainability of marine resources and their economic life. Within the CIPP evaluation framework, the product aspect does not only examine the direct outputs of a program, but also assesses the benefits, impacts, and potential sustainability of the results achieved.

In addition to ecological and social impacts, the PADAKUAN Program also has the potential to support community economic development through the concept of eco-educational tourism. However, the research findings show that the program's economic impact on the

community is still not significant. This is because the program has not yet been fully integrated with local economic development, such as coral reef educational tourism, coastal resource-based enterprises, or conservation activity packages that can provide economic value to the community. In other words, the program has produced environmental benefits and increased awareness, but has not fully transformed conservation outcomes into real economic opportunities for coastal communities. This condition shows that the success of environmental CSR programs cannot be measured only by the success of ecosystem rehabilitation, but also by the extent to which the program can create sustainable social and economic benefits.

Academically, these findings show that the CIPP evaluation model is able to provide a comprehensive picture of the effectiveness of the PADAKUAN Program as an environmental conservation-based CSR program. The context aspect shows the relevance of the program to local needs, the input aspect shows the readiness and limitations of resources, the process aspect describes the dynamics of implementation and monitoring constraints, while the product aspect shows program achievements along with the limitations of its economic impact. Therefore, this evaluation can serve as a basis for recommendations to improve the program in a more sustainable direction. The PADAKUAN Program needs to be directed not only toward coral reef rehabilitation, but also toward strengthening community institutions, developing eco-educational tourism, improving technical capacity, and establishing a long-term monitoring system. Through these improvements, environmental CSR programs can provide broader benefits, both for the sustainability of coastal ecosystems and for the welfare of the Hakatutobu Village community.

E. CONCLUSION

Based on the results of the study using the CIPP evaluation model, the PADAKUAN Program of PT Antam UBPB Sultra is considered quite effective in supporting the development and preservation of coral reefs in Hakatutobu Village. In terms of context, the program has been in accordance with the needs of the community and the condition of the coastal environment that has experienced coral reef damage. In terms of input, the company has provided support in the form of funding, facilities, and cooperation with environmental communities, although there are still limitations in resources and technical personnel. In terms of process, the implementation of the program through coral transplantation, environmental education, and community assistance has gone quite well, but monitoring and community participation in program maintenance has not been optimal. Meanwhile, in terms of product, the program has had a positive impact on coral reef rehabilitation and increased public awareness of the importance of environmental conservation, although the economic benefits for coastal communities are still not significant. Overall, the success of an environmental CSR program is not only determined by the implementation of conservation activities, but also by the sustainability of management, community involvement, and consistency of program evaluation.

REFERENCES

- Alfikri, M. Y., Arnisyi, U., Azizah, Y. N., A, S. N., Mawaddah, N., & Hakim, A. T. (2025). Evaluasi Kebijakan Publik: Pengertian, Teori Dan Karakteristik. *Menulis: Jurnal*

- Penelitian Nusantara*, 1(6), 29–33.
- Arafat. (2023). *Kebijakan Publik; Teori Dan Praktik* (Vol. 19, Issue 5).
- Awa, H. O., Etim, W., & Ogbonda, E. (2024). Stakeholders, stakeholder theory and Corporate Social Responsibility. *International Journal of Corporate Social Responsibility*, 9, Article 11. <https://doi.org/10.1186/s40991-024-00094-y>
- Baskhara, W. E., Amsari, R., Khalil, R. A., & Priatna, P. A. (2023). Kolaborasi Multi Stakeholders Dalam Praktik Corporate Social Responsibility Pada Konservasi Terumbu Karang di Tanjung Kupang. *Madani Jurnal Politik Dan Sosial Kemasyarakatan*, 15(02), 344–363. <https://doi.org/10.52166/madani.v15i02.4913>
- Dewi, D. S. K. (2019). Buku Ajar Kebijakan Publik. *UM Jakarta Press*, 268.
- Dimas saputra (2023) EVALUASI PROGRAM CSR PT PERTAMINA EP LIMAU FIELD PADA PROGRAM NIAT MILA DESA AIR ENAU, SUMATERA SELATAN. Program studi kesejahteraan sosial fakultas dakwah dan ilmu komunikasi uin syarif hidayatullah jakarta
- Fauzannah, S. (2021). Evaluasi Program Corporate Social Responsibility Rumah Tidak Layak Huni Perumda Tirta Pakuan Kota Bogor terhadap Kesejahteraan Penerima Manfaat di *Repository.Uinjkt.Ac.Id*.
[https://repository.uinjkt.ac.id/dspace/handle/123456789/57877%0Ahttps://repository.uinjkt.ac.id/dspace/bitstream/123456789/57877/1/SAHNAZ FAUZANNAH-FDK-IR.pdf](https://repository.uinjkt.ac.id/dspace/handle/123456789/57877%0Ahttps://repository.uinjkt.ac.id/dspace/bitstream/123456789/57877/1/SAHNAZ%20FAUZANNAH-FDK-IR.pdf)
- Hajaroh, M. (2019). POHON TEORI EVALUASI KEBIJAKAN DAN PROGRAM (Metode, Nilai dan Menilai, Penggunaan). *Foundasia*, 9(1).
<https://doi.org/10.21831/foundasia.v9i1.26149>
- Indonesia. (2007). *Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas*. Lembaran Negara Republik Indonesia Tahun 2007 Nomor 106.
- Indonesia. (2012). *Peraturan Pemerintah Republik Indonesia Nomor 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas*. Lembaran Negara Republik Indonesia Tahun 2012 Nomor 89.
- Indonesia. (2007). *Undang-Undang Republik Indonesia Nomor 25 Tahun 2007 tentang Penanaman Modal*. Lembaran Negara Republik Indonesia Tahun 2007 Nomor 67.
- Karimuna, L., Larisu, Z., Upe, A., Program Studi Administrasi Pembangunan Pascasarjana UHO Kendari, M., Program Studi Administrasi Pembangunan Pascasarjana UHO Kendari, D., & Program Studi Agrotek Fakultas Pertanian UHO Kendari, D. (2024). EFEKTIVITAS PROGRAM KONVERVASI TERUMBU KARANG OLEH PT ANTAM TBK UNIT BISNIS PERTAMBANGAN NIKEL (UBPN) KOLAKA DI KECAMATAN POMALAA KABUPATEN KOLAKA EFFECTIVENESS OF CORAL REEF CONSERVATION PROGRAM BY PT ANTAM TBK NICKEL MINING BUSINESS UNIT (UBPN) KOLAKA I. In *Jurnal Administrasi Pembangunan dan Kebijakan Publik* (Vol. 15, Issue 2).
- Kebijkanteori, E., & Praktekadministrasipembangunan, D. A. N. (2025). *Evaluasi kebijakanteori dan praktekadministrasipembangunan, ekonomidan sdm di era ai* (Issue April).
- Laporan Kinerja TJSL ANTAM UBPN kolaka tahun 2022
- Masruroh, U. (2022). Konservasi dan Pemberdayaan “Peran CSR PHE WMO dalam <http://jurnaldialektika.com/>
- Publisher: Perkumpulan Ilmuwan Administrasi Negara Indonesia
P-ISSN: 1412 -9736
E-ISSN: 2828-545X

- Pemberdayaan Masyarakat Pesisir di Labuhan, Bangkalan.” *Eastasouth Journal of Effective Community Services*, 1(02), 01–16. <https://doi.org/10.58812/ejecs.v1i02.45>
- Mavrot, C., Potluka, O., Balzer, L., Eicher, V., Haunberger, S., Heuer, C., & Viallon, F.-X. (2025). What evaluation criteria are used in policy evaluation research: A cross-field literature review. *Evaluation and Program Planning*, 108, Article 102512. <https://doi.org/10.1016/j.evalprogplan.2024.102512>
- Mendrofa, R., Pembinaan, U., Indonesia, M., Publik, K., & Administrasi, T. (2024). Implementasi Kebijakan Publik serta Terhadap Kepentingan Publik Berdasarkan Teori Administrasi Negara Saat Ini. *Journal Genta Mulia*, 15(1), 387–392.
- Nurman, M. (2016). Evaluasi program pendidikan: "Pendekatan evaluasi program berorientasi tujuan (goal-oriented evaluation approach ralph W.Tyler)". *El-Tsaqafah*, 15(2), 204–212.
- Olukorede, A. (2025). Stakeholder engagement and participation in environmental corporate social responsibility. *International Journal of Corporate Social Responsibility*, 10, Article 3. <https://doi.org/10.1186/s40991-025-00111-8>
- Pramono, J. (2020). Implementasi dan Evaluasi Kebijakan Publik. In *Kebijakan Publik*.
- Pettalongi, S. S., Muas, M., Arafat, & Ndaomanu, D. N. (2025). *Metodologi penelitian kuantitatif, kualitatif, dan campuran: Teori dan praktik*. Medan: PT Media Penerbit Indonesia. ISBN 978-634-7305-62-6
- PT Aneka Tambang Tbk. 2023. *Laporan Keberlanjutan 2023: Mendorong Inovasi untuk Keunggulan yang Berkelanjutan*. Jakarta: PT Aneka Tambang Tbk
- Qonaah, S. Q. (2019). Implementasi Program Bina Lingkungan Corporat Social Responsibility PT Pertamina Dalam Upaya Pelestarian Ekosistem Laut. *Jurnal Komunikasi*, 10(2), 153–160. <https://doi.org/10.31294/jkom.v10i2.6194>
- Ramdhani, A., & Ramdhani, M. A. (2017). Konsep Umum Pelaksanaan Kebijakan Publik. *Jurnal Publik*, 1–12. <https://doi.org/10.1109/ICMENS.2005.96>
- Rosyada, D. (2020). *Penelitian Kualitatif untuk Ilmu Pendidikan*. Jakarta: Kencana Prenada Media Group.
- Simbolon, A. A. (n.d.). *Analisis Efektivitas Program Corporate Social Responsibility (CSR)*.
- Stufflebeam, D. L., & Zhang, G. (2017). *The CIPP evaluation model: How to evaluate for improvement and accountability*. Guilford Publications.
- Triwibowo, A. (2023). STRATEGI PENGELOLAAN EKOSISTEM TERUMBU KARANG DI WILAYAH PESISIR. *Jurnal Kelautan Dan Perikanan Terapan (JKPT)*, 1, 61. <https://doi.org/10.15578/jkpt.v1i0.12048>
- Waode Siti Cahyani^{1*}, Isdradjad Setyobudiandi², dan Ridwan Affandy²(2018) KONDISI DAN STATUS KEBERLANJUTAN EKOSISTEM TERUMBU KARANG DI KAWASAN KONSERVASI PERAIRAN PULO PASI GUSUNG, SELAYAR. *Jurnal Ilmu dan Teknologi Kelautan Tropis* . <http://dx.doi.org/10.29244/jitkt.v10i1.21672>
- Warman, W., Komariyah, L., & Kaltsum, K. F. U. (2023). Konsep Umum Evaluasi Kebijakan. *Jurnal Ilmu Manajemen Dan Pendidikan*, 3, 25–32. <https://doi.org/10.30872/jimpian.v3ise.2912>
- Wulandari, C. (2025). Peran Corporate Social Responsibility Dalam Meningkatkan Citra Perusahaan: Tinjauan Literatur. *Economics And Business Management Journal (EBMJ)*, 4(01), 14–20.