

## Risk Management Analysis Based on Environmental and Social Aspects Case: PT A

Permata Kardina Putra<sup>1</sup>, Ancella Anitawati Hermawan<sup>2</sup>

<sup>1,2</sup>Faculty of Economics and Business, Universitas Indonesia

[permatakardina@gmail.com](mailto:permatakardina@gmail.com)

### Abstract

*This study aims to analyze environmental and social risk management in fertilizer companies. Environmental and social aspects are essential for fertilizer companies because chemicals as the primary raw material risk pollution to the environment. In addition to the environmental impact, the Company also has a potential impact from business activities on employees and the surrounding community. Companies need to implement risk management related to environmental and social aspects in an orderly manner. This study uses qualitative methods using interviews and documentation. The study results indicate that the Company has made efforts to carry out risk management related to social and environmental aspects. However, companies in implementing environmental performance are carried out partially so that the measurement of sustainability strategies does not include environmental and social factors as key performance indicators. The absence of key performance indicators for environmental and social aspects impacts the Company's ineffectiveness in managing environmental and social risks. Companies need to make key performance indicators based on social and environmental elements to achieve sustainability goals.*

### Keywords

risk; chemicals; environmental; social



## I. Introduction

Global climate change continues in various countries, including Indonesia. The problem of climate change is a threat to all living things caused by human activities. So there needs to be a commitment to mitigating the risks of climate change through environmentally friendly activities and can save the planet earth. Including companies also need to implement environmentally friendly business activities and reduce inequality in terms of economic and social. Sustainable development aims to improve the community's economic welfare, the sustainability of social life, and maintain the quality of the environment from one generation to the next (Bappenas, 2020). The Government of Indonesia is committed to sustainability in realizing sustainable development goals through Presidential Regulation Number 59 of 2017 concerning the Implementation of Achieving Sustainable Development Goals. The regulation emphasizes that in achieving sustainable development, it is necessary to harmonize with the national long-term and medium-term development plans and require the support of various parties ranging from business actors, local governments to the central Government. The Indonesia Stock Exchange (IDX) policy has reflected the Government's license, which applies a green investment index based on environmental, social, and governance (ESG) aspects.

A stock index that is green investment can increase investors' interest in investing in companies that pay attention to environmental and social aspects. So that the existence of a stock index that is green investment can positively impact the overall investment climate in

the capital market. Disclosure of reports in environmental and social contexts positively impacts market reactions (Suttipun, 2021). Investors are attracted to the Company's non-financial performance because it can predict the Company's performance in the long term compared to just looking at the financial statements. Investors are attracted to non-financial performance because it can show that the Company has environmental and social benefits. Sustainability reporting aims to provide sustainability information for stakeholders and create value for external users (Petcharat, 2019). Companies that support sustainability are concerned with short-term financial benefits and anticipate the risks posed to social and environmental aspects. When anticipating social and ecological risks, the Company is also paying attention to its business continuity.

One industrial sector that has risks to the environment and society is the fertilizer industry because it uses chemical substances as the primary raw material in producing fertilizers. However, the fertilizer industry sector is committed to environmental sustainability through the Regulation of the Minister of Industry Number 50 of 2020 regarding green industry standards. Through this regulation encourages the fertilizer industry always to use resources sustainably. It can harmonize industrial development with the preservation of environmental functions and provide benefits to the community. The fertilizer industry sector in Indonesia has increased production in line with the growth of the agricultural sector. Fertilizer production data throughout 2020 reached 12,254,676 tons, surpassing 2019's output of 11,838,451 tons (Pupuk Indonesia, 2021). The significant growth in the fertilizer industry requires funding from investors. However, investors are more attracted to companies that care about the environment and society, thus adapting the fertilizer industry to meet investors' wishes. Awareness of the importance of social and environmental aspects within the Company is encouraged by stakeholders, one of which is investors. Management can be strongly influenced by stakeholders when making decisions regarding corporate social responsibility (Kamal, 2021).

Increased awareness of stakeholders regarding business sustainability encourages management to integrate environmental and social risk management into corporate strategy. Integrated sustainable reporting has an essential role in providing and conveying better information related to Environmental and Social to stakeholders (Hoang, 2018). The Company must also pay attention to the relationship with the workforce and the surrounding community (Henisz et al., 2019). Fertilizer companies prioritize the communication process to stakeholders in the implementation of social and environmental responsibilities. The fertilizer industry sector, which continues to grow, will require investors' funding to increase production capacity and business expansion. However, investors need to look at the Company's performance through sustainability-related to environmental and social aspects. So that fertilizer company meets investors' expectations to incorporate the element of sustainability into the Company's strategy.

The Company prioritizes the communication process to stakeholders through the implementation of social and environmental responsibilities. PT A is part of the fertilizer industry sector which continues to grow; of course, it requires funding from investors to increase production capacity and business expansion. However, investors need to consider the Company's environmental performance by implementing sustainability-related environmental and social aspects. So that PT A has the challenge to meet investors' expectations to incorporate elements of sustainability into the Company's strategy. The sustainability aspect makes companies need to innovate their strategies and business operations to be more sustainable and manage risks that impact environmental and social factors, including the Company's commitment to ecological sustainability through environmentally friendly business practices. Based on the problems described above, it

becomes the basis for researchers in conducting research related to the extent to which the implementation of risk management related to sustainability has become part of the Company's strategy.

The contribution of this research is that it can provide benefits to company management in developing risk management processes related to social and environmental aspects. So that companies can mitigate risks associated with environmental elements such as reducing carbon emissions, liquid waste, and environmentally friendly products. In addition, in the social aspect, the Company can contribute to the health and safety of employees and the community around the Company through community empowerment programs.

This study aims to determine risk management related to environmental and social aspects in fertilizer companies. So that it can provide an overview of the risk management process related to environmental and social factors. This research looks at the environmental and social aspects and the risk management process related to these two aspects. Companies have an essential role in achieving sustainable development goals. According to Hansen and Mowen (2017), sustainable development is a development that does not damage the supporting ecosystem to meet the needs of present and future generations. In supporting sustainable development, technology-based product innovation is needed to save resources and reduce the impact on the environment. Hansen and Mowen (2017) describe eco-efficiency as providing environmentally friendly goods or services at competitive prices to satisfy customer needs. The principle of eco-efficiency means minimizing damage to the environment, such as preventing pollution and saving on the use of water, energy, and land. Kaplan et al. (2020) revealed that stakeholders in the business ecosystem sustainably through the Triple Bottom Line (TBL) concept of financial, environmental, and social performance. Wood (2016) revealed that Corporate social performance (CSP) is based on the principles and results of business relationships with stakeholders. CSP is a refinement of corporate social responsibility (CSR). So that one of the elements of CSP includes a component of corporate social responsibility (CSR), especially about ethical principles or the structure of social responsibility.

According to Indrawati, T., & Yovita, I. in Affandi et al (2020), the market is "a meeting place between sellers and buyers. In economics the understanding of the market is broader than just a meeting place between sellers and buyers to carry out sale and purchase transactions for goods / services". The economic condition of the population is a condition that describes human life that has economic score (Shah et al, 2020). Economic growth is still an important goal in a country's economy, especially for developing countries like Indonesia (Magdalena and Suhatman, 2020).

Approach to stakeholders is an essential part of business sustainability. Bodhanwala and Bodhanwala (2018), in their research, explained that Market perceptions regarding sustainability practices influence sustainability measures in implementing business policies. So that business policy is continuously controlled by stakeholders; for example, investors affect market perceptions. One aspect of business sustainability is that the Company obtains input from stakeholders regarding environmental and social factors. Through a stakeholder approach, the Company communicates to stakeholders by conducting discussions about the impact of the Company's activities on the environment and society. Johnson (2012) identifies stakeholder priorities for companies that produce using chemical raw materials: Investors, Customers, Government, Worker, Local community, Environmental Activist. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021).

The existence of risk in business processes in a company is related to environmental and social aspects; it is necessary to carry out procedures regarding risk management. According to Lam (2017), the risk is a factor that can cause deviations from the expected results and affect the achievement of business goals and overall organizational performance. For the procedures for risk management to be effective, risk management should be part of the Company's strategy. Committee of Sponsoring Organizations of the Treadway Commission (COSO) defined enterprise risk management (ERM) as a process influenced by the components of the Company and applied in the Company's strategy to identify the possibility of events affecting the Company. As well as managing risk being in risk appetite to achieve company goals, companies that adopt ERM as a whole can integrate the ERM process into the strategy to achieve company goals. COSO ERM 2017 framework for enterprises as described by a committee of Sponsoring Organizations of the Treadway Commission (COSO)- ERM Integrating with Strategy and performance consists of five components, namely: Governance and Culture, Strategy and Objective Setting, performance, Review and Revision, Information, Communication, and Reporting.

## **II. Research Method**

This study uses a qualitative research design with a case study approach. Case studies research uses various data sources, phenomena in a natural context to apply theory to the empirical world (Piekkari et al., 2008). A qualitative approach is used to obtain information on the source of the problem and decisions taken from risks related to the environment and society. The research uses the research object of a fertilizer company where its business activities impact environmental and social aspects. In addition, fertilizer companies are in a growing industry that requires funding from investors to expand. However, investors in making investments look at the environmental and social aspects of the Company. So companies need to manage risks related to environmental and social elements to achieve goals for the Company. This study uses the following data techniques:

Interviews in this study are data obtained directly and actively from researchers to participants. Primary data can be obtained from interviews through interactions between researchers and participants directly or through internet media (Cassell and Catherine, 2018). The interview technique used in this study is a structured interview, namely by making a list of questions before conducting the research. Determination of informants to be targeted by researchers as resource persons in this study came from internal parties of PT A, namely those in the Corporate Governance and Risk Management work unit, Corporate Social Responsibility work unit, Occupational health and safety (OHS), and Environmental work unit, and Internal Audit work unit. The purpose of selecting resource persons is to produce research results to support the data analysis process.

Researchers must have extensive knowledge of the object under study. So researchers need to obtain secondary data in the form of company internal documents and regulations related to the research topic. Through secondary data analysis, the researcher analyzed the data that was already available. However, even though direct research interactions with participants do not generate the data, researchers still need to collect and construct the data (Cassell and Catherine, 2018). Through the documentation technique, literature and documents are analyzed related to the topics discussed. It aims to obtain theoretical data that supports the truth of the data obtained from the research.

Data analysis aims to understand and analyze the data obtained in interviews and company documents to solve problems. The steps in analyzing the data start from identifying issues regarding risk management based on environmental and social aspects.

Furthermore, the process of studying the literature regarding the formulation of the problem is carried out. The next step is to conduct structured interviews and supporting documents at the core of the research implementation process. Because in the interview process, the researcher collects data that is used as evidence in conducting the evaluation. This interview process is carried out with credibility so that it can produce objective data. The researcher concludes the data obtained and evaluates the COSO ERM framework in the following data analysis stage. Furthermore, the research results are in the form of proposals and suggestions for risk improvement related to the environment and society for the Company. The author carries out stages of research objectively to produce credible research results.

### **III. Results and Discussion**

PT A's business activities producing chemical-based fertilizers are associated with social and environmental risks because the use of chemicals, if not appropriately managed, will result in ecological damage and impact the community around the Company. The Company's operating activities cause these environmental and social risks to be described through COSO ERM 2017. Companies must find ways to improve long-term performance related to building a sustainability strategy that is part of business activities. Some business activities need to pay attention to the sustainability aspect. Risk management is essential to environmental and social elements because environmental sustainability requires company adjustments related to risk management based on social and ecological factors. Risk management is part of the Company's efforts to create and increase its value through the COSO ERM 2017 approach, consisting of Governance and Culture, Strategy and Objective Setting, Performance, Review and Revision, Information, Communication, and Reporting. Through the COSO ERM 2017 approach, PT A carries out a series of risk management processes related to environmental and social aspects as follows:

The Company has a vital role in implementing risk management for all business activities to achieve company goals. There is a need for encouragement from the board to communicate risk management policies to all elements of the organization. The commitment of the Board of Commissioners and Board of Directors of PT A regarding the implementation of risk management is realized through guidelines for implementing risk management. In addition, the Company builds a risk-aware culture through an early warning system for all uncertainty factors that can impact the Company's objectives, as explained below:

The risk owner can carry out the planned mitigation program through the operational risk reporting mechanism, which will be reported by the risk owner directly to the board of directors or through the risk management information system. (Risk Management Manager).

Through the information system, the risk reporting mechanism is helpful for the board of directors to focus more on dealing with risks that interfere with the achievement of company goals. In addition, PT A supports the sustainability program by adjusting the organizational structure by forming a particular unit related to the environment and society, as explained below:

The Board of Directors assigns the CSR department as the person in charge and coordinator in the implementation and evaluation of the effectiveness of CSR Program Policies in the Company. (Manager Corporate Social Responsibility).

The Company pays attention to environmental aspects due to encouragement from stakeholders. Stakeholder involvement is one of the critical roles in the sustainability of a



company. Stakeholders encourage companies not only to pursue financial performance but also to optimize environmental performance. Bodhanwala and Bodhanwala (2018) revealed that Market perceptions regarding sustainability practices influence sustainability measures in implementing business policies. So that business policy in a sustainable manner is influenced by stakeholders; for example, investors are interested in the Company's environmental and social performance. The process of identifying stakeholder interests includes the interests of each party with the Company's business activities. So companies need to identify with use the matrix to identify essential risks about stakeholders. The analysis of the interests of the Company's main stakeholders related to the ecosystem related to the Company's performance is as follows:

**Table 1. Main Stakeholder PT A**

Main stakeholders	Needs	Potential Risk
Shareholders	Management Contract Fulfillment	Management KPI not achieved
Government	Rules and Regulations (PP) are complied with	a. Violation of the Law b. Reputation
Employee	Employee satisfaction	Employee satisfaction index
The surrounding community	Eco-friendly, Community Development	a. Reputation b. Rally
Customer	Customer satisfaction	a. Product Scarcity b. Not achieving the correct quantity, proper type, right time, right place, suitable quality, and price
Supplier	Openness, information, and speed	Complaints from suppliers
Banking	Money turnover	Inaccuracy of loan repayment.

*Source: Various Sources at Work, 2021*

Stakeholders have an essential role for PT A, such as shareholders seeing the Company's KPI achievements. The Government is also necessary for companies because, in the context of companies, the Government has a policy regarding the sale of subsidized fertilizers, which is the Company's main fertilizer product that contributes to the Company's primary income. Employees every day working on the Company's business processes need to be managed through career paths and bonuses. The community is cared for by the Company through CSR programs, especially ring 1, which is well cared for. Customers have an essential role in product sales, so they need to be maintained. Suppliers have a role in fulfilling raw materials in the production process. There is no delay in raw materials from suppliers because it will affect the smooth production process.

PT A in identifying the needs of these stakeholders who need information on environmental and social performance is only limited to the community and environmental activists. At the same time, other stakeholders need to know about the social and ecological performance implemented by the Company but have not been accommodated by the Company. According to Doni et al. (2021), stakeholders have a relationship with the Company's social performance and can shape the Company's culture. Stakeholders can also play a role in providing solutions to problems regarding corporate social responsibility.

Importance of communication to stakeholders inside and outside the Company aims to create added value for the Company as described below:

The Company cooperates with the environmentalist community by periodically holding meetings with environmentalists to ask for suggestions for improvement to improve the quality of environmental management. (Corporate Social Responsibility Manager).

The Company pays attention to environmental aspects through stakeholders, including the environmental activist community's role to avoid reputation risk. Management can be strongly influenced by stakeholders when making decisions regarding corporate social responsibility (Kamal, 2021). Environmental activists have a role in monitoring the Company's environmental performance and reporting any findings of ecological damage resulting from business activities.

The Company is committed to reducing the negative impact of global warming through environmentally friendly business practices and paying attention to social aspects. So that the strategy carried out by the Company focuses not only on profit but also must have a social and environmental mission to all stakeholders. To improve environmental performance, PT A uses an environmental management system based on the ISO 14001 standard. The Company carries out various sustainable business strategies that pay attention to environmental and social aspects as explained below:

Sustainability strategy carried out by the Company with a top-down policy while still paying attention to the sustainability of the business and the surrounding community. (Environmental and OHS Manager).

After carrying out environmental management, the Company needs to measure the success of ecological performance through several performance indicators. Performance measurement provides benefits for assessing the success of the Company's strategy to achieve goals (Atkinson et al., 2012). From the performance measurement results, management can make the necessary improvements to improve the Company's performance in the future. PT A has KPIs that are measured from the perspective of the balanced scorecard (BSC) as described below:

The Company's KPI targets are measured using the BSC perspective consisting of Financial perspective, Customer Perspective, Internal Business Process, Learning, and Growth. These four aspects are the same as COGM's revenue finance, efficiency, human resource development. (Internal Audit Manager).

The Company sets targets in 20xx based on the Company's KPIs as follows.

**Table 2. KPI of PT A**

BSC	KPI Indicator
Financial Perspective	Net Income EBITDA Interest Bearing Debt to EBITDA Ratio Return on Assets Working capital Loan to Current Asset
Customer Perspective	Revenue from fertilizer sales
Internal Business Process	COGM Efficiency Production load efficiency Investment implementation effectiveness
Learning and Growth	The best employee Employee productivity

*Source: Various Sources at Work, 2021*

Based on the information above, PT A has not implemented the KPI of an environmental-based company, so that environmental and social aspects have not been linked to the Company's KPI. The achievement of the sustainability strategy is still partially implemented through work units that are directly related to environmental aspects not related to the Company's KPIs. According to Burhany et al. (2021), The sustainability balanced scorecard (SBSC) is a modification of the balanced scorecard (BSC), which can align environmental indicators to the four BSC perspectives to obtain balanced ecological performance information. PT A needs to include environmental and social indicators elements into the Company's KPIs to achieve sustainability goals.

Companies need to identify and assess environmental and social risks that affect strategy achievement. The process of identifying and evaluating risk at PT A goes through several stages as described below:

The identification, analysis, and evaluation of environmental and social risks refer to the Risk Control Self Assessment Procedure. Risk identification is based on KPIs that have been set to support the achievement of work unit targets. The priority of risk management is based on risk ranging from low, medium, and high. After the risk identification process is obtained, the risk profile is taken through the risk register located in all departments within the Company. The risk management and management unit will collect it, and the risk owner reports it continuously. (Risk Management Manager).

In addition to anticipating environmental impacts, PT A follows the Performance Rating Program (PROPER) compiled by the Ministry of the Environment. Through this program, there is an environmental performance rating for companies that have an essential impact on the environment, and companies must report all ecological performance.

According to the Ministry of the Environment (2018), companies get a reputation for their environmental management performance through proper assessment. The environmental aspects are assessed based on gold, green, blue, red, and black criteria. Gold Proper is the highest level of the proper property so that the Company has implemented comprehensive and sustainable environmental management. However, if the Company gets the black color predicate twice in a row, it will be sued and terminated. Environmental performance PT A is measured based on the ecological performance rating program (PROPER) as follows:

The Company gets the predicate as green PROPER, but getting it is not easy; if it is still blue, there is potential for waste to the community and the public protest. However, once PROPER is green, all the air that comes out is safe, there is no B3 waste. If there is a protest from the public, the authorities, for example, the ministry of environment, will say that this is PROPER evidence. (Environmental and OHS Manager).

The environmental performance carried out by PT A obtained the title as green PROPER, which means the Company has carried out environmental management more than the requirements. The Company has complied with the criteria for an environmental management system, biodiversity, B3, and solid waste, managed with 3R principles, emission reduction, energy efficiency, and water pollution reduction.

The Company continually evaluates the risk management process related to environmental and social aspects through the Company's environmental performance. The internal audit ensures that the Company's environmental management process complies with the ISO 14001:2015 standard. In addition, the internal audit in the implementation of the audit starts from the level of effectiveness of risk control as described below:

Internal audit always follows the implementation of an environmental management system audit every semester to meet the ISO 14001:2015 certificate. For particular audit



objects related to the environment, if in the Company's top high risk and the assessment of the audit program planning team, it is deemed necessary to carry out an audit in the current year. The annual audit program is adjusted to the priority scale of the targets to be achieved in the audit in audit; the audit program always starts with the effectiveness of risk control. (Internal Audit Manager).

The evaluation of the risk management process carried out by PT A is in line with the 2017 COSO ERM framework. Reviewing organizational performance can consider how well the Company's risk management components function from time to time and consider necessary revisions.

Through the risk management information system, PT A can obtain the necessary information related to risk. The existence of a risk management information system can help create a company risk profile. The risk profile becomes a reference in the implementation of risk-based budgeting and evaluation. In addition, the risk profile is used by the Internal Audit Unit in the performance of a risk-based audit as described below:

In addition, the risk profile is expected to be the basis for the implementation of Risk-Based Budgeting, namely the preparation and evaluation of a risk-based budget and a reference to Internal Audit as the third line in the preparation of Risk-Based Audit. (Internal Audit Manager).

The information communication and reporting activities carried out by PT A are in line with the 2017 COSO ERM framework that corporate risk management requires an ongoing process to obtain and share the required information, both from internal and external sources to all elements of the organization.

PT A applies risk management to face challenges, namely economic opportunities and business risks that impact social and environmental aspects. It is a unity between business challenges and business risks causing ecological and social impacts. The sustainability aspect is essential for the Company because of the demand from investors, consumers, the Government, and other stakeholders. The need for sustainable elements encourages companies to use natural resources effectively to maintain the Company's Reputation, maintain company welfare, competitive advantage by prioritizing risk mitigation activities resulting from business activities impacting the environment and society. The Company also discloses environmental impacts due to economic activities, including energy, water, natural resources, and social effects such as health, work safety, developments on the surrounding community. The analysis of the suitability of PT A's social and environmental risk management practices through the COSO ERM 2017 framework is as follows:

**Table 3.** Social and Environmental Risk Management Practices at PT A

COSO ERM 2017	Suitability	Information
<i>Governance and Culture</i> a) Responsible party	Match	There is a commitment from the Board of Commissioners and the Board of Directors regarding implementing risk management related to environmental and social aspects at PT A. The Company still has not linked the needs regarding environmental and social aspects to each stakeholder and is only limited to the community
b) Relationship with stakeholders interest	Not match	

		around the Company and the environmentalist community.
<i>Strategy and Objective Setting</i> Sustainability Strategy	Not match	The sustainability strategy implemented by the Company is carried out partially through the environmental work unit and CSR and is not linked to KPIs within the Company as a measurement of environmental performance.
<i>Performance</i> Risk identification and priority Sustainability Performance	Match	There is risk identification through the work unit every month to report to the risk management work unit. There is an environmental performance indicator, namely Green PROPER
<i>Review and Revision</i> Through the performance of the organization can assess how well the Company's risk management components are functioning.	Match	The Company considers input from various parties to improve environmental and social risk management, such as environmental activists to enhance the quality of ecological management and the role of Internal audit through implementing an environmental management system audit every semester to meet ISO 14001:2015 certification.
<i>Information, Communication, and Reporting</i> Enterprise risk management requires an ongoing process of obtaining and sharing the necessary information.	Match	A risk management information system can help shape a company's risk profile. The risk profile can be used as the basis for the implementation of Risk-Based Budgeting and Risk-Based Audit.

Source: Prepared by the Author, 2021

PT A's policies regarding risk management related to environmental and social aspects have been partially aligned with the COSO ERM 2017 approach. However, several components need adjustment, especially about the measurement of sustainability strategies. It is necessary to improve the size of the success of the sustainability strategy so that it can be aligned with sustainability activities. These sustainability activities reflect the Company's activities in paying attention to environmental and social aspects, which should be the Company's KPIs. Through environmental-based KPIs, risk owners in each work unit can mitigate risk effectively to achieve a sustainability strategy. Furthermore, PT A's stakeholders have not linked the needs regarding environmental and social aspects to each stakeholder.

## IV. Conclusion

Risk management can provide solutions in dealing with the challenges and risks of the Company's business in dealing with the environmental and social impacts of business activities. So that in the risk management model, sustainability will fill all components of COSO ERM 2017. Starting from Governance and Culture, Strategy and Objective Setting, Performance, Review and Revision, Information, Communication, and Reporting. PT A in carrying out risk management has not included environmental and social aspects as the Company's KPI, which impacts the lack of social and environmental risk mitigation. It that the potential risks from business activities related to environmental and social aspects can still occur. In addition, sustainability is an essential aspect for stakeholders because it involves stakeholder interests.

## Recommendation

PT A needs to incorporate social and environmental aspects into the Company's KPIs so that the risk mitigation process can run effectively and achieve sustainability goals. Furthermore, the Company needs to make a needs analysis regarding environmental and social aspects to all stakeholders. It is because stakeholders need to know information on an environmental and social performance run by the Company.

## References

- Affandi, A., et al. (2020). Optimization of MSMEs Empowerment in Facing Competition in the Global Market during the COVID-19 Pandemic Time. *Systematic Reviews in Pharmacy*. Vol 11, Issue 11: 1506-1515.  
<https://www.sysrevpharm.org/articles/optimization-of-msmes-empowerment-in-facing-competition-in-the-global-market-during-the-covid19-pandemic-time.pdf>
- Bodhanwala, S., & Bodhanwala, R. (2018). Does corporate sustainability impact firm profitability? Evidence from India. *Management Decisions*, 56(8), 1734–1747.  
<https://doi.org/10.1108/MD-04-2017-0381>
- Burhany, DI, Novianty, I., Suwondo, S., Accounting, J., & Bandung, PN (2021). Environmental Performance Measurement with Sustainability Balanced Scorecard: Balanced, Comprehensive, and Strategic. *Journal of Accounting and Financial Research*, 9(1), 149–164. <https://doi.org/10.17509/jrak.v9i1.26296>
- Cassell, Catherine, ALC and GG (2018). *Qualitative Research in Business and Management*. SAGE Publications Ltd.
- Chiu, SC (Sana), & Walls, JL (2019). Leadership change and corporate social performance: The context of financial distress makes all the difference. *Leadership Quarterly*, 30(5). <https://doi.org/10.1016/j.leaqua.2019.101307>
- Committee of Sponsoring Organizations of the & Treadway Commission COSO. (2017). *Enterprise Risk Management. Integrating with strategy and performance*. The Committee of Sponsoring Organizations of the Treadway Commission, June 16. <https://www.coso.org/Documents/2017-COSO-ERM-Integrating-with-Strategy-and-Performance-Executive-Summary.pdf>
- Don R. Hansen; Maryanne M. Mowen. (c2018). *Cornerstones of Cost Management / Don R. Hansen and Maryanne M. Mowen*. Boston, Ma.: Cengage Learning.
- Doni, F., Corvino, A., & Bianchi Martini, S. (2021). Corporate governance model, stakeholder engagement, and social issues evidence from the European oil and gas industry. *Social Responsibility Journal*. <https://doi.org/10.1108/SRJ-08-2020-0336>

- Grushina, SV (2017). Collaboration by Design: Stakeholder Engagement in GRI Sustainability Reporting Guidelines. *Organization and Environment*, 30(4), 366–385. <https://doi.org/10.1177/1086026616681612>
- Hoang, T. (2018). The role of integrated reporting in raising awareness of environmental, social, and corporate governance (ESG) performance. *Developments in Corporate Governance and Responsibility*, 24, 47–69. <https://doi.org/10.1108/S2043-052320180000014003>
- Johnson, E. (2012). Sustainability in the Chemical Industry. In Springer. <https://doi.org/10.2174/97816080528511120101>
- Kamal, Y. (2021). Social responsibility-related governance disclosure: an exploration of managerial perspective in a developing country. *Emerald Insight*. <https://doi.org/10.1108/PAR-08-2020-0105>
- Kaplan, RS, Mcmillan, D., Kaplan, RS, & Mcmillan, D. (2020). Updating the Balanced Scorecard for Triple Bottom Line Strategies.
- Lam, J. (2017). Implementing Enterprise Risk Management. In *Implementing Enterprise Risk Management*. John Wiley & Sons, Inc. <https://doi.org/10.1002/9781118922415>
- Lev, B., Petrovits, C., & Radhakrishnan, S. (2010). Is it doing good for you? How corporate charitable contributions enhance revenue growth. *Strategic Management Journal*, 31(2), 182–200. <https://doi.org/10.1002/smj.810>
- Magdalena, S., Suhatman, R. (2020). The Effect of Government Expenditures, Domestic Investment, Foreign Investment to the Economic Growth of Primary Sector in Central Kalimantan. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*. Volume 3, No 3, Page: 1692-1703.
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385–2393. <https://doi.org/10.33258/birci.v4i2.1940>
- Petcharat, N. (2019). Sustainability reporting and integrated reporting perspectives of Thai-listed companies. *Emerald Insight*, 17(4), 671–694. <https://doi.org/10.1108/JFRA-09-2018-0073>
- Piekkari, R., Welch, C., & Paavilainen, E. (2008). The Case Study as Disciplinary Convention: Evidence From International Business Journals. *Organizational Research Methods*, 12(3), 567–589. <https://doi.org/10.1177/1094428108319905>
- Rajesh, R. (2020). Exploring the sustainability performances of firms using environmental, social, and governance scores. *Journal of Cleaner Production*, 247, 119600. <https://doi.org/10.1016/j.jclepro.2019.119600>
- Shah, M. M., et al. (2020). The Development Impact of PT. Medco E & P Malaka on Economic Aspects in East Aceh Regency. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*. Volume 3, No 1, Page: 276-286
- Suttiapun, Muttanachai; Yordudom, T. (2021). Impact of ecological, social, and governance disclosures on market reaction: evidence of Top50 companies listed from Thailand. <https://doi.org/10.1108/JFRA-12-2020-0377>
- Wood, DJ (2016). Corporate Social Performance. *Academy of Management*. <https://www.oxfordbibliographies.com/view/document/obo-9780199846740/obo-9780199846740-0099.xml>