

Corporate Social Responsibility Impact on Organization Performance's Sustainability in Educational Philanthropic

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Abstract

Education is important for anyone, for anyone on this earth, in fact it is one of the main goals in the sustainable development goal, including those with disabilities, children and even those who are elderly. So we need a system that is sufficient to provide them with continuous, should not stop even if the economic, social and political conditions experience serious or critical problems. Social responsibility such as CSR plays a very important role, but we need to look at their existence one by one, because it does not all companies do not have a vision and even a mission in the fields related to Education, as we also know that the field of Education is not a mere profit-seeking institution income that must be earned in their financial context. A well-managed organization is certainly very much determined by the leadership and human resources they have in addition to other things that we will explore in the research that we will build. With a quantitative methodological approach going forward, because it will be more measurable and will be more in line with the situation. Further research will be continued so that the results found will be more valid.

Keywords

sustainable development goals;
corporate social responsibilities;
philanthropy education;
leadership; development



I. Introduction

Philanthropy development, related to very broad sectors such as issues of management, leadership, governance, and socio-economic aspects of community culture, in an effort to build harmonious aspects of community life, not only discussing material benefits (Butarbutar & Purba, 2016); (Nyuur et al., 2019). Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The operational activities of an organization are carried out with the main objective of maximizing performance, including revenue and profits of the organization/company for the benefit of its stakeholders and shareholders (Lee et al., 2016); (Kang & Namkung, 2018). But apart from that, the organization/company is also obliged to provide maximum contribution to the surrounding community on an ongoing basis (Scandeliuss & Cohen, 2016).

In another context, services in urban areas with education and public health, especially during a pandemic like now, are often difficult to approach because of the current situation. (Castillo, nd); (Fang et al., 2010). So a relevant attitude is needed. This study measures the role of Corporate Social Responsibility (CSR) and the achievement of leadership performance and commitment to companies that also carry out philanthropy, especially in the field of Education and the like in Indonesia. (Ancient & Butar-Butar, 2016); (Seo, 2020). As happened in the international world where the implementation of CSR is very influential on the performance of a business organization, as shown in Figure 1 below.

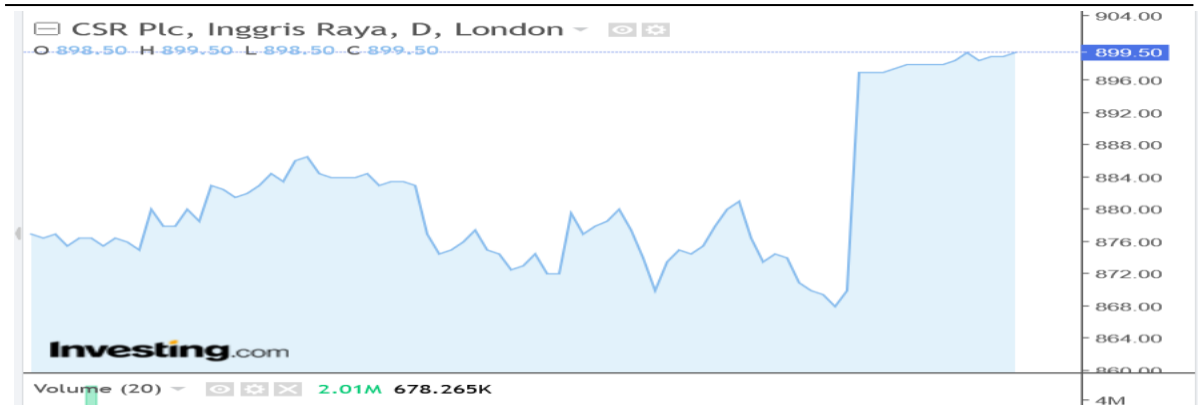


Figure 1. TradingView; CSR Plc, United Kingdom, London source: investing.com

Looking at Figure 1, it is clear that investors are very concerned about companies that are committed to implementing Corporate Social Responsibility (Bartley & Egels-Zandén, 2016); (Machmuddah et al., 2020). The views that emerge are views that come from various backgrounds, shareholder members and donor stakeholders who are in different philanthropic supply chain circles from 'charity', including company owners, institutions and all those who work and relate to philanthropy itself to society. surrounding (Butarbutar & Purba, 2016); (Purba & Butarbutar, 2016); (Kumala & Siregar, 2020). The data obtained from qualitative and quantitative research provide a lot of understanding and input to see the role of CSR and its relation to the performance of corporate organizations that also act as philanthropic institutions in Indonesia, which are generally members of the Indonesian Philanthropy Association (PFI) and the Indonesia Global Compact Network. (Wilson & Narayan, 2016); (Purba et al., 2016); (Effendi & Purnomo, 2020).

Philanthropic Companies provide data that represents owners and supply chains with careful observation of CSR activities of companies and other Institutions (Cantrell et al., 2015); (Saeed, 2021); (Fang et al., 2010). The fundamental finding found by the researcher is that there is an adequate level of understanding of CSR, and the lack of implementation of CSR programs in Indonesia which has been studied previously, has caused CSR in the industry/company not to have a big impact when compared to CSR carried out in other industries such as those that already exist. (Paramita, 2016); (Rajagukguk et al., nd). In the future, CSR contributions are expected to be greater and more effective and have an impact in building Philanthropy that can be reached by the wider community. Because the growth of CSR will increase national economic growth, including the formal and informal sectors, including fighting poverty (Rajagukguk & Purba, 2012); (Scherer, 2018); (Sidik Budiono & Purba, 2020). For this reason, the implementation of a financing scheme that is not complicated and can meet education, health, housing etc. Philanthropic Companies provide data that represents owners and supply chains with careful observation of CSR activities of companies and other Institutions (Kim & Thapa, 2018); (Purba et al., 2016). The fundamental finding found by the researcher is that there is an adequate level of understanding of CSR, and the lack of implementation of CSR programs in Indonesia which has been studied previously, has caused CSR in the industry/company not to have a big impact when compared to CSR carried out in other industries (Miettinen & Silva, 2012) as it already is. In the future, CSR contributions are expected to be greater and more effective and have an impact in building Philanthropy that can be reached by the wider community, including the informal sector with uncomplicated financing schemes and can fulfill education, health, public housing which is getting bigger from year to year. These

things are very important to be disclosed to the public and the community to remain committed to the implementation of CSR. That is an important contribution to be proposed in this research.

Each of the two major philanthropic groups that will be studied are as follows: The research subjects are:

- a. Indonesian Philanthropy Association, around 100 national and international companies and institutions.
- b. Global Compact Networks are the same as above in number.

II. Review of Literature

The theory used is based on a paper written by Hur et al (2013) in the Journal of Business Ethics whose essence is as follows: The purpose of Hur's research establishes an important relationship between CSR and company brand equity including the credibility of the company's brand and the company's reputation as a key mediator (Khan et al., 2019); (Adomako & Nguyen, 2020). More specifically the identification and formulation of the problem is to find out the relationship between CSR and the company's marketing results (i.e., the credibility of the company's brand, the company's reputation, and the company's brand equity). (Indarto et al., 2018); (Adomako & Nguyen, 2020). Theoretically, CSR can be defined as the moral responsibility of a company to its strategic stakeholders, especially the community or community around its work area and operations. (Saeidi et al., 2015); (Li et al., 2019). CSR views the company as a moral agent (Laszlo & Zhexembayeva, 2017); (Saeidi et al., 2015). With or without the rule of law, a company must uphold morality (Rahmi, 2010).

Researchers will examine it with an interview approach and quantitative research. Companies that focus on environmental issues have started to develop well in Indonesia, awareness of the environment and environmental problems are so complex and extensive, climate change is so extreme that the changes have made many innovations and strategic management to develop housing that can be accepted by all stakeholders. (Choi, 2017); (Theodoulidis et al., 2017). The gap that occurs is the global risk for the next 10 years which is dominated by environmental issues and matters related to land and space use, especially extreme climate change caused by many industries that do not pay maximum attention to the surrounding environment.

Broadly speaking, the research questions include the following: Is there a relationship between CSR and the company's marketing outcomes (corporate marketing outcomes) for example on the company's reputation (corporate reputation) and its brand image? Corporate reputation plays its role between CSR relationship, corporate brand image and CSR, organizational performance? The relationship between CSR and organizational performance? The relationship between CSR and corporate reputation as well as corporate brand image that brings good organizational performance? There is a scientific update being researched, by placing the role of a leader or company leader such as in "blue chip" companies on the Indonesia Stock Exchange such as Leadership William Soeryadjaya PT Astra International Tbk (Liman, 2017) and in the framework of building a reputation for superior performance mediated by reputation using a brand image that has not been studied by other researchers in the world. The scientific novelty presented is in the role of CSR which has an impact and high performance in the context of the property industry which has a green paradigm in the country which has been listed on the IDX/IDX stock market and which has not been mediated by the reputations of the company that builds a good brand image. (Kriyantono, 2015) (Purbawangsa et al., 2019); (S Budiono &

Purba, 2020). In the future, it is expected to contribute theoretically and empirically in the form of model development and empirical analysis, related to the impact of economic and social and macro policies on micro conditions (CSR). This is very important because CSR is often anticipated inappropriately and has an impact (Sugianto & Soediantono, 2022). The literature review contains three parts (Adnyani et al., 2020); (Parvin et al., 2020). In the first part, the main theory (grand theory) is presented, which contains a theoretical study of strategic management. This is related to decisions that must be taken by leaders of construction companies in Indonesia in an effort to achieve organizational performance, especially the services provided by making strategic decisions related to the role of entering and leaving construction companies for the sustainability of construction companies, especially residential property in Indonesia. Various schools or schools in Strategic Management Science, as follows: 1. Major schools of IO (Industrial Organization) and Resource Based in Strategic Management; 2. Relationship of Various Schools (School) with Competitive Dynamics (Hoesada, 2013) (Hadya & Susanto, 2018). In the context of this research, the researcher focuses on the first School. Grand Theory: Strategic Management Theory Sloan in his book *My Years With General Motors*, writes about the organization, which contains the concepts of empowerment and decentralization, delegation of authority, independent work units, changing the paradigm/era of unskilled factory workers into knowledge workers, proposing that human resources are not resources costs, and fertilize. Applied Theory: Corporate Social Responsibility (CSR). Good leadership brings good changes in the context of shareholders and stakeholders, which is also known as good organizational governance and good organizational or institutional governance. (JT Purba & Butar-Butar, 2016); (Salinding et al., 2017). Leadership emerged with Bill Gates, Mark Cormack, Rupert Murdoch with ideas not based on management theory, in his book entitled *Taxonomy of Management Science* (Hoesada, 2013).

Corporate Social Responsibility (CSR) and Marketing Theory. Several transnational corporate giants had experienced the collapse of their reputation as a result of the campaign on a global scale, namely corporate behavior, in order to maximize profits, it could even be categorized as a corporate crime. (Rahmi, 2010). Marketing or marketing is a social and managerial process by which individuals or groups obtain what they need and want through the creation and exchange of products and value (Kotler, 2008).

Brand Image and Its Relation to Corporate Reputation. Brand Image is part of Marketing or Marketing, especially from the promotion aspect of a product or organization itself, while CSR as previously written is the theoretical basis of the need for a company to build harmonious relationships with the local community. (Kerin, 2013).

CSR and Performance (Performance): According to Hurr again, Third, future research should examine the interaction of consumer-level (e.g., gender, age, income, and education) and brand-level (e.g., brand category and brand position in the market) characteristics in predicting the effect of perceived CSR in marketing companies. Fourth, our research does not separate out the specific dimensions of CSR (Wang 2012).

III. Research Method

This study aims to determine the impact of corporate social responsibility on the performance of companies in Indonesia through mediation of the company's reputation that it has had for a long time until now and even the potential for the future, as well as to see the role of the brand image that has been built so far, especially in the philanthropic industry in Indonesia. Indonesia.

We use the quantitative method, and use the Amos application which is more detailed, and has the following differences; can see the difference between PLS and Amos

Table 3: Comparison of PLS and CBSEM (adapted from Chin and Newsted 1999)

Criteria	PLS	CBSEM
Objective	Prediction-oriented	Parameter-oriented
Approach	Variance-based	Covariance-based
Assumption	Predictor specification (nonparametric)	Typically multivariate normal distribution and independent observations (parametric)
Parameter estimates	Consistent as indicators and sample size increase (i.e., consistency at large)	Consistent
Latent variable scores	Explicitly estimated	Indeterminate
Epistemic relationship between an LV and its measures	Can be modeled in either formative or reflective mode	Typically only with reflective indicators. However, the formative mode is also supported.
Implications	Optimal for prediction accuracy	Optimal for parameter accuracy
Model complexity	Large complexity (e.g., 100 constructs and 1,000 indicators)	Small to moderate complexity (e.g., less than 100 indicators)
Sample size	Power analysis based on the portion of the model with the largest number of predictors. Minimal recommendations range from 30 to 100 cases.	Ideally based on power analysis of specific model—minimal recommendations range from 200 to 800.
Type of optimization	Locally iterative	Globally iterative
Significance tests	Only by means of simulations; restricted validity	Available
Availability of global Goodness of Fit (GoF) metrics	Are currently being developed and discussed	Established GoF metrics available

3.1 Source and Method of Determining Data/Information

The types of data, data sources, and methods of determining data/information in research related to the prospect of corporate social responsibility (CSR) related to housing developers are explained as follows:

3.2 Data Types and Sources

The types and sources of data/information in the study were collected through two sources, namely primary data and secondary data. Secondary data was collected and obtained from Indonesian Philantropy and the Ministry and from various related sources. While the primary data sourced from empirical research conducted, below is shown the types and sources of data used in this study.

IV. Results and Discussion

4.1 Results

Media and NGOs/Farmers' groups, the focus of the business covers oil palm plantations in West Kalimantan and North Sumatra. The United Nations Guiding Principles on Business and Human Rights (UNGP BHR) is a global standard for preventing and dealing with risks of adverse human rights impacts associated with business activities. On June 16, 2011, the United Nations Human Rights Council unanimously endorsed the Guiding Principles for Business and Human Rights, outlining the first corporate human rights responsibility initiative endorsed by the United Nations. [1] The UNGPs include three pillars outlining how states and businesses should implement the framework: The duty of the state to protect human rights, the responsibility of companies to respect human rights, Access to remedies for victims of business-related violations. (Indonesia Global Compact Network, 2021).

This section describes the results of the analysis of qualitative and qualitative data from the Prospects of Corporate Social Responsibility for Organizational Performance Through Brand Image Mediation and Company Reputation in the Housing Developer

Industry, as well as the results of statistical methods and the relationship between variables and indicators. As written in the previous chapter SEM-PLS is the method we used for data study and collection. The researcher also asked open-ended questions to research respondents before entering into Likert-based questions. The results of the complete open-ended questions the researcher conveys on the appendix page. Finally, the use of Partial Least Square (PLS) is used to analyze the incoming data, first developed by Herman Wold (1982). There are several methods developed related to PLS, namely the PLS Regression (PLS-R) and PLS Path Modeling (PLS-PM). PLS Path Modeling was developed as an alternative to structural equation modeling (SEM) which has a weak theoretical basis. Variant-based PLS-PM is different from the SEM method with AMOS, Lisrel, EQS software using a covariance basis. There are several things that distinguish PLS analysis from other SEM analysis models:

- a. The data does not have to be normally distributed. Multivariate (indicator with nominal, ordinal, interval, or ratio category scale) can be used in the same model.
- b. Small samples can be used. Minimum sample >30 can be used. PLS besides can be used to confirm the theory.
- c. Can also be used to explain whether or not there is a relationship between latent variable.
- d. PLS can analyze as well as constructs formed with reflective and formative indicators. PLS is able to estimate large and complex models with hundreds of latent variables and thousands of indicators (Falk and Miller, 1992). There are 2 models in PLS-Path Modeling: Structural model (Inner model) which is a structural model that connects latent variables and another Measurement Model (Outer Model) which is a measurement model that connects indicators with latent variables.

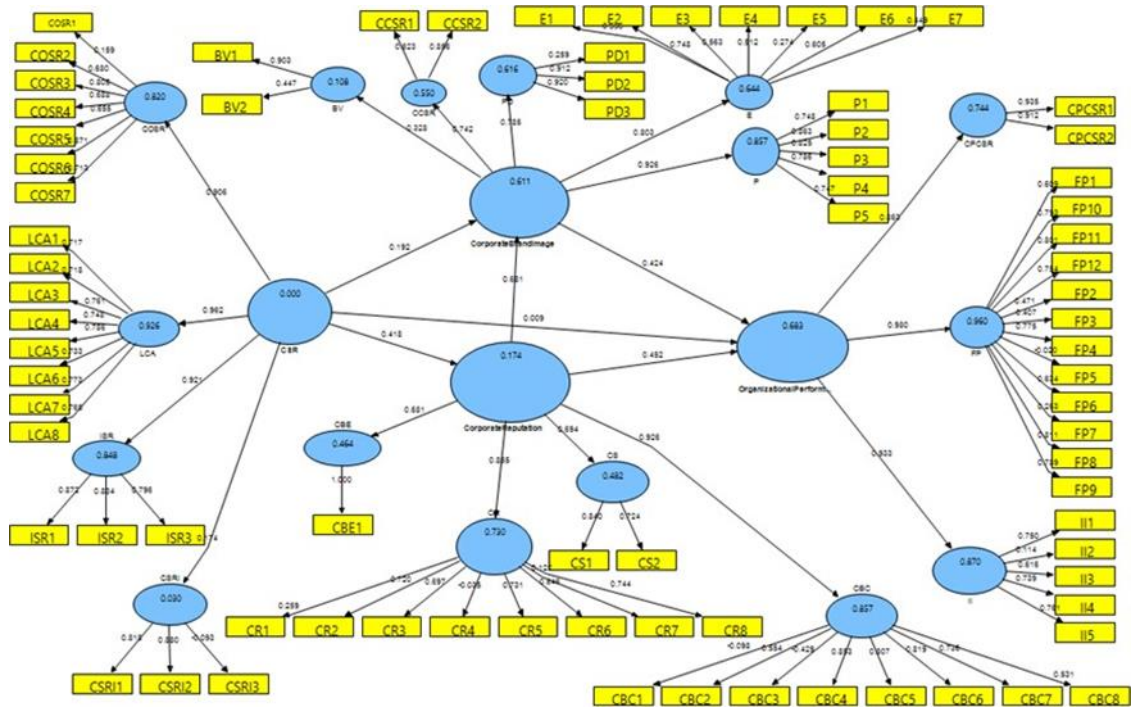
The tests carried out on the outer model in the dissertation research are as follows:

-Convergent Validity. The value of convergent validity is the value of the loading factor on the latent variable with its indicators. Expected value >0.5

-Discriminant Validity. This value is the value of the cross loading factor that is useful for determining whether the construct has an adequate discriminant, namely by comparing the loading value on the intended construct which must be greater than the loading value with other constructs.

1. Composite Reliability. Data that has composite reliability >0.7 has high reliability.
2. Average Variance Extracted (AVE). Expected AVE value >0.5 .
3. Cronbach Alpha. Reliability test is strengthened by Cronbach Alpha. Expected value >0.7 for all constructs.

The path diagram of this research can be seen in Figure 2 below:



Source: Research 2017

Figure 2. Research Path Diagram

Table 1. Validity Evaluation Results

Dimension	Loading Factor	t-statistics	Conclusion
Commitment to social responsibility(COSR)	0.817	25,305	Valid
Leadership commitment and accountability(LCA)	0.927	52,065	Valid
Incentives related to performance on social responsibility (ISR)	0.848	31,750	Valid
Corporate social responsibility; firm performance; institutional investors(CSRI)	0.028	0.827	Valid
Corporate brand credibility(CBC)	0.841	45,185	Valid
corporate brands equity(CBE)	0.465	7,125	Valid
Corporate reputation(CR)	0.705	20,423	Valid
Corporate social responsibility(CS)	0.483	6,771	Valid
Brand Value(BV)	0.092	2,226	Valid
Corporate Social Responsibility(CCSR)	0.552	11,058	Valid
Entrepreneurship (E)	0.609	15,417	Valid

Source: Research 2017

Table 2. Reliability Evaluation Results

Construct	Composite Reliability	Conclusion
<i>Commitment to social responsibility (COSR)</i>	0.820→0.817	Reliable
-CSR-CEO and team.	0.159→n/a	-
-Corporate CSR	0.680→0.676	Reliable
-CSR plan	0.805→0.805	Reliable
-Participatory CSR	0.688→0.687	Reliable
-CSR Committee	0.655→0.664	Reliable
-CSR special section	0.671→0.679	Reliable
-CSR Contribution	0.713→0.712	Reliable
<i>Leadership commitment and accountability (LCA)</i>	0.926→0.927	Reliable
-Leadership Role	0.717→0.717	Reliable
-Special department	0.718→0.718	Reliable
-CEO Communication	0.761→0.761	Reliable
-Staff skills	0.748→0.743	Reliable
-Staff commitment	0.786→0.786	Reliable
- CSR Stakeholders	0.733→0.733	Reliable
-CSR monitoring	0.773→0.772	Reliable
-CSR evaluation	0.768→0.765	Reliable
<i>Incentives related to performance on social responsibility (ISR)</i>	0.848→0.848	Reliable
-Shareholders	0.872→0.892	Reliable
-Stakeholders	0.834→0.834	Reliable
-Innovation	0.796→0.921	Reliable
<i>corporate social responsibility; firm performance; institutional investors (CSRI)</i>	0.030→0.028	-
-Institutional investors	0.818→0.822	Reliable
-Innovation	0.880→0.882	Reliable
-Charity	0.093→n/a	-
<i>Corporate brand credibility (CBC)</i>	0.857→0.841	Reliable
-Vision and mission	0.098→n/a	-
-Team leader	0.554→0.574	Reliable
-Communication	0.429→n/a	-
-Team commitment	0.853→0.849	Reliable
-Network administrator	0.807→0.803	Reliable
-Party support	0.819→0.817	Reliable
-Monitoring team	0.736→0.746	Reliable
-Team evaluation	0.531→0.555	Reliable
<i>Corporate brand equity (CBE)</i>	0.464→0.465	-

-Resource	1,000→1,000	Reliable
Corporate	0.730→0.705	Reliable
-Business reputation	0.259→n/a	-
-Investment	0.720→0.732	Reliable
-Innovation	0.697→0.717	Reliable
-Results	0.035→n/a	-
-Work plan	0.731→0.743	Reliable
-Participatory	0.846→0.520	Reliable
-Coordination	0.122→n/a	-
-Team ability	0.744→0.743	Reliable
Corporate	0.482→0.483	-
-Team motivation	0.840→0.841	Reliable
-CEO Support	0.724→0.723	Reliable
Brand Value (BV)	0.108→0.092	Reliable
-Brand Image	0.903→1,000	Reliable
-Brand Image Coordination	0.447→n/a	-
Corporate Social Responsibility (CCSR)	0.550→0.552	Reliable
-CSR Implementation Team	0.623→0.616	Reliable
-Community Movers	0.896→0.860	Reliable
Entrepreneurship (E)	0.644→0.609	Reliable
-Investment Return	0.556→0.647	Reliable
-Inovtr/commitment	0.748→0.781	Reliable
-Vision Mission of the organization	0.563→0.503	Reliable
-Vision realized	0.512→0.546	Reliable
-Building plans	0.274→n/a	-
-Comm Empowerment.	0.605→0.612	Reliable
-CEO Communication	0.449→n/a	-
Firm performance (P)	0.857→0.859	Reliable
-Programmability	0.748→0.749	Reliable
-Strong commitment	0.863→0.862	Reliable
-Strong network	0.625→0.824	Reliable
-Support to the team	0.786→0.735	Reliable
-Power contribution.	0.747→0.743	Reliable
Data panel (PD)	0.616→0.608	Reliable
-CBI benefits	0.259→n/a	-
- Periodic monitoring	0.912→0.924	Reliable
-Project evaluation	0.920→0.924	Reliable
Corporate	0.744→0.743	Reliable
-Organizational mover	0.935→0.935	Reliable
-Teamwork	0.912→0.915	Reliable
Firm performance (FP)	0.960→0.935	Reliable
-Responsibility	0.609→0.593	Reliable
-The ultimate goal of	0.471→n/a	-

investing.		
-Vision Mission of the organization	0.407→n/a	-
-Detailed work plan	0.775→0.750	Reliable
-Good coordination	0.020→n/a	-
-Teams and departments	0.634→0.609	Reliable
-CEO Communication	0.263→n/a	-
-Ability	0.811→0.831	Reliable
-Commitment	0.789→0.804	Reliable
-Extensive network	0.793→0.816	Reliable
- Periodic monitoring	0.801→0.816	Reliable
- Periodic evaluation	0.754→0.793	Reliable
<i>Institutional investors (II)</i>	0.870→0.868	Reliable
-Innovators advance	0.750→0.750	Reliable
-Concrete results	0.114→n/a	-
-Participatory plan	0.616→0.611	Reliable
-Support all parties	0.739→0.746	Reliable
-Contribution of all departments.	0.761→0.761	Reliable

Source: Research 2017

4.2 Discussion

Troubleshooting Design

Based on the formulation of the problem carried out previously, the purpose of this research, and why the method has been determined, it is hoped that it can describe the prospects for corporate social responsibility (CSR) in philanthropy in Indonesia, management processes related to the performance of philanthropic companies in Indonesia. whether through the company's reputation or through the company's brand image that is built consistently and persistently, this condition is related to the research variables mentioned above, then strategic planning is carried out to obtain a solution model, the process of preparing the operationalization of the strategy and also preparing an action plan.

The stages for a complete problem solving design are as follows:

a. Problem Formulation and Research Objectives

Based on the formulation of the problem and research objectives, the purpose of solving the problem of this research is to answer the question of what philanthropy in Indonesia should do, especially DKI Jakarta in achieving the expected organizational performance through corporate social responsibility (CSR), corporate reputation, corporate brand. A successful and effective image for the company itself and all its stakeholders, as well as solving internal and external environmental problems.

b. Strategy Mapping

At this stage, the solution variables (independent variables) that significantly affect the dependent variable will be identified based on the results of the analysis. Based on this strategy mapping, it will then be reduced to operationalization of solution variables, dimensions and indicators that will become developer/developer recommendations in an effort to achieve service performance.

c. Operationalization Strategy

Based on the strategic mapping that has been prepared, at the operationalization stage, the philanthropy should take steps to achieve service performance through corporate social responsibility management capabilities. Priority in preparing the operationalization of this strategy will be determined based on the significance of the solution variable (independent).

d. Action Plan

Based on the mapping and operationalization of the strategy carried out, a plan of action that can be taken by the developer or developer will be drawn up: suggestions, person in charge, implementation time, as well as the required resources.

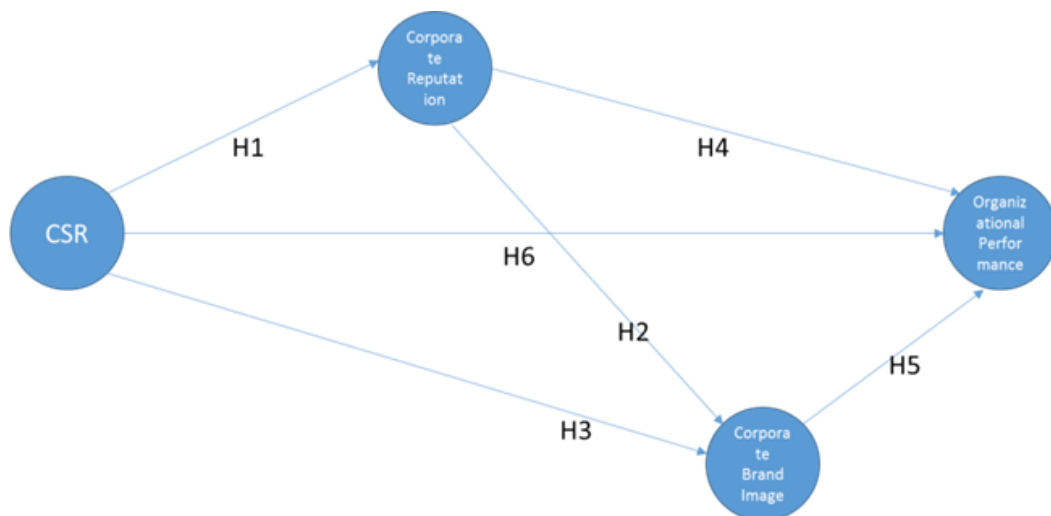


Figure 3. Research Framework (Research Model)

V. Conclusion

H1. The Influence of Corporate Social Responsibility (CSR) on Corporate Reputation (CR)

H2. Effect of Corporate Reputation (CR) on Corporate Brand Image (CBI).

H3. The Influence of Corporate Social Responsibility (CSR) on Corporate Brand Image (CBI)

H4. Effect of Corporate Reputation (CR) on Organizational Performance (OP).

H5. Effect of Corporate Brand Image (CBI) on Organizational Performance (OP).

H6. Effect of Corporate Social Responsibility (CSR) on Organizational Performance (OP).

With 6 influences that will affect each other.

Based on the results of research, discussion, and problem solving that have been described, it can be concluded that:

- a. There is no significant and positive effect between Corporate Social Responsibility (CSR) on Corporate Reputation (CR) on housing developers/ from our previous study. Research respondents answered that the company's vision and mission, communication and reputation as well as the results of efforts and coordination have not had an impact on the company's reputation. Indicators of Corporate Brand Credibility and company reputation, company leaders need to build goals, vision and mission of the company, especially CSR which will be developed so that it can be more effective and on target to build CSR reputation at least first.

- b. There is a significant and positive influence between the influence of Corporate Reputation (CR) on Corporate Brand Image (CBI). Research respondents gave the view that brand values or brand especially coordinating the brand image should be strengthened first as well as the development of entrepreneurship and leader communication should be increased in this case the role of the CEO of the company. In general, training and proven experience must be owned by the company's human resources.
- c. Research respondents gave the view that brand values should be included as an integral part of corporate social responsibility from the products produced, namely housing. The role and leadership of the CEO is very decisive, must have good corporate governance simultaneously with the company's vision and CSR.
- d. There is a significant and positive influence between Corporate Reputation (CR) on Organizational Performance (OP) related to the housing industry in Indonesia. Research respondents gave input that the ultimate goal of investment and the organization's vision and mission must be clear in addition to good coordination and excellent CEO communication, all of which will bring clear and targeted concrete results, selection and training of leadership and good corporate governance is really needed so that the performance of the developer organization housing will yield significant results.
- e. There is a significant and positive influence between Corporate Brand Image (CBI) on Organizational Performance (OP). The goals and vision and mission of the company in product branding, in this case housing developers, have a very important role and without a clear purpose and vision and mission, how long, in which direction is very urgent and will have a significant impact. very important in providing concrete results. Leaders who are given good debriefing in the context of corporate brand image will improve the performance that has been done well so far will be better and have an impact.
- f. There is no significant and positive effect between the influence of Corporate Social Responsibility (CSR) on Organizational Performance (OP). Of course, this is related to several obstacles that do not make a significant and positive relationship in accordance with several research respondents' answers, which among other things reveal that the person in charge of CSR in a company is often an unprestigious position and tends to be left to the general, public affairs, general affairs department. legal and rarely directly under the coordination of the CEO or top management, or let's say a team specifically focuses on issues related to CSR. So that it can be said that there are very few CSR in housing development companies that come into contact with the company's leaders. So that leadership training is needed at least or choosing leaders related to the CSR Team which is a team consisting of various educational backgrounds and capabilities and is trusted. The prospect of CSR in the housing industry, especially housing developers, is still wide open

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