



Enhancing CSR Effectiveness through Financial Literacy: A Moderated Analysis on Corporate Image in PT Arutmin Indonesia Site Asamasam

Nor Rahma Rizka^{1*}, Bella Puspita Rininda², Eni Suasri³, Noor Amelia⁴, Endang Wawan⁵ & Nurul Yakin⁶

^{1,2,3,4}Politeknik Negeri Tanah Laut, Indonesia

^{5,6}PT Arutmin Indonesia Site Asamasam, Indonesia

Email address:

nor.rahma@politala.ac.id

*Corresponding author

To cite this article:

Rizka, N. R., Rininda, B. P., Suasri, E., Amelia, N., Wawan, E., & Yakin, N. Enhancing CSR Effectiveness through Financial Literacy: A Moderated Analysis on Corporate Image in PT Arutmin Indonesia Site Asamasam. *International Journal of Research in Vocational Studies (IJRVOCAS)*, 5(2), 50–58. <https://doi.org/10.53893/ijrvocas.v5i2.439>

Received: 05 25, 2025; Revised: 06 15, 2025; Accepted: 07 05, 2025; Published: 08 25, 2025



IJRVOCAS is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

Abstract: This study examines the influence of Corporate Social Responsibility (CSR) on financial literacy, with corporate image serving as a moderating factor, within the community surrounding PT Arutmin Indonesia Site Asamasam. Grounded in stakeholder theory, the research posits that CSR initiatives can act as strategic instruments for strengthening community capacity, particularly in financial knowledge and decision-making competence. Utilizing a quantitative design with Moderated Regression Analysis (MRA), the study analyzed 38 valid responses from CSR program beneficiaries. The findings reveal that CSR exerts a significant positive impact on financial literacy, and this effect becomes markedly stronger when corporate image is perceived positively. In the moderated model, the direct effect of CSR diminishes, underscoring the crucial role of corporate image in shaping program effectiveness. These results contribute to the CSR research stream by positioning financial literacy as a critical outcome of corporate social initiatives and confirming corporate image as an essential boundary condition. On a practical level, the study provides evidence-based implications for companies to integrate CSR with reputation-building strategies to strengthen stakeholder trust and engagement. Although constrained by sample size and contextual scope, this study offers novel insights from Indonesia's extractive industry, emphasizing the importance of aligning CSR practices with corporate image to foster sustainable community empowerment.

Keywords: Corporate Social Responsibility, Corporate Image, Financial Literacy, Stakeholder Theory

1. Introduction

In contemporary management practice, Corporate Social Responsibility (CSR) is no longer perceived merely as philanthropic activity, but as a corporate strategy to build legitimacy, reputation, and long-term relationships with

stakeholders. Well-planned and consistent CSR implementation can serve as a goodwill signal that strengthens corporate image in the public view [1], [2]. CSR is increasingly recognized as a strategic instrument that shapes

public perception and creates sustainable value for companies [3], [4].

One concrete form of CSR is educational and empowerment programs, particularly those focusing on financial literacy for partner communities, employees, or vulnerable groups. Such initiatives not only fulfill social objectives but also enhance financial inclusion by facilitating greater access to formal financial services [5], [6]. Through an integrated approach, CSR can become a strategic channel to deliver relevant and practical financial literacy content.

Financial literacy refers to the combination of knowledge, skills, and attitudes that empower individuals to make informed and sustainable financial decisions [7]. Recent evidence suggests that higher levels of financial literacy are positively linked to improved financial well-being, responsible debt management, and active engagement in financial markets [8], [9]. Therefore, financial literacy is relevant to be positioned as the dependent variable in assessing the effectiveness of CSR programs, especially those aimed at economic empowerment.

The link between CSR and financial literacy often materializes through indirect mechanisms such as in-person training, digital modules, small business mentoring, or partnerships with educational institutions and NGOs with pedagogical competence [10], [11]. The quality of program design, sustainability, and the effectiveness of monitoring–evaluation mechanisms are key factors that enable CSR initiatives to significantly enhance beneficiaries' financial literacy. Empirical studies indicate that CSR interventions incorporating regular reporting, participatory evaluation, and continuous adjustments are more effective in strengthening recipients' financial literacy capabilities [12]. When designed with long-term planning in mind and complemented by measurable outcomes as well as participants' reflections, such programs hold the potential to foster sustainable improvements in financial behavior.

However, the reception and success of CSR programs are also heavily influenced by corporate image. A positive corporate image can strengthen trust and community participation, whereas a negative or questionable image can reduce program effectiveness [13]. Thus, corporate image can function as a moderating factor that influences both the strength and direction of the relationship between CSR and financial literacy [14].

From a theoretical standpoint, this study combines stakeholder theory with its emphasis on the social acceptance of corporate activity and the concept of CSR as a strategic capability that can generate competitive advantage by building stakeholder trust and legitimacy. This integrated framework allows for the examination of not only the direct impact of CSR on financial literacy but also the ways in which corporate image may shape this relationship [15], [16].

A review of existing literature highlights several key findings as well as research gaps. Notably, prior studies have consistently demonstrated a positive association between CSR and corporate image [1], and corporate image can mediate or moderate various CSR outcomes [13], [14]. Second, well-designed financial education programs have been proven to improve financial knowledge and behaviors [8], [10]. Third,

there is evidence that financial institutions leverage CSR to promote financial inclusion [5]. However, there is almost no research that explicitly positions financial literacy as a dependent variable influenced by CSR with corporate image as a moderating variable, particularly within the context of Indonesia's extractive industry. This research gap highlights the originality and contribution of the present study.

Based on this framework, the objectives of this study are twofold: (1) to assess the effect of CSR (independent variable) on Financial Literacy (dependent variable) among the community surrounding PT Arutmin Indonesia Site Asamasam, and (2) to investigate the moderating role of Corporate Image in this relationship. The study proposes two hypotheses: the direct effect of CSR on Financial Literacy (H1) and the interaction effect between CSR and Corporate Image (H2).

From a practical perspective, this research provides evidence-based insights for the management of PT Arutmin Indonesia Site Asamasam to develop more targeted and effective financial literacy programs; creating a strategy to leverage the company's image to increase community participation; and building an evaluation system to measure program outcomes in a meaningful and sustainable manner. Research by [17] supports the importance of a match between public perception and CSR initiatives to create trust and positive responses from the community, thus making the program more effective and having a long-term impact.

The structure of this article is organized as follows: Section 1 (Introduction) outlines the background, research gap, and study contribution. Section 2 (Literature Review & Theoretical Framework) details operational definitions, theoretical foundations, and the development of hypotheses. Section 3 (Methodology) describes research design, population, sample, measurement instruments, data collection procedures, and analysis techniques (Moderated Regression Analysis). Section 4 (Results) reports empirical findings. Section 5 (Discussion) interprets the results and compares them with existing literature. and Section 6 (Conclusion) provides a summary, limitations, and directions for future research.

2. Literature Review & Theoretical Framework

Stakeholder theory posits that a company's success depends on maintaining harmonious relationships with diverse stakeholder groups, including local communities, government bodies, investors, and employees [18], [19]. From this perspective, firms are motivated not only by profit maximization but also by a responsibility to generate value for all stakeholders. In this context, Corporate Social Responsibility (CSR) serves as a key mechanism for fulfilling such responsibilities, promoting a constructive linkage between a company's social initiatives and societal acceptance.

While Corporate Social Responsibility (CSR) has been a longstanding concept in management discourse, its role has evolved in recent years to become a sustained strategic

investment rather than a short-lived philanthropic gesture. CSR is increasingly leveraged to maintain corporate legitimacy among stakeholders, particularly in fragmented or volatile market environments. In this context, CSR helps establish trust, bolster reputation, and solidify stakeholder support key dimensions of social capital vital for long-term sustainability [3]. This aligns with stakeholder theory's premise that effective engagement and acceptance by diverse stakeholder groups are essential for business resilience and legitimacy [15], [20].

In the context of community empowerment, CSR can be designed to enhance financial literacy. Financial literacy refers to an individual's capacity to comprehend financial concepts, make informed financial decisions, and manage resources efficiently [7]. For local communities surrounding a company's operations, improvements in financial literacy can help reduce economic dependency, foster entrepreneurial skills, and enhance long-term welfare [9].

CSR programs aimed at improving financial literacy often feature components such as personal finance training, small-business mentoring, investment awareness sessions, and facilitation of access to formal financial services. These multifaceted initiatives are designed not merely to impart knowledge but to foster practical behavior change, ultimately strengthening the resilience and economic capacity of beneficiary communities. Empirical evidence shows that programs combining structured curricula with ongoing support, such as follow-up sessions, individualized counseling, or refresher modules produce more sustainable improvements in financial knowledge and decision-making skills, particularly among underserved populations [8], [21].

Corporate image is a critical determinant of the effectiveness of CSR initiatives. It can be understood as the collective perception of a company's identity and reputation, shaped through interactions, communication, and experiential encounters [14]. In stakeholder theory, a positive corporate image reflects the fulfillment of stakeholder expectations, thus fostering trust and willingness to engage in corporate programs [13].

Public engagement with CSR programs depends not only on the program's quality and relevance but also on the level of trust in the implementing organization. Companies with a favorable corporate image are more likely to garner active participation from the community [5]. Conversely, a negative image can breed skepticism and reduce program effectiveness, even if the CSR initiative is well-designed [17]. Empirical studies confirm the link between CSR and financial literacy. [9] found that in Vietnam and Cambodia, well-structured CSR programs significantly improved household and small business financial skills. Similarly, [11] developed a conceptual framework highlighting CSR-led financial literacy programs, such as digital modules and community training significantly enhance financial understanding among underbanked populations in Indonesia. [22] conducted in Italy indicates that individuals with higher financial literacy are more likely to recognize, appreciate, and respond positively to CSR initiatives.

[5] further observed that corporate image enhances the

influence of CSR on financial literacy. In their study of the service sector, companies with a positive image achieved higher program success rates compared to those with neutral or negative images. This suggests that corporate image can act as a key moderator of CSR effectiveness. Research by [13] reinforces the view that corporate image functions as a bridge of trust between firms and communities. Their findings in Ghana revealed that companies with favorable reputations achieved higher levels of community participation in development programs, including financial literacy initiatives.

[17], however, highlighted the potential downside of a negative image. They found that when companies were perceived as inconsistent in their social practices, communities became skeptical of CSR motives, even when the program's benefits were clear. This underscores the need for alignment between a company's reputation and its CSR execution. From a stakeholder theory standpoint, CSR represents a company's response to stakeholder needs and expectations. Financial literacy as an outcome of CSR aligns with the community's interest in gaining practical knowledge for everyday life [19]. This relationship forms the foundation of the first hypothesis in this study.

The first hypothesis is formulated as follows: CSR positively influences financial literacy.

Within the same theoretical framework, corporate image can strengthen or weaken this relationship. Stakeholders are more likely to embrace programs delivered by companies they perceive as reputable and consistent [5], [14]. Prior studies support this moderating role. [5] reported that the effect of CSR on financial literacy was significantly greater when corporate image was positive. [13] draw similar conclusions in the context of the African mining industry, showing that a positive corporate image enhances stakeholder trust and increases community engagement with CSR initiatives. Conversely, empirical studies indicate that when CSR is perceived as hypocritical or misaligned with actual corporate behavior, such as through inconsistency between messaging and actions, stakeholder skepticism increases, which can reverse the intended effects of CSR efforts and lead to reduced participation [23].

Building on these insights, this study proposes that a positive corporate image enhances the effect of CSR on financial literacy. By fostering trust and engagement, a favorable image encourages community participation in CSR programs and supports the adoption of financial knowledge and decision-making skills. Thus, corporate image serves as a key mechanism that strengthens CSR's impact and promotes meaningful community empowerment. Accordingly, **the second hypothesis is stated as follows:** Corporate image moderates the relationship between CSR and financial literacy, such that the association is stronger when the corporate image is perceived positively.

3. Method

3.1. Research Design

This study adopts a quantitative methodology with a causal

research design to investigate the effect of Corporate Social Responsibility (CSR) on financial literacy, with corporate image serving as a moderating variable. Moderated Regression Analysis (MRA) is employed as the analytical technique, given its suitability for assessing the interaction effects between an independent variable and a moderator in predicting a dependent variable [24]. The choice of this design aligns with the study's objective to empirically examine a theoretical framework grounded in Stakeholder Theory, which asserts that firms should incorporate social and environmental considerations into their business practices to fulfill stakeholder expectations.

3.2. Population and Sample

The population of this study comprises community members residing near PT Arutmin Indonesia Site Asamasam who have benefited from the company's CSR initiatives. The precise population size is unknown due to the lack of a comprehensive beneficiary database. Consequently, a non-probability sampling approach was employed, specifically using purposive sampling. The inclusion criteria for respondents are as follows:

- Residing in the operational area of PT Arutmin Indonesia Site Asamasam.
- Having participated in or received CSR programs from the company.
- Willingness to complete the questionnaire in full.

A total of 38 valid questionnaires were obtained after data screening to remove incomplete or non-eligible responses. The sample size for this study was 38 respondents who were beneficiaries of the CSR program at PT Arutmin Indonesia's Asam-Asam Site. This sample size is relatively small for a Moderated Regression Analysis (MRA), but it meets the minimum analytical requirement for MRA and reflects the actual limitations of the study context. The results are more appropriately positioned as an exploratory study that provides initial indications of relationships between variables, rather than conclusions that can be broadly generalized.

3.3. Data Types and Sources

Primary data were collected using an online questionnaire distributed via Google Forms, with the survey link shared through community leaders, WhatsApp groups of local residents, and CSR field coordinators around PT Arutmin Indonesia Site Asamasam. To enhance data quality, respondents were required to complete all items, which employed a four-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = agree, 4 = strongly agree). The questionnaire items were adapted from validated instruments in previous studies [25], [26] and were carefully tailored to reflect the socio-cultural context of the study area, ensuring that they were relevant to respondents' experiences and capable of accurately capturing the constructs of CSR, Corporate Image, and Financial Literacy within the local community.

3.4. Operational Definition of Variables

The operational definitions, sub-variables, and corresponding

measurement indicators employed in this study are summarized in Table 1 below.

Table 1. Operational Definition of Variables

Variable	Conceptual Definition	Dimension	Indicators
Corporate Social Responsibility (X)	A concept in which firms proactively incorporate social and environmental considerations into their business practices and stakeholder interaction.	Community Support	Health programs; Education; Public facilities; Disaster relief; Clean water supply; Orphan support; Arts; Anti-drug campaigns
		Diversity	No discrimination in employment and customer engagement based on gender, disability, or ethnicity
		Environment	Creating a healthy and safe environment
Corporate Image (Z)	The reflection of stakeholders' opinions towards the company	Quality	Service quality; Stakeholder care; Trust from stakeholders; Innovation attributes
		Performance	Company achievements; Corporate governance
Financial Literacy (Y)	The ability to manage personal or business finances effectively and make informed financial decisions	Attractiveness	Media information; Facilities
		—	Financial condition analysis; Monthly income reporting; Financial recording training participation;

Variable	Conceptual Definition	Dimension	Indicators
			Insurance ownership; Loan cost awareness; Savings account ownership; Financial recording; Understanding of lending institutions; Awareness of loan risks; Ability to calculate interest; Knowledge of financial trends; Debt risk management; Basic accounting knowledge

3.5 Data Analysis Technique

Data analysis in this study was conducted through several stages to ensure the validity and reliability of the findings. The initial stage involved evaluating the measurement instruments. Validity was assessed using Pairwise Correlation, with indicators considered valid if the correlation was significant at $p < 0.05$. Reliability was tested using Cronbach’s Alpha, with values above 0.6 indicating acceptable internal consistency. It is noted that a reliability coefficient of 0.60 is considered acceptable for newly developed instruments or during the initial stages of exploratory research [27].

Following the confirmation of instrument quality, classical assumption tests were performed. Normality was examined using the Kolmogorov-Smirnov or Shapiro-Wilk test with a significance level of 0.05. Multicollinearity was assessed via the Variance Inflation Factor (VIF), where values below 10 indicated no multicollinearity issues. Heteroskedasticity was evaluated using the Breusch-Pagan test, with non-significant results ($p > 0.05$) indicating homoskedasticity. These steps ensured that the regression models satisfied the basic assumptions required for linear estimation.

Hypothesis testing was conducted at a 5% significance level ($\alpha = 0.05$) using Moderated Regression Analysis (MRA). This approach enabled the examination of the moderating effect of Corporate Image on the relationship between Corporate Social Responsibility (CSR) and Financial Literacy. Two regression models were estimated as follows:

$$Y = \beta_0 + \beta_1 X + \epsilon \tag{1}$$

$$Y = \beta_0 + \beta_1 X + \beta_2 Z + \beta_3 XZ + \epsilon \tag{2}$$

Description:

- Y = Financial Literacy
- X = Corporate Social Responsibility (CSR)
- Z = Corporate Image
- XZ = Interaction term between CSR and Corporate Image
- β_0 = Constant
- $\beta_1, \beta_2, \beta_3$ = Regression coefficients
- ϵ = Error term

4. Result and Discussion

4.1 Statistic Descriptive

Table 2. Statistic Descriptive Result

	N	Mean	Median	SD	Min	Max
Y	38	46.737	48.000	4.881	30	52
X	38	47.711	48.500	3.777	39	52
Z	38	29.711	30.000	1.999	25	32

Table 2 presents descriptive statistics summarizing the three primary variables examined in this study: Financial Literacy, Corporate Social Responsibility (CSR), and Corporate Image. For Financial Literacy, the mean score of 46.74, median of 48.00, and standard deviation of 4.88 suggest that respondents generally exhibit a relatively high level of financial literacy, albeit with moderate individual variation. The observed minimum and maximum scores of 30 and 52, respectively, indicate that while some participants have a lower level of understanding, the majority demonstrate a solid grasp of financial concepts.

CSR records a mean of 47.71 and a median of 48.50, with a standard deviation of 3.78, reflecting generally positive and consistent perceptions of CSR initiatives among respondents. The narrow range between the minimum (39) and maximum (52) further suggests that perceptions of CSR are relatively homogeneous.

Regarding Corporate Image, the mean score of 29.71, median of 30.00, and standard deviation of 1.99 indicate that respondents evaluate the company’s image favorably and consistently. The relatively small standard deviation and score range of 25 to 32 highlight a strong consensus on the organization’s corporate image.

4.2 Validity and Reliability Test Result

Validity was assessed using Pairwise Correlation, with indicators deemed valid if the significance value (p-value) was below 0.05. The results of the validity test for each research variable indicator are presented in Table 3.

Table 3. Validity Test Result

Variable	Indicator	Sig. (p-value)	Description
Corporate Social Responsibility (X)	X1	0.002	Valid
	X2	0.036	Valid
	X3	0.001	Valid
	X4	0.000	Valid
	X5	0.000	Valid
	X6	0.000	Valid
	X7	0.000	Valid
	X8	0.001	Valid
	X9	0.000	Valid
	X10	0.000	Valid
	X11	0.000	Valid
	X12	0.000	Valid
	X13	0.000	Valid
Corporate Image (Z)	Z1	0.013	Valid
	Z2	0.000	Valid
	Z3	0.000	Valid
	Z4	0.000	Valid
	Z5	0.001	Valid
	Z6	0.005	Valid
	Z7	0.000	Valid
Financial Literacy (Y)	Y1	0.013	Valid
	Y2	0.001	Valid
	Y3	0.001	Valid
	Y4	0.001	Valid
	Y5	0.000	Valid
	Y6	0.000	Valid
	Y7	0.000	Valid
	Y8	0.000	Valid
	Y9	0.000	Valid
	Y10	0.000	Valid
	Y11	0.000	Valid
	Y12	0.000	Valid
	Y13	0.000	Valid

The results show that all indicators across the three variables: CSR (X1–X13), Corporate Image (Z1–Z8), and Financial Literacy (Y1–Y13) have significance values below 0.05. This indicates that each item is significantly correlated with its total score, and thus, all indicators are declared valid.

Reliability was evaluated using Cronbach's Alpha, with a minimum acceptable threshold set at 0.6. A variable is considered reliable if its Cronbach's Alpha exceeds this value. The results are summarized in Table 4.

Table 4. Reliability Test Result

Variable	Cronbach's Alpha	Description
Corporate Social Responsibility (CSR)	0,8513	Reliable
Corporate Image	0,6682	Reliable
Financial Literacy	0,8925	Reliable

All research variables have Cronbach's Alpha values greater than 0.6, indicating that the instruments used to measure CSR, Corporate Image, and Financial Literacy are reliable and demonstrate acceptable internal consistency.

4.3 Classical Assumption Test Result

Prior to hypothesis testing, several classical assumption checks were conducted to ensure the validity and robustness of the regression model. The outcomes of the normality, multicollinearity, and heteroscedasticity tests are presented in Table 5.

Table 5. Reliability Test Result

Test	Method	Value	Threshold	Interpretation
Normality	Shapiro-Wilk	0.20285	> 0.05	Residuals are normally distributed
Multicollinearity	VIF	1.43	< 10	No multicollinearity detected
Heteroscedasticity	Breusch-Pagan	0.9837	> 0.05	Residuals are homoscedastic

The normality of the data was assessed using the Shapiro-Wilk test, where a significance value above 0.05 indicates a normal distribution. As reported in Table 5, the significance value of 0.20285 exceeds this threshold, confirming that the residuals are normally distributed and the normality assumption is satisfied. Multicollinearity was evaluated through the Variance Inflation Factor (VIF), with values below 10 indicating no multicollinearity among independent variables. The observed VIF of 1.43 is well below this threshold, demonstrating that multicollinearity is not present in the model. Heteroscedasticity was tested using the Breusch-Pagan method, where a significance value greater than 0.05 suggests homoscedastic residuals. Table 5 shows a significance value of 0.9837, confirming that the assumption of homoscedasticity is met.

4.3 Main Regression Result

The regression analysis was carried out in two stages: first, the baseline model without the moderating variable (Model 1), and second, the extended model incorporating the moderating effect of Corporate Image (Model 2). The results of both models are presented in Table 6.

Table 6. Regression Test Result

	(1) Model	(2) Model
Intercept	-21.499* (11.401)	14.547 (21.737)
CSR	2.882*** (0.243)	0.415 (0.474)
CI		0.259 (0.751)
CSR*CI		0.053*** (0.016)
Adj.R2	0.7906	0.9940
N	38	38
p-value	0.000	0.000

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Model 1: Baseline Regression

The results of Model 1 indicate that Corporate Social Responsibility (CSR) exerts a strong and significant positive influence on Financial Literacy ($\beta = 2.882$, $p < 0.01$), suggesting that higher CSR engagement is associated with enhanced financial literacy among stakeholders. The adjusted R^2 of 0.7906 shows that CSR alone accounts for approximately 79% of the variance in financial literacy.

Model 2: Moderated Regression

Upon including Corporate Image in the model, the interaction term (CSR \times Corporate Image) is statistically significant ($\beta = 0.053$, $p < 0.01$), indicating that Corporate Image amplifies the effect of CSR on Financial Literacy. Notably, in the moderated model, the direct effect of CSR becomes statistically non-significant, implying that the influence of CSR on Financial Literacy is primarily channelled through the moderating role of Corporate Image. The adjusted R^2 increases to 0.9940, reflecting a substantial enhancement in explanatory power and underscoring the pivotal moderating effect of Corporate Image.

4.4 Discussion

Hypothesis 1: CSR and Financial Literacy

The first hypothesis proposed that CSR positively influences Financial Literacy. Findings from Model 1 support this hypothesis, indicating that CSR significantly improves stakeholders' financial literacy. This result needs to be interpreted with caution given the limited sample size and possible model bias. This finding aligns with prior studies that emphasized the broader impact of CSR on stakeholder knowledge and awareness [11], [22]. Through CSR initiatives, firms not only address social and environmental responsibilities but also enhance the financial knowledge of their stakeholders. This aligns with stakeholder theory, which posits that organizations generate value not only for shareholders but also for a broader set of stakeholders through responsible and ethical practices.

Hypothesis 2: The Moderating Role of Corporate Image

The second hypothesis suggested that Corporate Image moderates the relationship between CSR and Financial Literacy. The results from Model 2 confirm this hypothesis, showing that the interaction between CSR and Corporate Image significantly predicts Financial Literacy. The moderating effect implies that CSR initiatives are more effective in enhancing financial literacy when the firm has a strong and positive corporate image. Although these results cannot yet be definitively concluded, these findings are more appropriately viewed as preliminary indications that require further testing in studies with larger samples. When the interaction variable between CSR and corporate image was included in the model, the direct effect of CSR became insignificant. This condition can be interpreted as indicating the possibility of full moderation, but it may also reflect a strong relationship between CSR, corporate image, and their interaction.

This finding resonates with studies by [5], [13], [23], which emphasized the role of corporate image in amplifying the outcomes of CSR initiatives. From a stakeholder theory perspective, this result highlights the synergistic role of trust, reputation, and perception. A positive corporate image reinforces stakeholders' receptiveness to CSR programs, thereby translating CSR initiatives into tangible outcomes such as improved financial literacy. Conversely, when corporate image is weak, CSR programs may fail to generate similar impacts due to scepticism or lack of stakeholder engagement.

The findings demonstrate that CSR alone is a significant driver of financial literacy, but its impact is maximized when coupled with a favourable corporate image. This confirms the importance of integrating CSR into a broader reputational and relational strategy as suggested by stakeholder theory. Firms that combine consistent CSR practices with a strong corporate image are better positioned to foster financial literacy among their stakeholders, thereby achieving both social and organizational objectives.

5. Conclusion

This study aimed to investigate the impact of Corporate Social Responsibility (CSR) on financial literacy, with corporate image acting as a moderating factor, among the community surrounding PT Arutmin Indonesia Site Asamasam. The results yield several key insights. First, CSR initiatives were found to have a significant positive effect on financial literacy, indicating that, beyond fulfilling social responsibilities, CSR can serve as an effective means to enhance the financial knowledge and skills of community members. These findings underscore the relevance of stakeholder theory, which emphasizes that firms should create value not only for shareholders but also for the broader community by addressing capacity-building needs.

Second, the moderating role of corporate image is strongly confirmed. The analysis demonstrates that CSR's impact on financial literacy is considerably strengthened when the

company enjoys a positive reputation. This indicates that stakeholder trust and favorable perception act as catalysts that enable CSR programs to deliver meaningful behavioral and educational outcomes. Conversely, when corporate image is weak, the transformative effect of CSR initiatives on financial literacy diminishes.

Theoretically, these findings extend CSR literature by positioning financial literacy as a primary outcome of corporate social initiatives and by highlighting the importance of corporate image as a boundary condition that shapes program effectiveness. Practically, the study provides actionable insights for corporate managers: CSR programs aimed at financial empowerment should not be implemented in isolation but embedded within a broader strategy of sustaining corporate image and stakeholder trust. Overall, the results of this study are exploratory in nature. The findings provide preliminary indications regarding the potential role of CSR and corporate image in improving public financial literacy, but require verification in future research with a larger sample size and a more robust methodological design.

Finally, this study recognizes certain limitations, notably the relatively small sample size and its concentration on a single corporate setting, which may limit the generalizability of the findings. Future research could employ larger samples, cross-industry comparisons, or longitudinal designs to further validate and expand these findings. Nevertheless, the present study contributes novel evidence from the Indonesian extractive industry, underscoring that CSR, when reinforced by a strong corporate image, can serve as a strategic instrument to promote financial literacy and, ultimately, foster sustainable community development.

Acknowledgements

The authors would like to express their sincere gratitude to PT Arutmin Indonesia Site Asamasam for their invaluable support in facilitating this research. The company's commitment to Corporate Social Responsibility, particularly in the area of community empowerment, provided not only the empirical context but also access to the beneficiaries who became respondents in this study. Appreciation is also extended to the CSR coordinators and local community leaders who assisted in distributing the survey and ensuring the participation of community members. Without their collaboration, the data collection process and the overall implementation of this research would not have been possible.

References

- [1] J. Araújo, I. V. Pereira, and J. D. Santos, "administrative sciences The Effect of Corporate Social Responsibility on Brand Image and Brand Equity and Its Impact on Consumer Satisfaction," *Adm. Sci.*, vol. 13, p. 118, 2023.
- [2] N. R. Rizka and D. Putri, "Corporate Social Responsibility and Corporate Governance: A Bibliometric Review," *Fokus Bisnis Media Pengkaj. Manaj. Dan Akunt.*, vol. 24, no. 1, pp. 87–105, 2025, doi: <https://doi.org/10.32639/qkpnxf89>.
- [3] A. B. Carroll and J. A. Brown, "Corporate Social Responsibility: A Review of Current Concepts, Research, and Issues," *Corp. Soc. Responsib. Bus. Soc.*, no. 360, pp. 39–69, 2018, doi: 10.1108/S2514-175920180000002002.
- [4] A. N. Mzembe and J. Meaton, "Driving Corporate Social Responsibility in the Malawian Mining Industry: A Stakeholder Perspective," *Corp. Soc. Responsib. Environ. Manag.*, vol. 21, pp. 189–201, 2014, doi: 10.1002/csr.1319.
- [5] M. N. I. Afzal and M. A. N. Sadi, "Financial inclusion using corporate social responsibility: a socio-economic demand – supply analysis," *Asian J. Econ. Bank.*, vol. 7, no. 1, pp. 45–63, 2025, doi: 10.1108/AJEB-04-2022-0039.
- [6] A. Grohmann, "Paci fi c-Basin Finance Journal Financial literacy and fi nancial behavior : Evidence from the emerging Asian middle class," *Pacific-Basin Financ. J.*, vol. 48, no. July 2017, pp. 129–143, 2018, doi: 10.1016/j.pacfin.2018.01.007.
- [7] OECD, "OECD/INFE 2020 International Survey of Adult Financial Literacy," OECD. [Online]. Available: <https://www.oecd.org/financial/education>
- [8] T. Kaiser, A. Lusardi, L. Menkhoff, and C. Urban, "Financial education affects financial knowledge and downstream behaviors," *J. financ. econ.*, vol. 145, no. 2, pp. 255–272, Aug. 2022, doi: 10.1016/J.JFINECO.2021.09.022.
- [9] P. J. Morgan and L. Q. Trinh, "Risk and Financial Management Determinants and Impacts of Financial Literacy in Cambodia and Viet Nam", doi: 10.3390/jrfm12010019.
- [10] A. Lusardi and O. S. Mitchell, "of Financial Literacy : Theory and Evidence," *J. Econ. Lit.*, vol. 52, no. 1, pp. 5–44, 2014.
- [11] A. Krisnawati, "Encouraging Financial Literacy Through Corporate Social Responsibility of Financial-Service Businesses in Indonesia," *Adv. Econ. Bus. Manag. Res.*, vol. 123, no. ICAMER 2019, pp. 38–42, 2020.
- [12] Purwanto, "Performance of The CSR Program in The Small Medium Enterprise (SME) Financial Capacity Building," *Int. J. Econ. Bus. Account. Res.*, vol. 2020, no. 4, pp. 371–382, 2020.
- [13] E. Fosu, K. Yi, and D. Asiedu, "The effect of CSR on corporate social performance: Mediating role of corporate image, green innovation and moderating role of corporate identity," *Corp. Soc. Responsib. Environ. Manag.*, 2024, doi: <https://doi.org/10.1002/csr.2553>.
- [14] O. Iglesias, S. Markovic, and J. Rialp, "How does sensory brand experience influence brand equity? Considering the roles of customer satisfaction, customer affective commitment, and employee empathy," *J. Bus. Res.*, vol. 96, pp. 343–354, Mar. 2019, doi: 10.1016/J.JBUSRES.2018.05.043.
- [15] A. B. Carroll and K. M. Shabana, "The Business Case for Corporate Social Responsibility : A Review of

- Concepts , Research and Practice,” *Int. J. ofManagement Rev.*, 2010, doi: 10.1111/j.1468-2370.2009.00275.x.
- [16] H. O. Awa, W. Etim, and E. Ogbonda, “Stakeholders , stakeholder theory and Corporate Social Responsibility (CSR),” *Int. J. Corp. Soc. Responsib.*, 2024, doi: 10.1186/s40991-024-00094-y.
- [17] S. W. Carvalho and D. O. Mota, “Consumer Reactions to CSR : A Brazilian Perspective,” *J. Bus. Ethics*, vol. 91, pp. 291–310, 2010, doi: 10.1007/s10551-010-0620-0.
- [18] R. E. Freeman, *Strategic management: A stakeholder approach*. Boston, MA: Pitman, 1984.
- [19] J. B. Barney and J. S. Harrison, “Stakeholder Theory at the Crossroads,” *Bus. Soc.*, vol. 59, no. 2, pp. 203–212, 2020, doi: 10.1177/0007650318796792.
- [20] M. B. . E. . Clarkson, “A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance,” *Acad. Manag.*, vol. 20, no. 1, pp. 92–117, 1995, [Online]. Available: <https://www.jstor.org/stable/258888>
- [21] V. Frisancho, “Is school-based financial education effective? immediate and long-lasting impacts on high school students,” *Econ. J.*, vol. 133, no. November, pp. 1147–1180, 2022, doi: <https://doi.org/10.1093/ej/ueac084>.
- [22] G. P. Stella, E. M. Cervellati, D. Magni, V. Cillo, and A. Papa, “Shedding light on the impact of financial literacy for corporate social responsibility during the COVID-19 crisis: managerial and financial perspectives,” *Manag. Decis.*, vol. 60, no. 10, pp. 2801–2823, 2022, doi: 10.1108/MD-12-2021-1681.
- [23] D. Arli, P. Van Esch, G. Northey, and M. S. W. Lee, “Hypocrisy, skepticism, and reputation: the mediating role of corporate social responsibility,” *Mark. Intell. Plan.*, vol. 37, no. 6, pp. 706–720, 2019, doi: 10.1108/MIP-10-2018-0434.
- [24] L. S. Aiken and S. G. West, “Multiple Regression: Testing and Interpreting Interactions.,” *Sage Publ.*, 1991.
- [25] Muhadjir and G. F. Qurani, “Pengaruh penerapan corporate social responsibility terhadap persepsi nasabah bank dan dampaknya terhadap corporate image,” *J. Winners*, vol. 12, no. 2, pp. 180–195, 2011.
- [26] G. C. B. Okello, J. M. Ntayi, J. C. Munene, and C. A. Malinga, “The relationship between access to finance and growth of SMEs in developing economies: financial literacy as a moderator,” *Rev. Int. Bus. Strateg.*, 2017, doi: <https://doi.org/10.1108/RIBS-04-2017-0037>.
- [27] R. Suhartini, Ekohariadi, L. Nurlaela, U. Wahyuningsih, Yulistiana, and Y. I. Prihatina, “Validity, Reliability, Intra-rater Instrument Parameter Teaching Factory and Learning Outcomes of Industrial Clothing,” *Proc. Int. Jt. Conf. Arts Humanit. 2021 (IJCAH 2021)*, vol. 618, no. Ijcah, pp. 1230–1239, 2022, doi: 10.2991/assehr.k.211223.214.