

**THE IMPLEMENTATION OF CORPORATE
SOCIAL RESPONSIBILITY TO GAIN COMPETITIVE
ADVANTAGE OF TELECOMMUNICATION COMPANY
IN INDONESIA: A MEDIATION ROLE OF THE
CORPORATE REPUTATION AND INNOVATION**

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Abstract

As SOE, PT Telkom has not yet allocated optimally on their CSR program. In the regulation issued by the Indonesian government, PER-09/MBU/07/2015, it is stated that SOE should provide maximum 4% of the net profit after tax of the previous fiscal year to allocate on CSR program. Meanwhile, in 2015, the allocation of PT Telkom for CSR is still under 1%. It is believed that CSR is one of the factors which can create Competitive Advantage (CA).

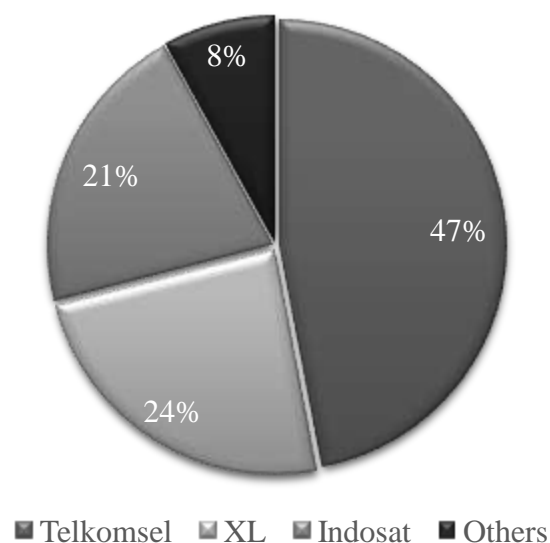
Therefore, this research studies the role of CSR of PT Telkom in contributing to CA of the company through the mediation role of Corporate Reputation (CR) and Innovation. This research uses descriptive hypothesis testing with one sample average test and verification/inferential hypothesis testing with SEM second order. The method used in modeling SEM is Partial Least Squares Path Modeling (PLS-PM). The result shows that CSR together with CR and Innovation can trigger the company to gain greater CA. This research offers a new model related to how CSR increase CA. Different from previous research, this research emphasizes on the use of CR and Innovation as mediation roles.

Keywords: Corporate Social Responsibility, Corporate Reputation, Innovation, Competitive Advantage, Indonesia

INTRODUCTION

Indonesia's telecommunication sector is very potential with its sustainable growth in the recent years, either in fixed, mobile, or broadband category. The mobile service leading with 278 million mobile subscribers. Population and the rapid economic growth have encouraged the high demand of telecommunication service (Hasan, 2008), attracting tighter competition atmosphere. This sector becomes a highly competitive, rapidly changing industry (Iskandar, 2014). There are three top operators dominating the market in Indonesia; Telkomsel from PT Telkom, Indosat which is partly state-owned, and XL Axiata.

Figure 1: Market Share Mobile and Fixed Wireless in Indonesia (2014, Quarter I)



Source: Compiled by author

This high competition, Competitive Advantage (hereinafter referred to as CA) is needed to maintain the company's position in the industry. Therefore, each company must have unique features to sustain their CA. These features are driven by their goals and objectives. As mentioned by Wheelen & Hunger (2011), there are areas related to this research in which a corporation might establish its goals and objectives, which are reputation, technological leadership, and contribution to society. These three areas are used as the variables in this research. Reputation in this research uses the terminology Corporate Reputation (hereinafter referred to as CR). Meanwhile, technological leadership is also used in broader sense, since in this research technological leadership is part of what we call Innovation. Contribution to society in this research is broader seen as Corporate Research Responsibility (hereinafter referred to as CSR). These three points are studied in this research along with their relation to CA. As corporation objectives, they must be interrelated.

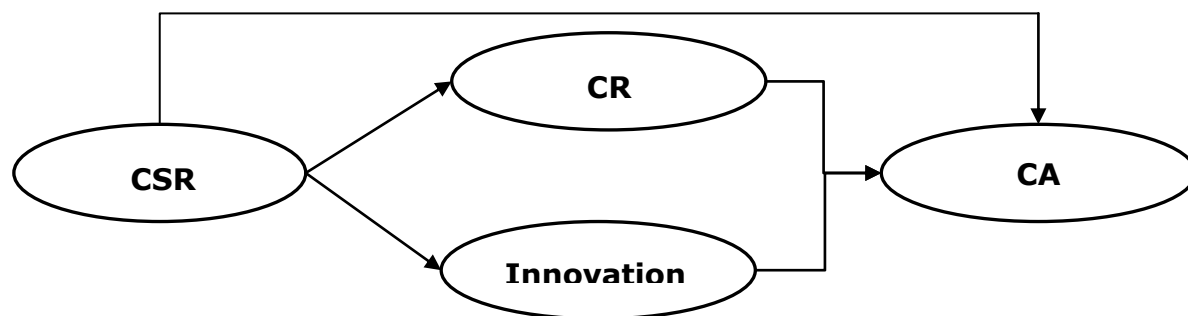
CSR is important to increase company's environment management and to synergize with the government through their Program Kemitraan Bina Lingkungan (PKBL). A company should have a strong commitment in their PKBL implementation program. PKBL is mentioned in the regulation regarding the liability of State-Owned Enterprise (SOE) to the social environment known as Program Kemitraandan Bina Lingkungan (PKBL) or Partnership and Community Development Program. In 2003, Decree of the Minister of SOE (Kepmen BUMN) No. Kep-236/MBU/2003 on SOE Partnership Program with Small Business and Community Development Program is published, followed up by the Regulation of the Minister of SOE (Permen.BUMN) PER-05/MBU/2007 on "Partnership and Community Development Program of State Owned Enterprises" which is then enhanced in PER-09/MBU/07/2015. According to this regulation, companies are suggested to allocate 4% of net profit for PKBL or CSR. Nonetheless, the current data from PT Telkom shows that the company only allocates 0.53% from its net profit to use on CSR in 2016. In this point, there is gap on the percentage of budget allocated in Telkom social responsibility. From this data, alleged that the implementation of CSR of PT Telkom is not yet maximal which can be seen from the funding percentage which is still far below the percentage which is written in the regulation. This is of course effect the perception of the stakeholders of PT Telkom. Based on the consideration, we can see gap in the implementation of CSR in PT Telkom. This may influence the creation of CR and innovation of PT Telkom. Other effect which becomes the principal concern as well is the gaining of CA of PT Telkom. Therefore, the research theme is focused on the gaining of CA of PT Telkom based on CSR through the mediation of CR and innovation.

The main objective of this study is to identify the influence of CSR, CR, and Innovation to competitive advantage, either directly or indirectly. It is necessary to establish the following specific objectives:

1. To describe the Corporate Social Responsibility, Corporate Reputation, Innovation, and Competitive Advantage in PT Telkom.
2. To analyze the influence of Corporate Social Responsibility to Corporate Reputation in PT Telkom
3. To analyze the influence of Corporate Social Responsibility to Innovation in PT Telkom
4. To analyze the influence of Corporate Reputation to Innovation to Competitive Advantage on simultaneous and partial in PT Telkom
5. To analyze the influence of Corporate Social Responsibility to Competitive Advantage through Corporate Reputation and Innovation in PT Telkom

LITERATURE REVIEW

Figure 2: State of the Art



Tracing the achievement of CA of a company from CSR through the mediation role of CR and Innovation has not been done on any research. This study is designed to introduce two variables with mediation role, CR and innovation, which provide companies a ground to improve their engagement in CSR activities.

Corporate Social Responsibility

The dimensions which are used in this research are *Environment*, *Social*, *Economic*, *Stakeholder* and *Voluntariness*. Environmental dimension addresses issues such as cleaner environment, environmental stewardship, and environmental concerns for business operations. Economic dimension takes care of the socio-economic and financial aspects of CSR including describing CSR in terms of business operation (Dahlsrud, 2006). The social dimension deals

with the relationship between the organization and the society. It covers issues bordering on its contribution to the society, the integration of social concerns with business operations, and the impact of an organization's operations on communities (Dahlsrud, 2006). The stakeholders dimension takes care of issues affecting key stakeholders and stakeholder groups such as employees, suppliers, customers, members of host communities etc. It covers all issues bothering on the interaction between organizations and stakeholders including the full scope of impact on their communities. The voluntariness dimension captures all actions of an organization that are beyond their legal obligations. It covers issues bordering on the organization's ethical values. According to Branco and Rodrigues (2006), the concept of CSR is one of the keys of ethical problems which corporate decision-making and behavior is surrounded. They implied that CSR is not only about being responsible to the environment but it is also the solution of ethical problems which occur due to the decisions made by the corporate. According to ISO 26000, CSR is defined as "responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior that contributes to sustainable development, including health and the welfare of society, takes into account the expectations of stakeholders, is in compliance with applicable law and consistent with international norms of behavior and is integrated throughout the organization and practiced in its relationships. This concept proposes that corporation has responsibilities to society that extend beyond making a profit (Wheelen and Hunger, 2011). In general, CSR refers to the obligations of companies to society, specifically to stakeholders, which may affect positively not only on the financial performance of a corporation, but beyond that, sustainability of a corporation.

Corporate Reputation

CR is vitally important. Reputation tends to be long-lasting and hard for others to duplicate—thus providing CA. A favorable CR can lead to numerous strategic benefits. It is often the most important factor in building financial and social success, creating market entry barriers, fostering customer retention, and strengthening CAs (Kanto et.al, 2013). The importance of CR as one of intangible assets has grown rapidly within the last two decades. Esty and Winston (2006) stated that the better a company does at protecting its reputation and building brand trust, the more successful it will be at gaining and maintaining competitive differentiation. CR is a multi-stakeholder concept that is reflected in the perceptions that stakeholders have of an organization (Smidts et al., 2001). A variety of definitions of reputation have been offered from a number of different academic and professional backgrounds. Fombrun (1996) observes: "Reputations are overall assessments of organizations by their stakeholders. They are

aggregate perceptions by stakeholders of an organization's ability to fulfill their expectations, whether these stakeholders are interested in buying the company's products, working for the company, or investing in the company's shares." I would suggest that there are two definitions of reputation, one from the perspective of the company and the other from the perspective of stakeholders. From the perspective of the organization, reputation is an intangible asset that allows the company to better manage the expectations and needs of its various stakeholders, creating differentiation and barriers vis-à-vis its competitors. From the perspective of stakeholders, reputation is the intellectual, emotional and behavioral response as to whether or not the communications and actions of an organization resonate with their needs and interests. To the extent that stakeholders believe that the organization meets their needs better than can competitors, they will behave toward the organization in desirable ways, e.g., invest, join, support, etc.

The most prominent tool to assess CR seems to be the Reputation Quotient (hereinafter referred to as RQ) from the academics side (Fombrun & Van Riel, 2004; Fombrun, 1996). RQ as the most popular in academic approach can be applied to obtain data on company's reputation from the point of views of the multiple stakeholders. This model measures perceptions of an organization in terms of social expectations of six dimensions such as products and services, emotional appeal, vision and leadership, financial performance, workplace environment, and social responsibility (Fombrun et al., 2000). Therefore, the dimensions used in this research are Emotional Appeal, Products & Services, Financial Performance, Vision & Leadership and Workplace Environment.

Innovation

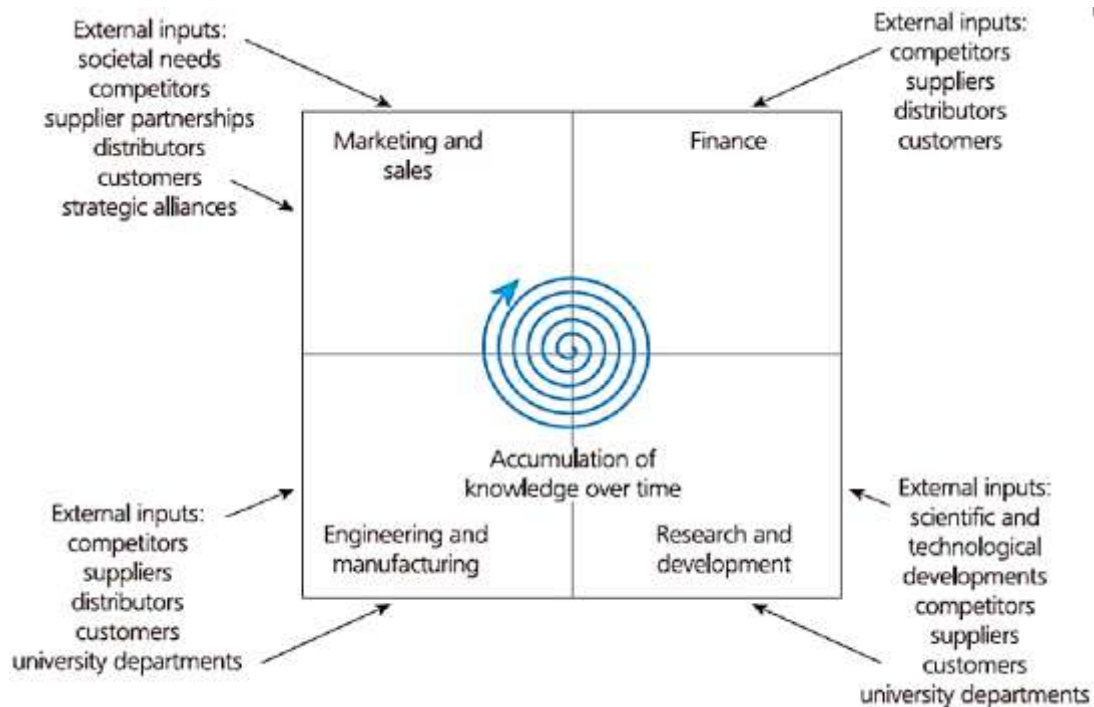
Due to increased competition, innovation is becoming crucial to corporate success. Corporations must be able to adapt and evolve to survive. Businesses operate with the knowledge that their competitors will inevitably come to the market with a product that changes the basis of competition. In most industries, the leading competitors are the innovators. According to OECD Oslo Manual (2005:46) "innovation is the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations." As for this research, the dimensions of Innovation which are used are *Product Innovation*, *Market Innovation*, and *Process Innovation*. The dimension of product innovation refers to the newness and essentiality of any new products and services and that they are brought out to customers at the right time. The second dimension, market innovation includes the novelty of approaches that organisations embrace to access and reach the targeted customers. The third dimension,

process innovation refers to the opening of new production methods, new management styles and new technology that can be used to enhance production and management systems.

Innovation is a very broad concept that can be understood in a variety of ways. Innovation is the management of all the activities involved in the process of idea generation, technology development, manufacturing and marketing of a new (or improved) product or manufacturing process or equipment (Trott, 2005). From this statement we can see that Innovation is a total process involving either internal or external activities.

The network model represents the most recent thinking on the concept. Essentially, network models emphasize the external linkages coupled with the internal activities that have been shown to contribute to successful development. There is substantial evidence to suggest that external linkages can facilitate additional knowledge flows into the organization, thereby enhancing the development process. These models suggest that innovation should be viewed as a knowledge-accumulation process that requires inputs from a wide variety of sources. The model in Figure 6 helps to highlight the accumulation of knowledge over time.

Figure 3: The Network Model of Innovation



Source: Trott (2005)

Competitive Advantage

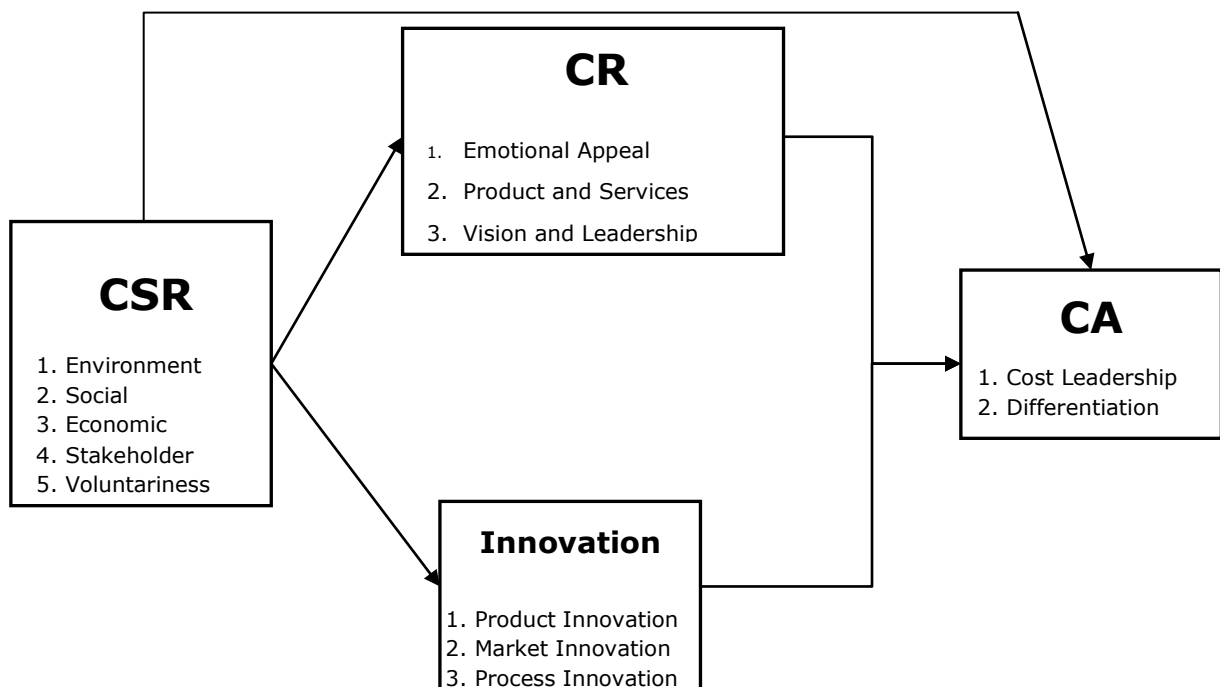
Organization achieves CA when a corporate acquires or develops a feature or a set of features that enables it to outperform its competitors (Stutz & Warf, 2009). Porter (1998) stated that CA starts with the premise that it can arise from many sources, and shows how all advantages can be connected to specific activities and the way that activities relate to each other, to supplier activities, and to customer activities. From his statement, it can be understood that business activities of a company, both internal and external, should be well managed to be able to achieve company's objectives and to have a position in the competition. CA provides the architecture for describing and assessing strategy, linking it to company behavior, and understanding the sources of CA. CA lies in the ability to identify and respond to environmental change well in advance of competition (Wheelen and Hunger, 2011). Companies should be able to recognize and understand external factors. No firm can successfully monitor all external factors. Choices must be made regarding which factors are important and which are not. Porter (1980) tells that to achieve CA, a firm needs to make a choice about the type of CA it seeks to attain. Each choice requires a specific operating model regarding processes, business structure, management system and culture. The first strategy is cost leadership. The strategic logic of cost leadership usually requires that a firm be the cost leader. In cost leadership, a firm sets out to become the low-cost producer in its industry. The second strategy is differentiation. The logic of differentiation strategy requires that a firm choose attributes in which to differentiate itself that are different from its rivals. A firm must truly be unique at something or be perceived as unique if it is to expect a premium price. Therefore, the dimensions used in this research are Differentiation, and Cost Leadership.

In achieving and maintaining CA, it is important for a corporation to analyze the forces which drives competition. Wheelen and Hunger (2011) reflect the power that governments, local communities, and other groups from the task environment wield over industry activities. In carefully scanning, a corporation must assess the importance to its success of each of six forces: threat of new entrants, rivalry among existing firms, threat of substitute products or services, bargaining power of buyers, bargaining power of suppliers, and relative power of other stakeholders. The stronger each of these forces, the more limited companies are in their ability to raise prices and earn greater profits. In the short run, these forces act as constraints on a company's activities. In the long run, however, it may be possible for a company, through its choice of strategy, to change the strength of one or more of the forces to the company's advantage.

Research Framework

This research uses four variables; CSR, CR, Innovation, and CA. Each of these variables has dimensions. CSR has five dimensions namely Environment, Social, Economic, Stakeholder, and Voluntariness. CR also has five dimensions; Emotional Appeal, Product and Services, Vision and Leadership, Workplace Environment, and Financial Performance. Innovation has three dimensions, which are Product Innovation, Market Innovation, and Process Innovation. CA, has two dimensions namely Cost Leadership and Differentiation. To ease the measurement and the description, each of these dimensions is divided into indicators. Both the stakeholders' view on the variables and the influence between variables are measured statistically.

Figure 4. Research Paradigm



Hypotheses Design

H1 → The description of CSR is good, CR is good, Innovation is high, and CA is high in PT Telkom Indonesia (Persero).

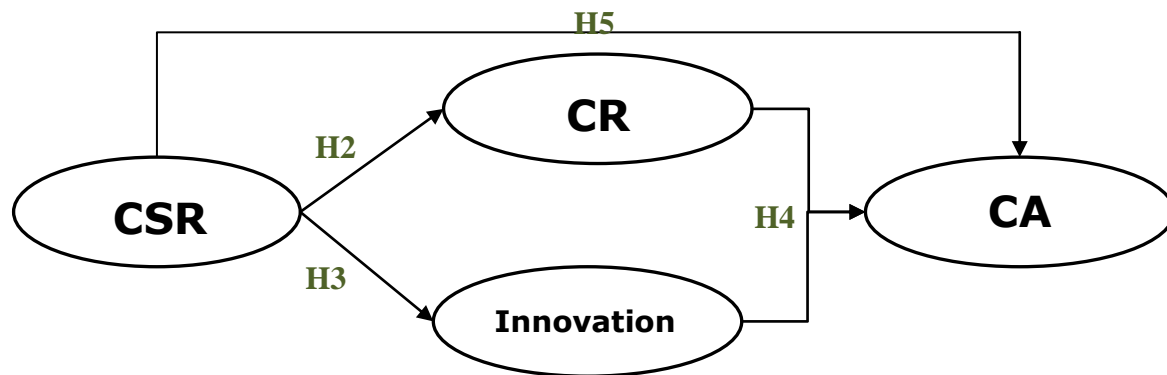
H2 → CSR gives significant effect to CR in PT Telkom

H3 → CSR gives significant effect to Innovation in PT Telkom

H4 → CR and Innovation gives significant effect to CA simultaneous and partial in PT Telkom

H5 → CSR gives significant effect to CA through CR and Innovation in Telkom Group

Figure 5: Research Hypotheses



RESEARCH METHOD

Based on the proposed hypotheses, two tests are used: (1) descriptive hypothesis testing with one sample average test, (2) verification/inferential hypothesis testing with Structural Equation Modeling (SEM) second order. The population of this research is the stakeholders of PT Telkom, Indonesia (Persero) sample is determined to represent the population based on SEM second order. Second order is used since the measurement of the research variables is conducted in two steps which are, first, changing research variables into sub-variables and, second, these sub-variables are measured by using item which is assessed with one indicator. The method used in modeling SEM is Partial Least Squares Path Modeling (PLS-PM). Structural equation modeling is used if a construct/concept in a research is unobservable or Latent (Saunders & Thornhill, 2007). All indicators of dimensions in each variable in this research are listed in the questionnaire. Instrument testing is conducted such as Validity Test and Reliability Test including Suitability Model. After that, questionnaire is distributed, statistical analysis by using SEM approach and processor software Smart-PLS is conducted.

PT Telkom Indonesia (Persero) has many stakeholders with consumer as the dominating stakeholder. The consumer with the biggest contribution is Enterprise (The Enterprise and Business Service Directorate), contributing 51% of all income. Data is taken from this division. According to the data from the Enterprise Service Division, there are ± 2200 consumers in the Division. According to Ferdinand (2002), the number of sample needed to test a model by using SEM is between 100-200 samples or it depends on the number of parameters used in all of the latent variables; the number of parameters multiply by 5 to 10. In this research, the parameters are the indicators. Based on this, the maximum number is taken for the number of multiples of respondents. Therefore, the sample size in this research is:

$$n = \text{the number of indicators} \times 5 = 42 \times 5 = 210 \text{ respondents}$$

There are 42 indicators in this research. So, to fulfill the maximum number of respondents in using SEM, which is 200, the 42 indicators are then multiplied by 5. The result shows that 210 respondents are needed in this research. Therefore, questionnaires are distributed to 210 respondents.

EMPIRICAL FINDINGS AND DISCUSSION

Figure 6: The Value of Influence between Variables

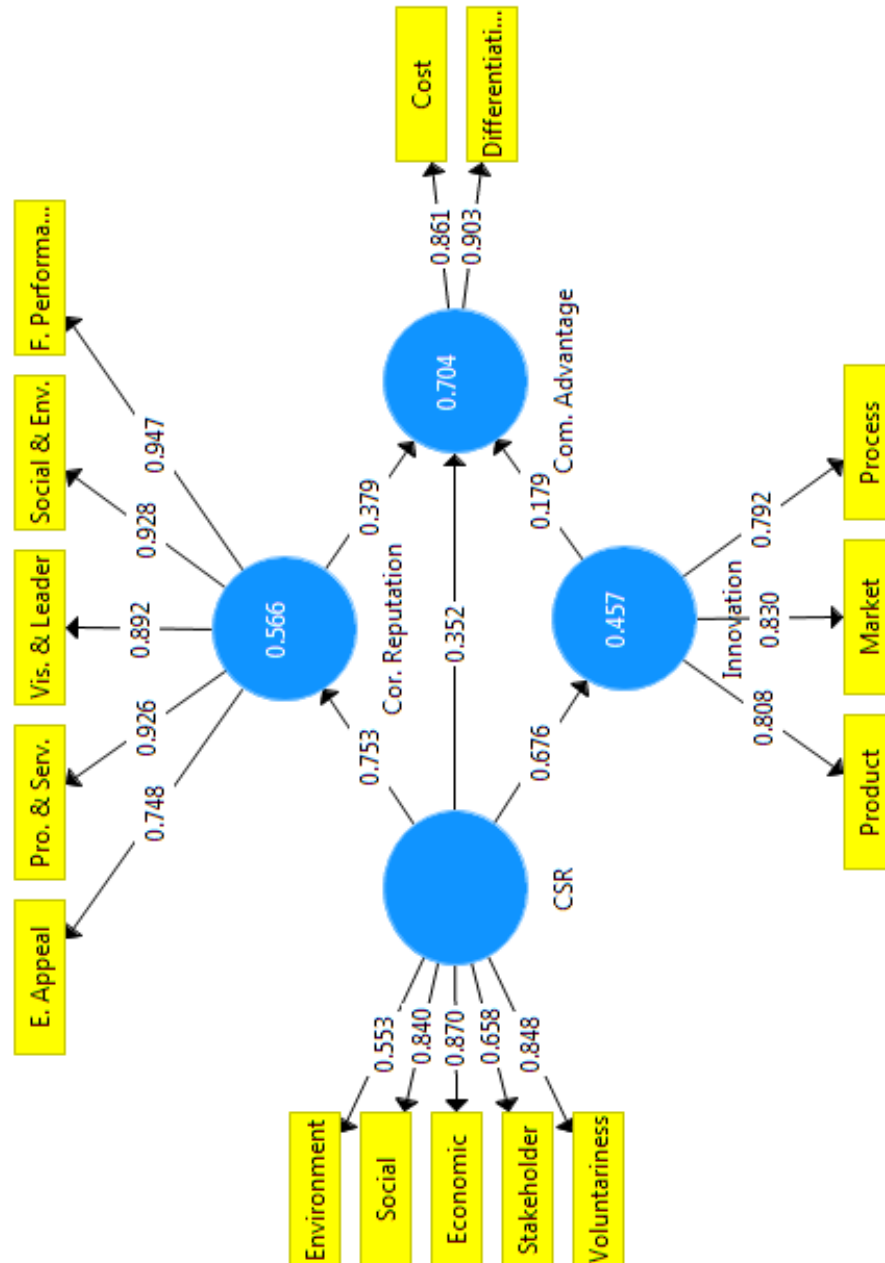
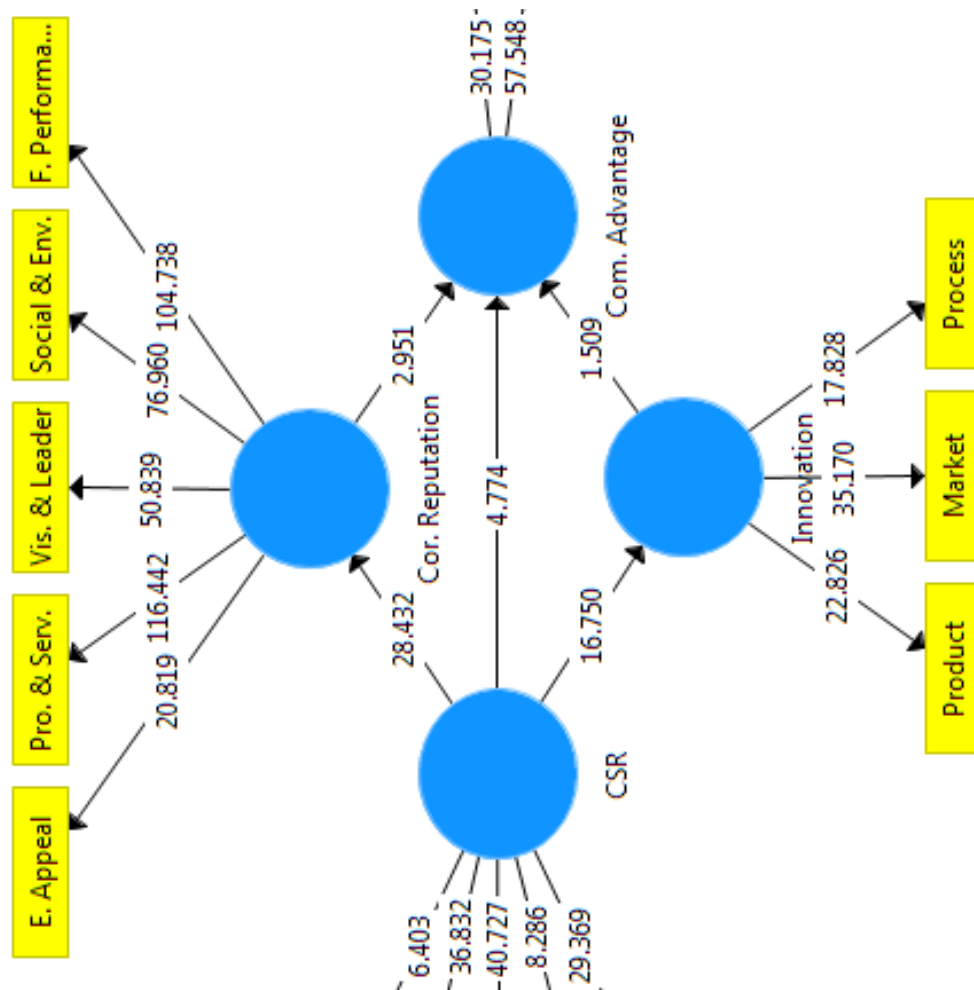


Figure 7. The Value of Hypothesis Testing



The Influence of Corporate Social Responsibility to Corporate Reputation

CR of the company is likely to be influenced by CSR significantly, suggesting that PT Telkom may develop current reputational competences by leveraging on CSR activities. The view of the respondents claims that CSR activities are likely to result in a good CR. Thus, this company should not only consider the shareholders' interests but also all stakeholders'.

The respondents positively respond the CSR activities of PT Telkom. The factors which moves PT Telkom to invest in CSR are leading to a good CR. CSR has relationship with CR, with the coefficient 0.753. This relationship is considered as close. This result explains that CR can be improved through CSR as big as 56.7% This number shows that CSR has become one of the most important business cases for PT Telkom in respect of CR building. This shows that

PT Telkom is successful in implementing the CSR activities that they influence the respondents view on the reputation of PT Telkom. From this result, it can assumed that CR can be improved by implementing CSR activities.

On the first statistical test by using partial statistical test, testing criteria declines H_0 if $t_{calc} > t_{dist}$ on α significance level with $t_{dist} = 1.96$. The value is $t_{calc} > t_{dist}$ or $28.432 > 1.96$. This means, Corporate Social Responsibility can significantly influence Corporate Reputation.

The Influence of Corporate Social Responsibility to Innovation

The relation between CSR and Innovation is an interesting aspect. Based on the statistical measurement in this research, the influence of CSR implemented in PT Telkom to CR of the company is higher than that to Innovation. However, the Influence of CSR to Innovation is still big. The analysis in this research shows that CSR does have relationship with the creation of innovation of the company, with the correlation coefficient as big as 0.676. The creation of innovation improves as big as 45.7% along with the improvement of CSR performance which is implemented by the company. Based on the result, in the case of PT Telkom, it can be stated that CSR is one of the drivers of Innovation. This good influence is seen as a successful management of the CSR programs. CSR programs of PT Telkom give the company a big opportunity in making intimacy with the social environment. By getting more intimate with the social environment, the company gains feedback, either positive or negative feedback. These feedbacks are asset of the company to manage. The good management of these feedbacks produces ideas for improvement since it is a good source of driving innovation.

This strong influence of CSR to Innovation in PT Telkom indicates that the organization of CSR programs has been well implemented. Moreover, on the first statistical test by using partial statistical test, testing criteria declines H_0 if $t_{calc} > t_{dist}$ on α significance level with $t_{dist} = 1.96$. Based on the result about the Hypothesis Testing 3, it can be seen that the value is $t_{calc} > t_{dist}$ or $16.750 > 1.96$. This means, Corporate Social Responsibility can significantly influence Innovation.

The Influence of Corporate Reputation and Innovation to Competitive Advantage

CR does have relationship with the creation of CA of the company, with the correlation coefficient 0.379. Meanwhile, Innovation correlates with CA with the coefficient 0.179. This number tells that the CR alone can increase CA 14.4% and Innovation alone can increase CA

3.2%. How either CR or Innovation affects CA is relatively lower if compared to the previous influences. The evaluation by the respondents include the emotional appeal of a firm, the range of products and services offered the vision of its leadership, the workplace environment in the firm, the social and environmental responsibility of the firm, and its financial performance is critically significant. In other words, CR of the company could only help the marketability of its products or services if it could maintain the positive perception of quality and value of products or services in the mind of their potential customers, in this case especially the respondents. The result provides important implications to the company in their effort to increase their customer base and, more importantly, to ensure the interest of the customers towards the firm is preserved. In today's goodly dynamic business environment, PT Telkom needs to develop their CA to keep up with the speed of change in technology, customer demands and global competition. These force the company to react faster to market changes. PT Telkom can benefit from innovation strategies to help the company optimize their competing power. The result illustrates that Innovation has influence on CA, but as we can see, the influence of Innovation in PT Telkom on CA is relatively low compared to the percentage of other influences, with the percentage of only 3.2%. This happens most probably because the innovation, whether it is product innovation, market innovation, or process innovation, conducted by PT Telkom is also similarly conducted by other telecommunication service provider which the respondents use. At the same time, it also shows that CA of PT Telkom is achieved without having to put Innovation as the main strategy.

On the first statistical test by using partial statistical test, testing criteria declines H_0 if $t_{calc} > t_{dist}$ on α significance level with $t_{dist} = 1.96$. For 4.a, it can be seen that the value is $t_{calc} > t_{dist}$ or $2.951 > 1.96$; and for 4.b, it can be seen that the value is $t_{calc} > t_{dist}$ or $1.509 < 1.96$. This means that Corporate Reputation can significantly influence Competitive Advantage. In the other hand, Innovation cannot significantly influence Competitive Advantage. For 4.c, based on the structural equation, the simultaneous influence is $R^2 = 0.704$. The test criteria declines H_0 if $F_{calc} > F_{dist}$ on α significance level with degrees of freedom $v_1 = k$ and $v_2 = n - k - 1$. The result process where F_{calc} is 15.66 and F_{dist} is 2.13 or $F_{calc} > F_{dist}$ ($15.66 > 2.13$). This confirms that, simultaneously, Corporate Reputation and Innovation can influence Competitive Advantage.

The Influence of Corporate Social Responsibility to Competitive Advantage

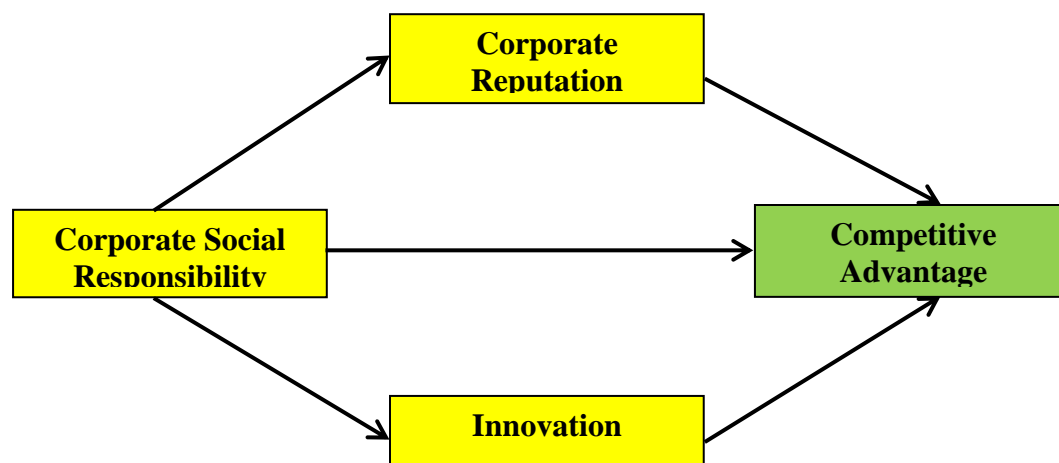
The result of the statistical result shows that the implementation of CSR activities of PT Telkom has a positive influence on the outcome of CA, with the correlation coefficient as big as 0.352. This number tells that when CSR alone is measured directly to CA, it improves the creation of CA as big as 12.4%.

This result is not as high as the influence of CSR both to CR and Innovation. In the other hand, there is an interesting finding related to CSR and CA. When CSR is combined with CR and Innovation as mediating variables, the influence given on CA is twice the influence of CSR itself on CA. The influence of CSR, through CR and Innovation, on CA is 70.4%. By gaining good reputation and triggering innovation from CSR, PT Telkom has higher competitiveness. With this finding, PT Telkom can improve their CA by improving this path, CR and Innovation which is gained from the implementation of their CSR programs.

On the last statistical test by using partial statistical test, testing criteria declines H_0 if $t_{calc} > t_{dist}$ on α significance level $t_{dist} = 1.96$. It can be seen that the value is $t_{calc} > t_{dist}$ or $4.77 > 1.96$. This means that CSR can significantly influence CA.

The finding in this research has its own novelty. Figure 8 is the research model which presents the *novelty* of this research with the theme “The Implementation of Corporate Social Responsibility to Gain Competitive Advantage of Telecommunication Company in Indonesia: A Mediation Role of Corporate Reputation and Innovation “

Figure 8: Final accepted model



CONCLUSION

Five specific conclusion of the research are stated based on the problem identification of this research.

1. Stakeholders view the CSR in PT Telkom in a good manner. This means that the CSR of the company has been implemented well enough. The result is based on the good assessment on the CSR program implementation on the environment, economic, and stakeholder dimensions. However, the result on the social and voluntariness dimensions is not as good as that on the other dimensions. CR in PT Telkom is viewed in a good manner as well. Emotional appeal is the most important dimension to assess. It is followed by workplace environment. The result of the stakeholders' view of Innovation in PT Telkom is good, too. This can be seen in the product innovation. On the other hand, process innovation needs more improvement. The achievement of CA of PT Telkom is viewed well with the focus on cost leadership gains higher score than that on differentiation.
2. CSR gives great contribution to CR. This means that CR can be improved through CSR. The dimensions which need to be considered in CSR are environment, social, economic, stakeholders, and voluntariness.
3. CSR gives great contribution to Innovation. Good CSR may create good innovation in the company. This can be seen in PT Telkom. Therefore, product, process, and market innovation is well created.
4. CR gives great contribution to CA. In the other hand, Innovation cannot significantly influence CA. This study shows that in achieving CA in the telecommunication industry, CR plays an important role and Innovation does not. The influence which Innovation gives is lower than that which CR gives.
5. CSR gives great contribution to CA. CA can be well achieved through the improvement of CSR, either directly or indirectly.

SUGGESTIONS

Considering that the influence of CSR, CR, and Innovation on CA is not 100%, study on other variables which can improve CA, such as strategic integration (Huyen, 2010) and customer satisfaction (El-Garaihy et al., 2014), is needed. Besides, there are still many points which can be improved and many methods to use to explore the problems. Future research should be more comprehensive in all research aspects to give more benefits both theoretically and practically.

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