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# The Influence of CEO Narcissism on CSR: The Role of Family Business as a Moderating Variable

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| A B S T R A C T | I N F O   A R T I K E L |
|---|---|
| The manufacturing industry in Indonesia plays a crucial role in economic growth, but it is also a major contributor to carbon emissions. Therefore, the need for corporate social responsibility (CSR) becomes increasingly important in addressing these environmental issues. Various factors influence a company's adoption of CSR, one of which is the CEO's characteristics. This study investigates the influence of CEO narcissism on CSR, with a specific focus on the moderating influence of family ownership in shaping this relationship. This study utilizes a dataset comprising 73 manufacturing firms listed on the Indonesia Stock Exchange, covering the period from 2018 to 2022. Data analysis was conducted using the Ordinary Least Squares method with Stata 17 software. The results reveal that CEO narcissism positively affects CSR, with family firm ownership acting as a moderating variable in the association between CEO narcissism and CSR. | |
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## 1. INTRODUCTION

The manufacturing sector is a pivotal contributor to Indonesia's economic growth (Zalva *et al.*, 2023). Its substantial impact on gross domestic product (GDP), employment generation, and technological advancement underscores its essential role in driving national development. Despite the positive contributions of the manufacturing industry, its activities also have a negative impact on the environment. Research by Panagiotopoulou *et al.*, (2022) reveals that the manufacturing sector is the second biggest source of greenhouse gas emissions, surpassed only by the energy sector. Given the critical role of the manufacturing sector in greenhouse gas emissions, awareness and urgency to address these environmental impacts are increasing. With strict government regulations, societal pressure, and rising consumer demand for sustainable products, changes in manufacturing practices are being driven (Shahzad *et al.*, 2020)**.** In this context, corporate social responsibility (CSR) is crucial in helping companies not only comply with environmental regulations but also enhance their reputation and public trust.

According to Gao *et al.* (2023), CSR is a responsibility borne by companies beyond their legal interests and requirements. In prior academic studies, CSR has emerged as a key element of non-market strategy, positively influencing factors such as employee engagement, customer relations, and organizational accountability (Ye & Li, 2020). CSR is widely regarded as a foundational principle within society, especially in the realm of sustainable development (Kouki, 2023). Companies use these programs as a means to establish a mutually beneficial relationship between the company and the community.

According to Putranto (2022), there are two factors influence a company's adoption of CSR: external factors (pressure from institutional investors, stakeholders, and the government) and internal factors (management's commitment to ethics, the CEO's political ideology, and the CEO's characteristics). As the primary decision-maker within the company, the CEO holds a pivotal role in the implementation of CSR initiatives (Beji *et al.*, 2021). Chouaibi *et al.* (2023) assert that CEO characteristics are a key element of corporate governance that draws attention due to its inclusion of social aspects aimed at meeting stakeholder needs and enhancing company performance.

Gao *et al.* (2023b) state that CEO narcissism represents a distinct personality profile characterized by an exaggerated self-perception, a strong desire for external validation, and a prioritization of personal goals over collective interests. In research contexts, CEO narcissism is often associated with a company's inclination to engage in social responsibility. Previous studies have shown that CEO narcissism can drive increased CSR adoption within a company, as the CEO may seek to demonstrate their abilities through social empowerment activities (Hafeez & Chughtai, 2023; Hong *et al.*, 2022; Kouaib *et al.,* 2021)**.**

Narcissistic tendencies among CEOs can also threaten a company's stability, as they often make risky decisions to bolster their image of superiority (Candy & Delfina, 2023). Myung *et al.* (2017) discovered that CEOs with pronounced narcissistic traits are inclined to make corporate social responsibility decisions designed to attract external recognition and elevate their personal image. In contrast, Zainol (2020) discovered that companies do not implement CSR to fulfill the CEO's psychological needs, but rather focus more on achieving financial goals.

Previous research shows that each CEO has a unique approach to expressing narcissism in their decisions. There are several factors can influence a CEO's expression of narcissism, one of which is company ownership. Research conducted by Chen *et al.* (2021) indicates that family-owned businesses can impact the decision-making of CEOs, as they often place a higher value on

socio-emotional factors. The influence of family-owned businesses on the CSR-related decisions of narcissistic CEOs can vary based on contextual factors, such as the degree of family participation in management, organizational culture, and external stakeholder pressure, which may shape the extent to which a narcissistic CEO considers socio-emotional priorities and corporate sustainability in their decision-making.

Referring to the findings discussed in the paragraph above, it is evident that CEO narcissism is linked to corporate social responsibility. Although there are many other factors that can influence CSR adoption, previous studies consistently emphasize the crucial role of CEOs in the process of making CSR decisions (Kouaib *et al.*, 2021). Therefore, this research seeks to deepen the understanding of narcissistic CEOs' decisions regarding CSR adoption, by incorporating an analysis of the impact of family firm on CSR decision-making (Hong *et al.*, 2022). As a result, this research seeks to explore how CEO narcissism affects CSR, considering family firms as a moderating variable. Given the limited scope of current research on CEO narcissism, this study's findings will help broaden academic insights within this field.

**The Impact of CEO Narcissism on Corporate Social Responsibility Initiatives**

Narcissism is characterized as a core personality trait marked by excessive self-admiration, a heightened sense of superiority, limited empathy, self-centeredness, and a strong desire for control, dominance, and the manipulation of others (Bouzouitina *et al.*, 2021; Gao *et al.*, 2023a). CEO narcissism consistently displays narcissistic traits such as seeking fame, action, and attention (Hafeez & Chughtai, 2023). CEOs displaying narcissistic traits often prioritize initiatives such as technological innovation, mergers and acquisitions, and social responsibility needs (Al-Shammari *et al.*, 2019). Such actions are often driven by a desire to impress others, gain recognition, and fulfill narcissistic needs. As a result, narcissistic CEOs often prioritize time and resources on high-visibility activities that draw public attention, rather than directing efforts toward other areas. This attention-seeking behavior drives CEOs to engage in CSR initiatives that enhance their visibility (Al-Shammari *et al.*, 2019).

Research conducted by Al-Shammari *et al.* (2019), Chen *et al.* (2021), Ernawan & Daniel (2019), Kouaib *et al.* (2021), and Petrenko *et al.* (2016) suggests a positive influence of narcissistic CEOs on the implementation of CSR within companies. This tendency arises because CEOs frequently participate in social activities aimed at enhancing both their personal image and the company's reputation. Nonetheless, research conducted by Lin *et al.* (2018) revealed that CEO narcissism negatively affects CSR, as narcissistic CEOs tend to reduce the company's involvement in CSR activities due to their focus on personal gain and self-image rather than the organization's social interests. In contrast, Zainol (2020) study argues that CEO narcissism has no connection to CSR at all.

Based on the studies previously mentioned, it is clear that there are still some inconsistencies in the findings. Therefore, this study aims to deepen the understanding of the link between CEO narcissism and CSR. Drawing on established theories and previous studies, the hypothesis for this research is outlined below.

**H₁** CEO narcissism has a positive influence on CSR.

**The Impact of Family Firms as a Moderating Factor**

Family firms are organizational structures defined by the active participation and involvement of family members in various areas, including ownership, governance, and management (Hendratama & Huang, 2022). Family firms, though not governed by formal ethical

codes, generally demonstrate a higher degree of socio-emotional behavior than non-family businesses (Rodríguez-Ariza *et al.*, 2017). Socio-emotional behavior refers to actions and responses that prioritize non-financial factors to meet the emotional needs of family members, encompassing aspects such as identity, influence, and corporate social responsibility (Chadwick & Dawson, 2018). Family firms tend to show heightened interest in CSR, as it complements their core emphasis on brand reputation and long-term sustainability (Yeon *et al.*, 2021). Narcissistic CEOs in family-owned businesses often place greater emphasis on CSR initiatives, anticipating that these efforts will enhance the family's public image and reputation (Chen *et al.*, 2021).

Research conducted by Madden *et al.* (2020), Labelle *et al.* (2018), and López-González *et al.* (2019) suggest that family-owned businesses can strengthen the link between CEO narcissistic traits and involvement in corporate social responsibility (CSR) activities. This is because, in family-owned companies, CEOs tend to engage more actively in CSR initiatives, driven by stronger moral expectations and a greater sense of accountability to family members and internal stakeholders. On the other hand, Hendratama & Huang (2022) found a negative influence of the family firm variable on the relationship between CEO narcissism and CSR. This could be attributed to the possibility that, in family firms, the CEO's power and authority can become less constrained, thus reducing the influence of family members and internal shareholders in encouraging CSR practices. In contrast to the conclusions of other researchers, Chen *et al.* (2021) determined that family ownership does not significantly influence the connection between CEO narcissism and CSR.

Based on the previously mentioned studies, it is evident that there are still some inconsistent findings. Therefore, this study seeks to examine the ways in which family firm dynamics may shape the relationship between CEO narcissism and CSR. The hypothesis is thus proposed as follows.

**H₂** Family firm ownership enhances the relationship between CEO narcissism and CSR initiatives.

Based on the developed hypotheses, the conceptual framework will be illustrated in Figure 1.
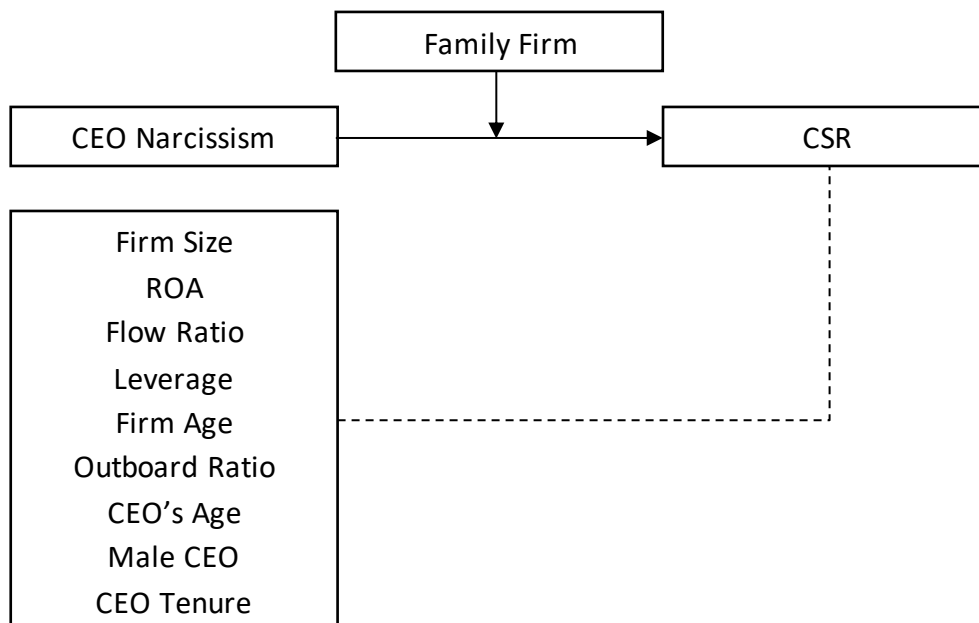


**Figure 1. Conceptual Framework**

## 2. RESEARCH METHOD

According to Suprapto dan Enjeliana (2021), quantitative research is a method that relies on numerical data and begins with data collection, data interpretation, and presentation of results. Therefore, this study will employ a quantitative research approach. This research uses secondary data sourced from financial and annual reports of manufacturing companies from 2018 to 2022. These data can be accessed through the company official website and the IDX website.

This study employed purposive sampling, using specific criteria that each sample was required to meet. The criteria applied are as follows: 1) The company must be listed on IDX and operate as a manufacturing firm, 2) The company must have completed its initial public offering (IPO) in or before 2018, 3) The company's annual reports must have been comprehensively published from 2018 to 2022, and 4) The company must not have incurred losses during the 2018 to 2022 period. It was found that 73 companies successfully met the aforementioned criteria.

This study adopts a hypothesis testing method aimed at determining the significance of the relationships formed between variables by conducting tests on these variables (Hesniati *et al*., 2022). In this study, a direct examination of the influence of CEO narcissism on CSR will be conducted, as well as an examination of the moderating effect of family-owned firms. The data utilized in this study are analyzed using the Ordinary Least Squares (OLS) method, with the assistance of Stata 17, to test both the direct and indirect effects. A comprehensive description of the variables included in this study is provided in Table 1.

**Table 1. Operational Variable Definition**

| Variable Type | Variable Name | Measurement | Source |
|---|---|---|---|
| Dependent | Corporate Social Responsibility (CSR) | The measurement was conducted by evaluating corporate social responsibility (CSR) disclosures across seven categories: energy, environment, community involvement, general issues, health and safety, and other aspects of the workforce. These seven categories are further broken down into 90 sub-sections during the measurement process. | Sembiring (2006) |
| Independent | CEO *Narcissism* | a. A score of 4 points is given when the CEO's photo shows only the CEO and covers more than half of the page.<br>b. A score of 3 points is assigned when the CEO's photo features only the CEO but takes up less than half of the page.<br>c. A score of 2 points is awarded if the CEO appears with one or more other executives in the photograph.<br>d. A score of 1 point is given if there is no CEO photo present or if the company failed to publish an annual report. | Al-Shammari *et al.* (2019) |

| Moderating | Family Firm | A company qualifies as a family-owned firm if: <br> a. Family ownership constitutes at least 5% of the company's shares, and <br> b. A family member occupies a role on the management team. | Chen *et al.* (2021) |
|---|---|---|---|
| Control | *Firm Size* | Log of total assets | Tang *et* |
| | *ROA* | Net income / Total assets | *al.* |
| | *Flow Ratio* | Proportion of current assets to short-term liabilities. | (2018) |
| | *Leverage* | Proportion of long-term liabilities to total equity. | |
| | *Firm Age* | Years since the company's establishment. | |
| | *Outboard Ratio* | Proportion of independent board members to total board members. | |
| | *CEO's Age* | CEO's age as of that year | |
| | *CEO' Gender* | Gender of the CEO: 1 point if male, 0 points if female | |
| | *CEO Tenure* | Number of years since the CEO began their role | |

Source: Data processed, 2024

## 3. RESULT AND DISCUSSION
### Descriptive Statistics

**Table 2. Descriptive Statistics Result**

| Variable | Min. | Max. | Average | SD |
|---|---|---|---|---|
| CSR | 0,2945 | 0,7436 | 0,5352 | 0,0876 |
| CN | 1,000 | 4,0000 | 3,2274 | 0,9927 |
| FS | 12,1392 | 19,840 | 15,2594 | 1,6247 |
| ROA | 0,0001 | 0,9210 | 0,0841 | 0,0857 |
| FR | 0,3500 | 486,7200 | 6,5650 | 35,5380 |
| FA | 9,0000 | 109,0000 | 45,1918 | 19,7496 |
| LEV | 0,0001 | 2,3174 | 0,2582 | 0,3082 |
| OR | 0,1111 | 0,6000 | 0,2095 | 0,0790 |
| CA | 35,0000 | 83,0000 | 58,3863 | 9,9607 |
| MC | 0,0000 | 1,0000 | 0,8986 | 0,3022 |
| CT | 0,0000 | 51,0000 | 10,0986 | 11,9250 |

Source: Data processed, 2024

According to the findings shown in Table 2, the CSR variable in this study exhibits a minimum value of 0.2945, recorded by PT. Argo Pantes Tbk, and a maximum value of 0.7436, attributed to PT. Astra International Tbk. The statistical data also indicates an average value of 0.5352, suggesting that, in general, manufacturing companies in Indonesia have not yet fully integrated corporate social responsibility into their operational agendas. This may be due to several factors, including a lack of awareness regarding the significance of social responsibility, financial constraints, or inadequate regulatory support.

The analysis reveals that the variable measuring CEO narcissism has an average score of 3.2274, with a maximum possible value of 4. This finding indicates a relatively high average level of narcissism among CEOs across the sampled companies, equating to 74.25%. Such results suggest that, in general, individuals occupying the role of CEO within the sampled companies can be classified as exhibiting narcissistic traits.

**Pearson Correlation**

According to the correlation data shown in Table 3, the testing matrix demonstrates the relationships among the variables involved. The dependent variable is corporate social responsibility, while CEO narcissism serves as the independent variable. The control variables include Flow Ratio, Return on Assets, Firm Size, Leverage, Firm Age, Outboard Ratio, CEO Age, CEO Gender, and CEO Tenure. The results indicate a significant positive relationship between CEO narcissism and corporate social responsibility, with a reported coefficient of 0.234. The findings support the hypothesis, indicating that higher CEO narcissism is associated with increased corporate social responsibility involvement. Furthermore, the family firm variable demonstrates a positive impact, with a correlation value of 0.198. This finding also indicates that family firm has a direct influence on the implementation of CSR programs within a company.

The analysis of correlations between the dependent and control variables in this study presents diverse findings. There are five positive relationships: Flow Ratio at 0.076, Firm Age at 0.092, CEO Age at 0.140, Male CEO at 0.016, and CEO Tenure at 0.078. Additionally, four relationships exhibit a negative correlation: Firm Size at -0.062, Return on Assets (ROA) at -0.124, Leverage at -0.043, and Outboard Ratio at -0.148. These results indicate that the control variables used in this study have correlations that do not significantly impact corporate social responsibility, as they maintain relatively low correlation values.

**Direct Regression Testing**

This study tested the hypothesis by employing ten regression models to examine the effect of CEO narcissism on CSR, with the inclusion of nine control variables for comprehensive analysis. The study used OLS regression to assess the relationship between CEO narcissism and CSR while controlling for other variables. As illustrated in Table 4, the regression results for the CEO narcissism variable in relation to CSR reveal significant findings. The table highlights significance markers indicated by asterisks. The levels of significance are categorized into three tiers: "*", "**", and "***", which correspond to significance levels of 10%, 5%, and 1%, respectively.

Table 4 shows a significant positive link between CEO narcissism and CSR, indicated by a coefficient of 0.0246, a T-value of 4.24, and an adjusted R-squared of 0.052. The inclusion of control variables resulted in a change in the coefficient between CEO narcissism and CSR. Several control variables, including Firm Size, Return on Assets, Flow Ratio, Leverage, CEO Age, Male CEO, and CEO Tenure, exhibited an increase in their coefficients. Conversely, some variables, such as Firm Age and Outboard Ratio, led to a decrease in the coefficient linking CEO narcissism and CSR.

These changes can be observed in the coefficient increasing from 0.0246 to 0.0378, the T-value rising from 4.24 to 5.91, and the adjusted R-squared increasing from 0.052 to 0.1572. This suggests that incorporating control variables has strengthened the model's explanatory power, highlighting a more reliable connection between CEO narcissism and CSR. Overall, the findings highlight the intricate relationship between CEO traits and CSR, underscoring the need for a nuanced perspective on the factors that shape this dynamic.

Based on the conducted tests, it can be concluded that the presence of a CEO with narcissistic traits can encourage a company to be more proactive in implementing corporate social responsibility initiatives. This is attributed to the strong motivation that narcissistic CEOs possess to enhance their own image and that of the company in the eyes of the public. Consequently, they are more likely to take the initiative in executing CSR programs to enhance the company's reputation and public image. Thus, hypothesis H1 is validated by the study's results, aligning with previous research by Al-Shammari *et al.* (2019), Chen *et al.* (2021), Ernawan & Daniel (2019), Kouaib *et al.* (2021), dan Petrenko *et al.* (2016).

**Moderating Regression Testing**

The moderation regression analysis presented in Table 5 seeks to determine the influence of family firm status as a moderating variable in this study. This analysis sought to evaluate the impact of family firm status on the relationship between CEO narcissism and CSR. The findings indicate that family firm status significantly amplifies this association, as demonstrated by a T-value of 4.17 (P < 0.01) in Table 5.

When compared to the regression results displayed in Table 4, the inclusion of the family firm variable has increased the Adjusted R-squared statistic from 0.1572 to 0.1847. This increase suggests that family firm status provides additional explanatory power in understanding how CEO narcissism influences CSR. However, adding the family firm variable has slightly reduced the correlation between CEO narcissism and CSR, shifting from 0.0378 to 0.0367.

The analysis results suggest that family-owned companies positively influence the CSR decision-making of narcissistic CEOs. This finding suggests that the CSR initiatives undertaken by narcissistic CEOs can be interpreted as efforts to enhance the family's reputation in the eyes of the public and other stakeholders. By considering social and environmental impacts in business decisions, CEOs can reinforce a positive image and gain trust concerning their family-owned enterprises. Therefore, Hypothesis 2 (H2) in this study is accepted, and these results are consistent with previous research conducted by Madden *et al.* (2020), Labelle *et al.* (2018), dan López-González *et al.* (2019).

**4. CONCLUSION**

This study investigates how CEO narcissism affects corporate social responsibility (CSR), examining both its immediate effects and potential indirect pathways. In the analysis, family firm serves as a moderating variable to assess its influence on CEO narcissism. The findings reveal that CEO narcissism is positively associated with CSR, suggesting that CEOs with narcissistic traits tend to engage more actively in CSR initiatives within their organizations. This tendency is driven by the narcissistic urge to gain recognition from the public through their social activities. Furthermore, the moderation analysis reveals that family ownership intensifies the relationship between CEO narcissism and CSR initiatives. This suggests that in family-owned companies, CEOs are more likely to take an active approach in pursuing CSR efforts.

This study identified several limitations that should be noted. First, the relatively short duration of the research limited the depth of analysis and the results obtained. Second, the sample size was relatively small, as it only included data from manufacturing companies that did not incur losses during the period from 2018 to 2022. Therefore, it is recommended that future research on similar topics expand the research timeframe to observe more sustainable trends and patterns. Additionally, the scope of the companies included should be broadened to encompass not only manufacturing firms but also various industrial sectors and companies with diverse financial conditions to achieve more representative results. Future studies could also

consider incorporating independent variables such as CEO overconfidence and CEO experience. These variables could provide deeper insights into the influence of leadership characteristics on corporate performance. Thus, it is hoped that future research will contribute more significantly to this research topic.

**Tabel 3.  Pearson Correlation Matrix**

|  | CSR | CN | FF | FS | ROA | FR | FA | LEV | OR | CA | MC | CT |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CSR | 1,000 | | | | | | | | | | | |
| CN | 0,234 | 1,000 | | | | | | | | | | |
| FF | 0,198 | 0,033 | 1,000 | | | | | | | | | |
| FS | -0,062 | 0,221 | -0,117 | 1,000 | | | | | | | | |
| ROA | -0,124 | 0,156 | 0,078 | 0,024 | 1,000 | | | | | | | |
| FR | 0,076 | -0,227 | -0,073 | -0,157 | -0,087 | 1,000 | | | | | | |
| FA | 0,092 | 0,177 | -0,071 | 0,283 | 0,247 | -0,146 | 1,000 | | | | | |
| LEV | -0,043 | 0,211 | -0,085 | 0,380 | -0,207 | -0,093 | -0,014 | 1,000 | | | | |
| OR | -0,148 | -0,091 | -0,078 | -0,097 | 0,140 | -0,052 | 0,068 | 0,115 | 1,000 | | | |
| CA | 0,140 | -0,186 | 0,175 | -0,031 | -0,108 | 0,024 | -0,139 | -0,143 | -0,109 | 1,000 | | |
| MC | 0,016 | -0,137 | -0,003 | 0,120 | -0,070 | 0,026 | 0,103 | 0,037 | 0,048 | 0,160 | 1,000 | |
| CT | 0,078 | -0,308 | 0,081 | -0,018 | -0,056 | -0,017 | -0,056 | -0,050 | -0,131 | 0,536 | 0,098 | 1,000 |

Source: Data processed, 2024

**Tabel 4**. **Direct Regression Testing**

| | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (9) | (10) |
|---|---|---|---|---|---|---|---|---|---|---|
| | CSR | CSR | CSR | CSR | CSR | CSR | CSR | CSR | CSR | CSR |
| CN | 0.0246*** | 0.0273*** | 0.0301*** | 0.0324*** | 0.0313*** | 0.0332*** | 0.0314*** | 0.0344*** | 0.0347*** | 0.0378*** |
| | (4.24) | (4.89) | (5.52) | (5.83) | (5.65) | (6.01) | (5.47) | (5.91) | (5.93) | (5.91) |
| FS | | -0.0064* | -0.0065** | -0.0058* | -0.0078** | -0.0058 | -0.0069* | -0.0078** | -0.0079** | -0.0078** |
| | | (-1.94) | (-2.00) | (-1.79) | (-2.40) | (-1.61) | (-1.89) | (-2.07) | (-2.11) | (-2.09) |
| ROA | | | -0.1693** | -0.1630** | -0.1964** | -0.2189** | -0.1988** | -0.1837** | -0.1821** | -0.1889** |
| | | | (-2.15) | (-2.10) | (-2.27) | (-2.32) | (-2.18) | (-2.01) | (-2.00) | (-2.01) |
| FR | | | | 0.0003*** | 0.0003*** | 0.0003*** | 0.0003*** | 0.0003*** | 0.0003*** | 0.0003*** |
| | | | | (5.57) | (5.82) | (5.75) | (5.49) | (5.76) | (5.73) | (5.67) |
| FA | | | | | 0.0006** | 0.0006** | 0.0007** | 0.0007*** | 0.0007*** | 0.0007*** |
| | | | | | (2.58) | (2.38) | (2.55) | (3.03) | (2.94) | (2.81) |
| LEV | | | | | | -0.0284* | -0.0208 | -0.0128 | -0.0130 | -0.0164 |
| | | | | | | (-1.69) | (-1.23) | (-0.71) | (-0.73) | (-0.92) |
| OR | | | | | | | -0.1123** | -0.0963* | -0.0979* | -0.0824 |
| | | | | | | | (-2.15) | (-1.88) | (-1.89) | (-1.51) |
| CA | | | | | | | | 0.0016*** | 0.0016*** | 0.0011** |
| | | | | | | | | (4.07) | (3.93) | (2.23) |
| MC | | | | | | | | | 0.0067 | 0.0072 |
| | | | | | | | | | (0.51) | (0.54) |
| CT | | | | | | | | | | 0.0008* |
| | | | | | | | | | | (1.85) |
| Constant | 0.4559*** | 0.5454*** | 0.5523*** | 0.5317*** | 0.5387*** | 0.5136*** | 0.5542*** | 0.4527*** | 0.4507*** | 0.4566*** |
| | (23.42) | (10.59) | (10.94) | (10.32) | (10.53) | (9.45) | (9.46) | (6.77) | (6.71) | (6.77) |
| Adj. R-squared | 0.0522 | 0.0633 | 0.0877 | 0.0976 | 0.1135 | 0.1189 | 0.1258 | 0.1543 | 0.1524 | 0.1572 |
| Obs. | 365 | 365 | 365 | 365 | 365 | 365 | 365 | 365 | 365 | 365 |
| ="* p<0.10 | ** p<0.05 | *** p<0.01" | | | | | | | | |

Source: Data processed, 2024

**Tabel 5. Moderating Regression Testing**

| | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (9) | (10) | (11) |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | CSR | CSR | CSR | CSR | CSR | CSR | CSR | CSR | CSR | CSR | CSR |
| CN | 0.0246*** (4.24) | 0.0239*** (4.04) | 0.0262*** (4.54) | 0.0291*** (5.17) | 0.0317*** (5.57) | 0.0304*** (5.36) | 0.0321*** (5.65) | 0.0307*** (5.21) | 0.0332*** (5.55) | 0.0335*** (5.57) | 0.0367*** (5.67) |
| FF | | 0.0608*** (4.17) | 0.0570*** (3.84) | 0.0612*** (4.28) | 0.0644*** (4.52) | 0.0680*** (4.81) | 0.0668*** (4.71) | 0.0645*** (4.52) | 0.0562*** (4.00) | 0.0561*** (3.99) | 0.0564*** (4.05) |
| FS | | | -0.0052 (-1.54) | -0.0052 (-1.57) | -0.0043 (-1.31) | -0.0064* (-1.96) | -0.0047 (-1.28) | -0.0056 (-1.51) | -0.0065* (-1.72) | -0.0066* (-1.75) | -0.0065* (-1.73) |
| ROA | | | | -0.1838** (-2.42) | -0.1773** (-2.39) | -0.2153** (-2.57) | -0.2351** (-2.59) | -0.2184** (-2.45) | -0.2034** (-2.27) | -0.2019** (-2.25) | -0.2090** (-2.26) |
| FR | | | | | 0.0003*** (6.15) | 0.0004*** (6.27) | 0.0003*** (6.20) | 0.0003*** (5.98) | 0.0003*** (5.87) | 0.0003*** (5.84) | 0.0004*** (5.88) |
| FA | | | | | | 0.0007*** (3.03) | 0.0007*** (2.81) | 0.0007*** (2.94) | 0.0008*** (3.30) | 0.0008*** (3.20) | 0.0007*** (3.06) |
| LEV | | | | | | | -0.0254 (-1.50) | -0.0194 (-1.13) | -0.0130 (-0.72) | -0.0132 (-0.73) | -0.0166 (-0.93) |
| OR | | | | | | | | -0.0906* (-1.81) | -0.0801 (-1.62) | -0.0816 (-1.63) | -0.0656 (-1.26) |
| CA | | | | | | | | | 0.0013*** (3.47) | 0.0013*** (3.34) | 0.0008* (1.67) |
| MC | | | | | | | | | | 0.0061 (0.49) | 0.0065 (0.53) |
| CT | | | | | | | | | | | 0.0008* (1.94) |
| Constant | 0.4559*** (23.42) | 0.4398*** (21.91) | 0.5127*** (9.76) | 0.5178*** (10.03) | 0.4925*** (9.38) | 0.4981*** (9.64) | 0.4764*** (8.64) | 0.5104*** (8.62) | 0.4323*** (6.36) | 0.4304*** (6.32) | 0.4364*** (6.38) |
| Adj. R-squared | 0.0522 | 0.0862 | 0.0924 | 0.1215 | 0.1352 | 0.1556 | 0.1596 | 0.1633 | 0.1814 | 0.1795 | 0.1847 |
| Obs. | 365 | 365 | 365 | 365 | 365 | 365 | 365 | 365 | 365 | 365 | 365 |

="* $p<0.10$  **$p<0.05$  *** $p<0.01$"

Source: Data processed, 2024

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