



**KUALITAS SUSTAINABILITY REPORTING DAN STAKEHOLDER VALUE CREATION:  
ANALISIS INTEGRATIF PADA PERUSAHAAN MULTINASIONAL DI INDONESIA**

Rina Sari Dewi

[rina.sari.dewi@gmail.com](mailto:rina.sari.dewi@gmail.com)

Universitas Gadjah Mada (UGM)

<p>Article Information</p>	<p><b>ABSTRACT</b></p>
<p>Received: May 28, 2025 Revised: June 25, 2025 Accepted: July 18, 2025 Available online: July 28, 2025</p>	<p><i>This study examines the relationship between sustainability reporting quality and stakeholder value creation in multinational companies operating in Indonesia, employing an integrative framework that considers multiple stakeholder perspectives and value dimensions. Drawing from stakeholder theory, legitimacy theory, and institutional theory, this research investigates how comprehensive sustainability reporting practices contribute to value creation for different stakeholder groups including shareholders, employees, customers, communities, and environmental constituencies. Using a mixed-method approach, the study analyzed sustainability reports from 85 multinational companies over a 6-year period (2019-2024) and conducted 42 semi-structured interviews with key stakeholders. A novel Sustainability Reporting Quality Index (SRQI) was developed incorporating disclosure comprehensiveness, data quality, assurance level, and stakeholder engagement elements. Stakeholder value creation was measured through multiple indicators including financial performance, employee satisfaction, customer loyalty, community impact, and environmental performance. Structural equation modeling reveals that sustainability reporting quality significantly enhances stakeholder value creation (<math>\beta=0.687, p&lt;0.001</math>), with stronger effects for social value creation (<math>\beta=0.743, p&lt;0.001</math>) compared to environmental (<math>\beta=0.612, p&lt;0.001</math>) and economic value creation (<math>\beta=0.534, p&lt;0.01</math>). The relationship is mediated by stakeholder trust (<math>\beta=0.312, p&lt;0.001</math>) and corporate reputation (<math>\beta=0.428, p&lt;0.001</math>). Industry sector significantly moderates the relationship, with stronger effects in environmentally sensitive industries (<math>\beta=0.245, p&lt;0.01</math>). The study also identifies sustainability governance, integrated thinking, and stakeholder engagement as critical success factors. These findings contribute to sustainability accounting literature by providing empirical evidence for multi-stakeholder value creation and offer practical insights for companies seeking to enhance stakeholder relationships through effective sustainability reporting.</i></p>
<p>Keywords</p>	<p><i>Sustainability reporting, Stakeholder value creation, Corporate social responsibility, Integrated reporting, Multinational companies, Indonesia</i></p>

## 1. Introduction

Sustainability reporting telah berkembang dari praktik voluntary disclosure menjadi strategic imperative bagi perusahaan multinasional yang beroperasi di emerging markets seperti Indonesia. Dengan meningkatnya awareness terhadap environmental dan social issues, stakeholders semakin menuntut transparency dan accountability dalam corporate sustainability practices. Indonesia, sebagai economically emerging country dengan rich natural resources dan diverse social fabric, menyediakan konteks yang unik untuk examining bagaimana sustainability reporting dapat menciptakan value bagi multiple stakeholders.

Perusahaan multinasional yang beroperasi di Indonesia menghadapi complex stakeholder environment yang mencakup global investors, local communities, regulatory authorities, environmental advocates, dan various civil society organizations. Sustainability reporting dalam konteks ini tidak hanya serves sebagai compliance mechanism tetapi juga sebagai strategic communication tool untuk building trust, enhancing reputation, dan creating shared value dengan diverse stakeholder groups.

Literature menunjukkan bahwa while there is growing body of research on sustainability reporting dan firm performance, understanding tentang bagaimana reporting quality affects stakeholder value creation remains limited dan fragmented. Most existing studies focus pada financial outcomes atau single stakeholder perspectives, missing the complexity dari multi-stakeholder value creation processes. Moreover, context-specific factors yang influence sustainability reporting effectiveness dalam emerging economies are under-explored.

Theoretical perspectives on sustainability reporting effectiveness have evolved dari simple disclosure theory ke more sophisticated frameworks incorporating stakeholder theory, legitimacy theory, dan institutional theory. Stakeholder theory suggests bahwa companies create value oleh addressing needs dan expectations dari various stakeholder groups, rather than focusing solely pada shareholder value maximization. Legitimacy theory emphasizes role of sustainability reporting dalam maintaining social license to operate oleh demonstrating compliance dengan social expectations dan norms.

Research gap yang signifikan exists dalam understanding how sustainability reporting quality influences value creation untuk different stakeholder groups dan mechanisms through which this value creation occurs. Previous studies typically examine single dimensions of value creation atau focus pada specific stakeholder groups, failing untuk capture integrated nature dari stakeholder value creation processes. Additionally, contextual factors that influence reporting effectiveness dalam multinational companies operating dalam emerging markets remain poorly understood.

Penelitian ini addresses these gaps dengan developing comprehensive framework untuk assessing sustainability reporting quality dan its impact pada multi-dimensional stakeholder value creation. Study contributes untuk sustainability accounting literature dengan: (1) developing integrated measurement framework untuk stakeholder value creation, (2) examining mediating mechanisms through which reporting quality affects value creation, (3) identifying contextual factors yang influence reporting effectiveness, dan (4) providing empirical evidence dari emerging market context.

Practical contributions include guidance untuk companies dalam designing effective sustainability reporting strategies, insights untuk stakeholders dalam evaluating corporate sustainability performance, dan recommendations untuk policymakers dalam developing sustainability reporting regulations. Study findings dapat inform development of sustainability reporting standards dan frameworks yang better reflect stakeholder value creation objectives.

## **2. Hypotheses Development**

### **Theoretical Foundation: Integrating Stakeholder, Legitimacy, dan Institutional Theories**

Stakeholder theory provides primary theoretical foundation untuk understanding sustainability reporting as value creation mechanism. According to Freeman (1984), companies exist within network of relationships dengan various stakeholder groups, each dengan legitimate interests dalam corporate activities. Value creation occurs when companies successfully address stakeholder needs dan expectations, leading untuk mutual benefits dan sustainable competitive advantage.

Legitimacy theory complements stakeholder perspective dengan emphasizing role of sustainability reporting dalam maintaining organizational legitimacy. Companies use sustainability reporting untuk demonstrate compliance dengan social expectations dan values, thereby securing social license to operate. Effective reporting communicates company's commitment untuk responsible business practices dan contributes untuk legitimacy maintenance.

Institutional theory adds another layer dengan explaining how institutional pressures shape sustainability reporting practices dan their effectiveness. Multinational companies face multiple institutional pressures including regulatory requirements, industry norms, dan stakeholder expectations dalam both home dan host countries. Effective reporting responds untuk these institutional pressures while creating value untuk stakeholders.

### **Sustainability Reporting Quality dan Economic Value Creation**

Economic value creation refers untuk traditional financial value generated untuk shareholders dan other economic stakeholders. High-quality sustainability reporting can enhance economic value through several mechanisms including improved access untuk capital, reduced regulatory risks, enhanced operational efficiency, dan strengthened market position.

Investor perspectives pada sustainability have shifted significantly, dengan growing recognition bahwa environmental dan social factors affect long-term financial performance. Sustainability reporting provides investors dengan information needed untuk assessing sustainability-related risks dan opportunities. High-quality reporting reduces information asymmetry dan enables better investment decision-making, potentially leading untuk lower cost of capital dan higher valuations.

Operational efficiency improvements dapat result dari sustainability initiatives documented dalam reporting. Companies yang systematically measure dan report sustainability performance often identify opportunities untuk cost reduction, resource optimization, dan process improvements.

Transparency dalam sustainability reporting dapat also drive internal performance improvements through better measurement dan management of sustainability metrics.

Market position benefits arise dari enhanced reputation dan differentiation associated dengan high-quality sustainability reporting. Customers, suppliers, dan business partners increasingly consider sustainability performance dalam their decision-making processes. Companies dengan strong sustainability reporting may gain competitive advantages dalam market access, customer attraction, dan partnership opportunities.

*H1: Sustainability reporting quality positively affects economic value creation untuk stakeholders*

### **Sustainability Reporting Quality dan Social Value Creation**

Social value creation encompasses benefits generated untuk employees, communities, customers, dan other social stakeholders. High-quality sustainability reporting dapat enhance social value oleh demonstrating company's commitment untuk social responsibility, improving stakeholder engagement, dan facilitating collaborative value creation efforts.

Employee value creation occurs through improved workplace conditions, enhanced career development opportunities, dan stronger organizational culture yang emphasizes purpose dan social impact. Sustainability reporting yang highlights employee well-being initiatives, diversity dan inclusion efforts, dan professional development programs dapat attract dan retain top talent while improving employee engagement dan productivity.

Community value creation results dari corporate investments dalam local development, education, healthcare, dan infrastructure. High-quality sustainability reporting documents these contributions dan demonstrates company's commitment untuk community development. Transparent reporting builds trust dengan local communities dan facilitates collaborative problem-solving untuk addressing community needs dan challenges.

Customer value creation occurs through improved product quality, enhanced service delivery, dan alignment dengan customer values dan preferences. Sustainability reporting yang communicates product safety, ethical sourcing, dan environmental responsibility dapat enhance customer loyalty dan brand preference. Transparency dalam reporting builds trust dengan customers dan enables informed purchasing decisions.

*H2: Sustainability reporting quality positively affects social value creation untuk stakeholders*

### **Sustainability Reporting Quality dan Environmental Value Creation**

Environmental value creation refers untuk positive environmental impacts resulting dari corporate sustainability initiatives. High-quality sustainability reporting dapat enhance environmental value oleh documenting environmental performance improvements, setting ambitious targets, dan demonstrating progress toward environmental goals.

Direct environmental benefits arise dari corporate initiatives untuk reducing greenhouse gas emissions, conserving natural resources, minimizing waste generation, dan protecting biodiversity. Sustainability reporting yang documents these initiatives dengan credible data dan independent verification can demonstrate meaningful environmental progress dan contribute untuk broader environmental goals.

Indirect environmental benefits occur through supply chain improvements, customer behavior changes, dan industry transformation. Companies yang report transparently pada environmental performance dapat influence suppliers untuk adopt more sustainable practices, educate customers about environmental issues, dan drive industry-wide improvements dalam environmental performance.

Systemic environmental value creation results dari corporate advocacy, policy engagement, dan collaborative initiatives untuk addressing environmental challenges. High-quality sustainability reporting dapat highlight company's role dalam environmental stewardship dan demonstrate leadership dalam sustainability transformation.

*H3: Sustainability reporting quality positively affects environmental value creation untuk stakeholders*

### **Mediating Role dari Stakeholder Trust**

Stakeholder trust represents critical mediating mechanism through which sustainability reporting quality affects value creation. Trust develops when stakeholders perceive company as reliable, competent, dan benevolent dalam its sustainability commitments dan actions. High-quality reporting builds trust oleh providing credible information about company's sustainability performance dan future commitments.

Trust formation occurs through several pathways including information transparency, consistency between commitments dan actions, third-party verification, dan stakeholder engagement processes. Companies yang provide comprehensive, accurate, dan independently verified sustainability information are more likely untuk build stakeholder trust. Regular reporting dengan consistent methodologies dan clear progress tracking enhances credibility dan trust.

Trust enables value creation oleh reducing transaction costs, facilitating cooperation, dan enabling long-term relationships. Trusted companies face lower monitoring costs dari stakeholders, encounter less resistance untuk new initiatives, dan benefit dari stakeholder support during challenging periods. Trust also enables collaborative value creation efforts yang require stakeholder participation dan commitment.

Empirical research supports positive relationship between reporting quality dan stakeholder trust. Studies show bahwa companies dengan high-quality sustainability reporting experience higher levels of stakeholder trust, which dalam turn affects various outcomes including customer loyalty, employee engagement, community support, dan investor confidence.

*H4: Stakeholder trust mediates the relationship between sustainability reporting quality dan stakeholder value creation*

## **Mediating Role dari Corporate Reputation**

Corporate reputation represents stakeholder perceptions of company's overall attractiveness relative to other companies. Reputation is formed through stakeholder experiences, media coverage, word-of-mouth communication, and corporate communications including sustainability reporting. High-quality sustainability reporting can enhance corporate reputation by demonstrating company's commitment to responsible business practices.

Reputation formation in a sustainability context involves stakeholder assessments of company's environmental performance, social responsibility, ethical behavior, and governance quality. Sustainability reporting provides information that stakeholders use to form judgments about company's sustainability performance and future prospects. Comprehensive and credible reporting enhances reputation for sustainability leadership.

Reputation affects value creation by influencing stakeholder behaviors and decision-making. Companies with strong sustainability reputations benefit from higher customer loyalty, better employee attraction and retention, stronger investor interest, enhanced partnership opportunities, and greater community support. Reputation also provides resilience during crises or negative events.

Research shows a positive relationship between sustainability reporting quality and corporate reputation. Companies that engage in high-quality sustainability reporting typically experience enhanced reputations for environmental responsibility, social consciousness, and stakeholder orientation. Reputation benefits are particularly strong when reporting is perceived as authentic and aligned with actual performance.

*H5: Corporate reputation mediates the relationship between sustainability reporting quality and stakeholder value creation*

## **Moderating Role dari Industry Sector**

Industry sector represents an important contextual factor that may influence the effectiveness of sustainability reporting in creating stakeholder value. Different industries face varying levels of environmental and social risks, stakeholder scrutiny, and regulatory pressure, all of which may affect sustainability reporting effectiveness.

Environmentally sensitive industries such as mining, oil and gas, chemicals, and manufacturing typically face higher stakeholder expectations for environmental disclosure and performance. Sustainability reporting may be particularly valuable in these industries for demonstrating environmental stewardship, managing regulatory risks, and maintaining social license to operate. Stakeholders may be more responsive to high-quality reporting in these sectors.

Consumer-facing industries such as retail, food and beverage, and consumer goods may benefit more from sustainability reporting that addresses social issues such as labor practices, product safety, and community development. Customers in these industries are increasingly concerned

about sustainability attributes of products dan services, making sustainability reporting important untuk market positioning.

Financial services dan technology industries may face different sustainability expectations focused pada data privacy, financial inclusion, ethical business practices, dan digital divides. Sustainability reporting effectiveness dalam these industries may depend pada addressing industry-specific sustainability challenges dan opportunities.

*H6: Industry sector moderates the relationship between sustainability reporting quality dan stakeholder value creation, dengan stronger effects dalam environmentally sensitive industries*

### **Moderating Role dari Company Size**

Company size may significantly influence effectiveness of sustainability reporting dalam creating stakeholder value. Large companies typically have greater resources untuk investing dalam high-quality sustainability reporting, more complex stakeholder networks untuk managing, dan higher public visibility yang increases importance of sustainability communication.

Large companies may benefit more dari sustainability reporting karena they face greater stakeholder scrutiny dan have more significant environmental dan social impacts. Stakeholders may have higher expectations untuk transparency dari large companies, making high-quality reporting more valuable untuk maintaining stakeholder relationships dan managing reputational risks.

Resource availability dalam large companies enables more sophisticated sustainability reporting including comprehensive data collection, independent verification, stakeholder engagement processes, dan integrated reporting approaches. These resources may enable higher reporting quality dan greater stakeholder value creation.

However, smaller companies may achieve greater relative benefits dari sustainability reporting karena they have fewer alternative communication channels dan may experience larger reputational impacts dari sustainability disclosure. Sustainability reporting may be particularly valuable untuk smaller companies dalam differentiating themselves dan building stakeholder relationships.

*H7: Company size moderates the relationship between sustainability reporting quality dan stakeholder value creation*

## **3. Method, Data, and Analysis**

### **Research Design dan Philosophical Approach**

Penelitian ini mengadopsi sequential explanatory mixed methods design dengan post-positivist philosophical orientation. Mixed methods approach dipilih untuk capture complexity dari sustainability reporting dan stakeholder value creation phenomena yang requires both quantitative measurement dan qualitative understanding. Sequential design enables quantitative analysis untuk

establish relationships followed by qualitative exploration untuk explain mechanisms dan contextual factors.

Post-positivist paradigm appropriate karena study aims untuk test established theories while acknowledging complexity dan context-dependency dari organizational sustainability practices. Approach recognizes bahwa while relationships between sustainability reporting dan value creation can be measured quantitatively, understanding of underlying mechanisms requires qualitative inquiry.

## **Sample Selection dan Data Sources**

### **Quantitative Sample**

Study population consists of multinational companies dengan significant operations dalam Indonesia. Sample selection criteria include: (1) Annual revenue exceeding USD 500 million untuk ensure material significance, (2) Operations dalam Indonesia for minimum 5 years untuk establish local stakeholder relationships, (3) Published sustainability reports atau equivalent disclosures for at least 3 consecutive years, (4) Publicly available financial dan operational data, dan (5) Significant stakeholder interaction dalam Indonesian market.

Final sample includes 85 multinational companies across 12 industry sectors over 6-year period (2019-2024), resulting dalam 510 firm-year observations. Industry distribution: manufacturing (18%), financial services (15%), mining dan extractives (12%), oil dan gas (11%), telecommunications (9%), consumer goods (8%), technology (7%), pharmaceuticals (6%), automotive (5%), utilities (4%), agriculture (3%), dan others (2%).

Geographic representation includes companies dari diverse home countries: United States (22%), Japan (18%), European Union (24%), South Korea (8%), Singapore (7%), Australia (6%), China (5%), India (4%), Canada (3%), dan others (3%). This diversity enables examination of various institutional contexts dan reporting traditions.

### **Qualitative Sample**

Semi-structured interviews conducted dengan 42 key stakeholders representing different stakeholder groups: corporate executives (12), investors (8), customers (7), employees (6), community representatives (5), NGO leaders (4). Interview participants selected through purposive sampling untuk ensure diverse perspectives pada sustainability reporting dan value creation.

## **Variable Measurement**

### **Sustainability Reporting Quality Index (SRQI)**

Novel composite index developed untuk measuring sustainability reporting quality across four dimensions: disclosure comprehensiveness, data quality, assurance level, dan stakeholder engagement. Each dimension scored 0-25, total scale 0-100.

**Disclosure Comprehensiveness (DC)** assesses extent of sustainability topics covered dalam reporting. Based pada GRI Standards, SASB frameworks, dan TCFD recommendations, evaluation covers environmental (greenhouse gas emissions, energy, water, waste, biodiversity), social (employment, human rights, community, product responsibility), dan governance (board diversity, ethics, risk management) topics. Scoring based pada number dan depth of topics covered.

**Data Quality (DQ)** evaluates reliability dan accuracy of reported information. Assessment includes quantitative data availability, trend analysis, target setting, performance comparison, dan methodological transparency. Higher scores awarded untuk companies dengan comprehensive quantitative data, clear methodologies, dan external verification.

**Assurance Level (AL)** measures independent verification of sustainability information. Scoring based pada assurance scope (limited vs. reasonable), assurance provider credentials, assurance standards used, dan public availability of assurance statements. Higher scores untuk comprehensive assurance by qualified providers.

**Stakeholder Engagement (SE)** assesses quality of stakeholder involvement dalam reporting process. Evaluation covers stakeholder identification, engagement methods, feedback incorporation, dan response mechanisms. Higher scores untuk companies demonstrating systematic stakeholder engagement dengan clear feedback loops.

### **Stakeholder Value Creation Measures**

**Economic Value Creation (EVC)** measured through composite index including: financial performance indicators (ROA, ROE, revenue growth), market performance (stock returns, market-to-book ratio), cost efficiency metrics (operating margin improvements), dan access to capital indicators (credit ratings, cost of debt). Data sourced dari financial statements, market databases, dan credit rating agencies.

**Social Value Creation (SVC)** assessed through multiple indicators: employee value (satisfaction scores, retention rates, training investments), customer value (satisfaction ratings, loyalty indices, brand perception), community value (local employment, community investments, social impact assessments), dan broader social impact (product accessibility, social innovation). Data collected dari company reports, third-party surveys, dan public databases.

**Environmental Value Creation (ENV)** measured through environmental performance indicators: carbon intensity reductions, energy efficiency improvements, water conservation, waste reduction, renewable energy adoption, dan biodiversity protection efforts. Data sourced dari sustainability reports, environmental databases, dan third-party assessments. Performance normalized oleh industry benchmarks dan absolute improvement targets.

### **Mediating Variables**

**Stakeholder Trust (TRUST)** measured through survey-based assessment dengan representative stakeholder groups. Trust scale adapted dari Mayer et al. (1995) covering competence, benevolence, dan integrity dimensions. Survey administered untuk customers, employees,

community representatives, dan investors. Composite score calculated across stakeholder groups weighted by stakeholder importance.

**Corporate Reputation (REP)** assessed using RepTrak methodology adapted untuk sustainability context. Reputation measured across seven dimensions: products/services, innovation, workplace, governance, citizenship, leadership, dan performance. Data collected through stakeholder surveys dan secondary reputation indices. Sustainability-specific reputation components weighted more heavily.

### **Moderating Variables**

**Industry Sector (IND)** classified into three categories based pada environmental sensitivity: high environmental impact (mining, oil/gas, chemicals, manufacturing), medium environmental impact (telecommunications, automotive, utilities), dan low environmental impact (financial services, technology, retail). Classification based pada environmental footprint assessments dan regulatory categorizations.

**Company Size (SIZE)** measured using natural logarithm of total revenue dalam USD millions. Alternative size measures including total assets dan number of employees used untuk robustness testing. Log transformation addresses skewness dalam size distribution.

### **Control Variables**

**Firm-level controls:** Firm age dalam Indonesian market, institutional ownership percentage, R&D intensity, capital intensity, leverage ratio, dan geographic diversification. These variables control untuk organizational characteristics yang may affect both sustainability reporting dan value creation.

**Country-level controls:** Home country governance quality (World Bank indicators), environmental regulation stringency, stakeholder orientation index, dan cultural dimensions (Hofstede indices). These controls account untuk institutional differences across home countries.

**Indonesia-specific controls:** Years of operation dalam Indonesia, local partnership arrangements, government relations quality, dan regulatory compliance history. These variables capture Indonesia-specific factors yang may influence stakeholder relationships dan value creation.

### **Data Collection Procedures**

#### **Quantitative Data Collection**

Sustainability reporting data collected through systematic content analysis of annual reports, sustainability reports, integrated reports, dan specialized disclosures (CDP, SASB filings). Two independent coders trained in sustainability reporting assessment conducted content analysis dengan inter-rater reliability exceeding 0.85 for all measures.

Financial dan market data obtained dari Bloomberg, Thomson Reuters, dan local Indonesian databases. Stakeholder survey data collected through online questionnaires distributed untuk representative samples of customers, employees, dan community members. Survey response rates: customers (34%), employees (67%), community representatives (78%).

### **Qualitative Data Collection**

Semi-structured interviews conducted via video conference atau face-to-face meetings, averaging 75 minutes duration. Interview protocol developed based pada theoretical framework dan pilot tested dengan 5 participants. Questions covered sustainability reporting experiences, value creation perceptions, stakeholder engagement processes, dan improvement recommendations.

Interviews conducted dalam English atau Bahasa Indonesia based pada participant preference. All interviews audio-recorded dengan consent dan transcribed verbatim. Field notes captured non-verbal cues dan contextual information. Interview saturation achieved after 38 interviews, dengan 4 additional interviews conducted untuk confirmation.

### **Data Analysis Strategy**

#### **Quantitative Analysis**

Structural Equation Modeling (SEM) used untuk testing hypothesized relationships. Analysis proceeded dalam stages: (1) Confirmatory factor analysis untuk measurement model validation, (2) Structural model testing untuk direct relationships, (3) Mediation analysis using bootstrapping procedures, (4) Multi-group analysis untuk testing moderation effects, dan (5) Robustness checks dengan alternative specifications.

SEM advantages include ability untuk model multiple dependent variables simultaneously, account untuk measurement error, dan test complex mediation relationships. Maximum likelihood estimation dengan robust standard errors used untuk handle non-normality. Missing data handled through full information maximum likelihood (FIML) approach.

#### **Mediation Analysis**

Mediation testing followed Preacher dan Hayes (2008) procedures using bias-corrected bootstrapping dengan 5,000 resamples. Indirect effects calculated dengan 95% confidence intervals. Both single dan multiple mediator models tested untuk examine relative importance of trust dan reputation mechanisms.

#### **Moderation Analysis**

Multi-group SEM used untuk testing industry dan size moderation effects. Industry groups compared through measurement invariance testing followed oleh structural model comparisons. Company size effects examined through continuous moderation using latent interaction approaches. Simple slopes analysis conducted untuk interpreting significant interactions.

## Qualitative Analysis

Thematic analysis conducted using Braun dan Clarke (2006) framework. Analysis involved: (1) Data familiarization through multiple transcript readings, (2) Initial coding untuk identifying meaningful units, (3) Theme development through pattern identification, (4) Theme refinement dan definition, (5) Cross-stakeholder comparison, dan (6) Integration dengan quantitative findings.

NVivo software used untuk coding management dan pattern identification. Two researchers independently coded 25% of transcripts untuk assess coding reliability (Cohen's kappa > 0.80). Disagreements resolved through discussion dan code refinement. Member checking conducted dengan subset of participants untuk validate interpretations.

## 4. Results

### Sample Characteristics dan Descriptive Statistics

Final sample consists of 510 firm-year observations dari 85 multinational companies over 6-year period. Average company age dalam Indonesian market is 12.4 years (SD=8.7), indicating substantial local experience. Company revenues range dari USD 523 million untuk USD 347 billion, dengan median of USD 5.2 billion, representing diverse company sizes.

Sustainability Reporting Quality Index shows moderate levels across sample dengan mean score of 61.4 (SD=18.3) out of 100. Disclosure comprehensiveness scores highest (mean=67.8, SD=16.4), while stakeholder engagement scores lowest (mean=54.2, SD=21.7), indicating room untuk improvement dalam stakeholder involvement processes.

Value creation measures show positive trends across all dimensions. Economic value creation index averages 68.3 (SD=19.2), social value creation 64.7 (SD=22.1), dan environmental value creation 59.4 (SD=24.6). Environmental value creation shows highest variability, reflecting diverse approaches untuk environmental management across companies dan industries.

Mediating variables show moderate levels. Stakeholder trust averages 6.8 (SD=1.4) on 10-point scale, while corporate reputation scores 72.4 (SD=12.8) on 100-point scale. Industry distribution shows 41% high environmental impact, 35% medium impact, dan 24% low impact companies, providing adequate representation across environmental sensitivity categories.

### Measurement Model Assessment

Confirmatory factor analysis demonstrates acceptable measurement model fit:  $\chi^2(df=1,847)=2,934.67$ ,  $p<0.001$ ;  $\chi^2/df=1.59$ ; CFI=0.923; TLI=0.917; RMSEA=0.043 (90% CI: 0.039-0.047); SRMR=0.052. Factor loadings range dari 0.712-0.894, all exceeding 0.70 threshold.

Composite reliability values exceed 0.80 untuk all constructs: SRQI (0.916), Economic Value Creation (0.887), Social Value Creation (0.923), Environmental Value Creation (0.901), Stakeholder Trust (0.884), dan Corporate Reputation (0.912). Average Variance Extracted (AVE) values range dari 0.567-0.694, all exceeding 0.50 threshold.

Discriminant validity confirmed through Fornell-Larcker criterion dan HTMT ratios. Square root of AVE untuk each construct exceeds correlations dengan other constructs. HTMT ratios range dari 0.623-0.798, all below 0.85 threshold, confirming discriminant validity.

## Structural Model Results

Structural model demonstrates excellent fit:  $\chi^2(df=1,923)=3,087.45$ ,  $p<0.001$ ;  $\chi^2/df=1.61$ ; CFI=0.920; TLI=0.914; RMSEA=0.044 (90% CI: 0.040-0.048); SRMR=0.056. Model explains substantial variance dalam endogenous variables: Economic Value Creation ( $R^2=0.423$ ), Social Value Creation ( $R^2=0.551$ ), Environmental Value Creation ( $R^2=0.374$ ), Stakeholder Trust ( $R^2=0.389$ ), dan Corporate Reputation ( $R^2=0.467$ ).

## Direct Effects Testing

**H1 (Economic Value Creation):** Sustainability reporting quality shows significant positive effect pada economic value creation ( $\beta=0.534$ ,  $SE=0.078$ ,  $t=6.846$ ,  $p<0.01$ ). Effect size is moderate, indicating that sustainability reporting contributes untuk financial value creation but is not dominant factor.

**H2 (Social Value Creation):** Sustainability reporting quality demonstrates strongest effect pada social value creation ( $\beta=0.743$ ,  $SE=0.067$ ,  $t=11.090$ ,  $p<0.001$ ). This finding suggests sustainability reporting is particularly effective untuk creating value untuk social stakeholders including employees, communities, dan customers.

**H3 (Environmental Value Creation):** Sustainability reporting quality shows significant positive effect pada environmental value creation ( $\beta=0.612$ ,  $SE=0.074$ ,  $t=8.270$ ,  $p<0.001$ ). Effect is strong, indicating that high-quality reporting is associated dengan meaningful environmental performance improvements.

## Mediation Analysis Results

**H4 (Stakeholder Trust Mediation):** Stakeholder trust significantly mediates relationships between sustainability reporting quality dan all three value creation dimensions. Indirect effects: Economic value ( $\beta=0.156$ , 95% CI [0.098, 0.223]), Social value ( $\beta=0.201$ , 95% CI [0.134, 0.278]), Environmental value ( $\beta=0.178$ , 95% CI [0.112, 0.251]). Trust mediates 29.2% of total effect untuk economic value, 27.1% untuk social value, dan 29.1% untuk environmental value creation.

**H5 (Corporate Reputation Mediation):** Corporate reputation also significantly mediates all relationships. Indirect effects: Economic value ( $\beta=0.203$ , 95% CI [0.145, 0.271]), Social value ( $\beta=0.267$ , 95% CI [0.198, 0.346]), Environmental value ( $\beta=0.224$ , 95% CI [0.159, 0.298]). Reputation mediates 38.0% of total effect untuk economic value, 35.9% untuk social value, dan 36.6% untuk environmental value creation.

Combined mediation analysis shows that trust dan reputation together mediate 67.2% of total effect untuk economic value creation, 63.0% untuk social value creation, dan 65.7% untuk

environmental value creation. Direct effects remain significant after accounting untuk mediation, indicating partial mediation.

### **Moderation Analysis Results**

**H6 (Industry Moderation):** Multi-group analysis reveals significant differences across industry categories. Sustainability reporting effects are strongest dalam high environmental impact industries: Economic value ( $\beta=0.687$ ,  $p<0.001$ ), Social value ( $\beta=0.824$ ,  $p<0.001$ ), Environmental value ( $\beta=0.756$ ,  $p<0.001$ ). Effects are moderate untuk medium impact industries dan weakest untuk low impact industries. Chi-square difference tests confirm significant moderation ( $\Delta\chi^2=47.83$ ,  $df=6$ ,  $p<0.001$ ).

**H7 (Size Moderation):** Company size shows significant positive moderation untuk social value creation ( $\beta=0.186$ ,  $SE=0.067$ ,  $t=2.776$ ,  $p<0.01$ ) dan environmental value creation ( $\beta=0.167$ ,  $SE=0.072$ ,  $t=2.319$ ,  $p<0.05$ ), but not untuk economic value creation ( $\beta=0.089$ ,  $SE=0.078$ ,  $t=1.141$ ,  $p=0.254$ ). Larger companies appear more effective at translating sustainability reporting quality into social dan environmental value creation.

### **Control Variables Effects**

Several control variables show significant effects. Home country governance quality positively affects all value creation dimensions ( $\beta=0.134-0.178$ , all  $p<0.05$ ). R&D intensity enhances economic ( $\beta=0.156$ ,  $p<0.05$ ) dan environmental ( $\beta=0.142$ ,  $p<0.05$ ) value creation. Years of operation dalam Indonesia positively affect social value creation ( $\beta=0.123$ ,  $p<0.05$ ), suggesting importance of local experience dalam building stakeholder relationships.

### **Robustness Checks**

Multiple robustness checks confirm main findings. Alternative sustainability reporting quality measures using different weighting schemes yield similar results (correlation dengan main SRQI = 0.94). Lagged independent variables reduce effect sizes oleh 10-15% but maintain significance levels. Excluding financial crisis years (2020-2021) slightly increases effect sizes but does not change significance patterns.

Industry-specific analysis shows consistent patterns within each sector, dengan some variation dalam effect magnitudes. Technology dan financial services show stronger social value effects, while extractive industries show stronger environmental value effects. Manufacturing shows balanced effects across all value dimensions.

### **Qualitative Findings**

#### **Stakeholder Perspectives pada Sustainability Reporting Value**

Interviews reveal nuanced stakeholder perspectives pada how sustainability reporting creates value. Corporate executives emphasize instrumental value: "Sustainability reporting helps us demonstrate our commitment untuk responsible business practices, which is increasingly

important untuk maintaining our license untuk operate dalam Indonesia" (Multinational Manufacturing CEO).

Investors focus pada risk management dan long-term value creation: "High-quality sustainability reporting gives us confidence that the company is managing environmental dan social risks effectively. This is particularly important dalam emerging markets where these risks can be significant" (Institutional Investor Representative).

Community representatives value transparency dan accountability: "When companies report openly about their environmental dan social impacts, it shows respect untuk our community. We can see what they're doing dan hold them accountable untuk their commitments" (Community Leader, West Java).

### **Mechanisms of Value Creation**

Interviews identify specific mechanisms through which sustainability reporting creates stakeholder value. Trust building emerges as primary mechanism: "Consistent, honest reporting over time builds trust. When we trust a company, we're more willing untuk support their operations dan collaborate on community development projects" (NGO Representative).

Information value is frequently mentioned: "Sustainability reports help us understand what companies are really doing beyond their marketing messages. This information is crucial untuk our purchasing decisions" (Corporate Customer Representative).

Stakeholder engagement benefits are highlighted: "The reporting process forces companies untuk engage dengan us regularly. This dialogue creates opportunities untuk mutual learning dan collaboration" (Employee Union Representative).

### **Contextual Factors Affecting Reporting Effectiveness**

Participants identify several contextual factors yang influence sustainability reporting effectiveness dalam Indonesian market. Cultural considerations are important: "Indonesian stakeholders value relationship building dan face-to-face communication. Companies yang combine reporting dengan direct engagement are more successful" (Local Business Partner).

Regulatory environment affects reporting motivation: "Companies are responding untuk increasing regulatory pressure untuk sustainability disclosure. Those yang get ahead of regulations tend untuk perform better" (Government Representative).

Industry characteristics matter: "In mining dan extractives, environmental reporting is critical untuk maintaining community support. In other industries, social aspects may be more important" (Environmental Consultant).

### **Improvement Recommendations**

Stakeholders provide recommendations untuk enhancing sustainability reporting effectiveness. Local language reporting is frequently mentioned: "More companies should provide sustainability information dalam Bahasa Indonesia untuk reach broader stakeholder audiences" (Academic Researcher).

Stakeholder-specific reporting is recommended: "Different stakeholders need different information. Companies should consider tailored reporting untuk different audiences" (Customer Advocacy Group Representative).

Integration dengan business strategy is emphasized: "Sustainability reporting should clearly show how sustainability is integrated into business operations dan decision-making" (Sustainability Consultant).

## **5. Discussion**

### **Theoretical Contributions**

#### **Multi-Stakeholder Value Creation Framework**

Penelitian ini contributes untuk sustainability accounting literature dengan developing dan empirically validating comprehensive framework untuk multi-stakeholder value creation. Traditional studies typically focus pada single value dimensions atau specific stakeholder groups, missing interconnected nature dari value creation processes. Framework demonstrates bahwa sustainability reporting simultaneously creates economic, social, dan environmental value, dengan different mechanisms dan magnitudes untuk each dimension.

Integration dari stakeholder, legitimacy, dan institutional theories provides comprehensive theoretical foundation untuk understanding sustainability reporting effectiveness. Findings show bahwa value creation occurs through multiple pathways including direct performance improvements, trust building, reputation enhancement, dan stakeholder engagement facilitation. This multi-pathway approach extends theoretical understanding beyond simple disclosure-performance relationships.

#### **Mediation Mechanisms Discovery**

Identification of stakeholder trust dan corporate reputation as significant mediating mechanisms contributes untuk understanding of how sustainability reporting creates value. Results show bahwa majority of sustainability reporting effects (approximately 65%) occur through indirect pathways rather than direct performance improvements. This finding challenges instrumental views of sustainability reporting that focus solely pada operational efficiency benefits.

Trust dan reputation mechanisms operate differently across value dimensions. Trust appears particularly important untuk social value creation, while reputation shows stronger effects untuk economic value creation. Environmental value creation benefits from both mechanisms relatively equally. These differential effects suggest that companies should consider multiple pathways when designing sustainability reporting strategies.

## **Contingency Theory Extension**

Findings strongly support contingency theory of sustainability reporting effectiveness, showing that industry context dan company characteristics significantly influence reporting value creation potential. High environmental impact industries show much stronger effects dari sustainability reporting, suggesting that stakeholder demands dan regulatory pressures amplify reporting effectiveness.

Company size moderation effects reveal important scale considerations. Larger companies appear more effective at translating reporting quality into social dan environmental value creation, possibly due untuk greater resources, more sophisticated stakeholder management capabilities, atau higher stakeholder expectations. This suggests that sustainability reporting strategies should be adapted based pada company characteristics.

## **Practical Implications untuk Corporate Management**

### **Integrated Sustainability Reporting Strategy**

Results suggest that companies should adopt comprehensive approach untuk sustainability reporting yang simultaneously addresses economic, social, dan environmental value creation objectives. Given differential effects across value dimensions, reporting strategies should be tailored untuk emphasize aspects most relevant untuk company's stakeholder composition dan business context.

Social value creation shows strongest response untuk reporting quality, suggesting that companies should prioritize social aspects dalam their reporting strategies. This includes comprehensive disclosure of employee welfare initiatives, community development programs, customer satisfaction efforts, dan human rights protections. Social reporting appears particularly valuable untuk building stakeholder relationships dalam Indonesian context.

### **Trust dan Reputation Building Focus**

Strong mediating effects of stakeholder trust dan corporate reputation highlight importance of designing reporting strategies yang build credibility dan enhance corporate image. Companies should focus pada elements yang contribute untuk trust building including data accuracy, third-party verification, transparent methodologies, dan consistent reporting over time.

Reputation enhancement requires demonstrating alignment between reporting commitments dan actual performance. Companies should avoid greenwashing risks oleh ensuring that reported initiatives are genuine dan material untuk business operations. Regular stakeholder feedback collection dapat help assess whether reporting is building atau eroding trust dan reputation.

### **Stakeholder Engagement Enhancement**

Qualitative findings emphasize importance of combining formal reporting dengan direct stakeholder engagement activities. Indonesian stakeholders particularly value relationship

building dan face-to-face communication. Companies should use sustainability reporting as foundation untuk deeper stakeholder dialogue rather than one-way communication tool.

Stakeholder-specific reporting approaches may be more effective than generic sustainability reports. Different stakeholder groups have different information needs dan preferences. Companies should consider developing tailored communications untuk key stakeholder segments while maintaining comprehensive integrated reporting untuk broader audiences.

## **Implications untuk Different Industry Sectors**

### **High Environmental Impact Industries**

Companies dalam mining, oil dan gas, chemicals, dan heavy manufacturing show strongest benefits dari sustainability reporting investments. These industries should prioritize comprehensive environmental reporting dengan robust data collection, independent verification, dan ambitious target setting. Environmental value creation is particularly important untuk maintaining social license untuk operate.

Risk management focus is critical untuk these industries. Sustainability reporting should clearly communicate how companies are managing environmental risks, preventing negative impacts, dan contributing untuk environmental restoration. Community engagement dan local stakeholder involvement are essential elements untuk reporting effectiveness.

### **Consumer-Facing Industries**

Retail, consumer goods, dan service industries should emphasize social value creation aspects dalam their sustainability reporting. Customer-facing companies benefit from demonstrating alignment dengan consumer values dan expectations regarding responsible business practices. Product sustainability, supply chain ethics, dan customer welfare should be prominently featured.

Brand reputation benefits are particularly important untuk consumer industries. Sustainability reporting should be integrated dengan broader marketing dan communication strategies untuk maximize reputation enhancement effects. Authentic storytelling about sustainability initiatives can differentiate brands dalam competitive markets.

### **Financial Services dan Technology**

Technology dan financial services companies should focus pada industry-specific sustainability issues including data privacy, digital inclusion, financial accessibility, dan responsible innovation. Traditional environmental metrics may be less relevant, requiring adapted reporting frameworks yang reflect industry characteristics.

Innovation dan future-focused reporting may be particularly valuable untuk these industries. Demonstrating how technology dapat contribute untuk sustainability solutions dan how financial services can support sustainable development creates value untuk forward-looking stakeholders.

## **Policy dan Regulatory Implications**

### **Regulatory Framework Development**

Evidence of significant stakeholder value creation dari sustainability reporting supports development of mandatory sustainability disclosure regulations dalam Indonesia. Regulatory frameworks should balance standardization untuk comparability dengan flexibility untuk industry-specific requirements dan local context considerations.

Phased implementation approach may be appropriate, starting dengan large multinational companies dalam high environmental impact industries before extending untuk smaller companies dan lower impact sectors. This approach allows untuk learning dan framework refinement based pada initial implementation experiences.

### **Institutional Support Mechanisms**

Government should consider developing institutional support untuk sustainability reporting including technical assistance, capacity building programs, dan verification infrastructure. Small dan medium enterprises may need particular support untuk developing sustainability reporting capabilities.

Academic institutions can play important role dalam developing local sustainability reporting expertise, conducting research pada Indonesian-specific sustainability issues, dan providing training untuk corporate sustainability professionals. International cooperation can facilitate knowledge transfer dari more advanced sustainability reporting jurisdictions.

### **Stakeholder Engagement Infrastructure**

Policy makers should consider developing platforms untuk enhanced stakeholder engagement around corporate sustainability performance. Multi-stakeholder initiatives can facilitate dialogue between companies, civil society, government, dan communities regarding sustainability expectations dan performance assessment.

Public information infrastructure including sustainability data repositories, performance benchmarking systems, dan stakeholder feedback mechanisms can enhance transparency dan accountability dalam corporate sustainability performance.

## **Limitations dan Future Research Directions**

### **Methodological Limitations**

Cross-sectional time-series design provides stronger causal inferences than pure cross-sectional studies but cannot definitively establish causality. Longitudinal studies dengan longer time horizons would enable better understanding of sustainability reporting evolution dan long-term value creation impacts.

Sustainability reporting quality assessment relies pada content analysis of public disclosures, which may not capture all aspects of corporate sustainability practices. Some companies may engage dalam substantial sustainability activities yang are not well documented dalam public reporting, while others may engage dalam selective disclosure atau greenwashing.

Stakeholder value creation measurement faces inherent challenges dalam quantifying diverse dan sometimes intangible benefits. While study uses multiple indicators dan stakeholder perspectives, some value creation aspects may remain unmeasured. Development of more comprehensive value measurement frameworks remains important research priority.

### **Contextual Limitations**

Focus pada multinational companies operating dalam Indonesia may limit generalizability untuk other contexts. Different institutional environments, stakeholder expectations, dan cultural values may affect sustainability reporting effectiveness. Cross-country comparative studies would enhance understanding of universal versus context-specific factors.

Sample excludes smaller companies dan domestic Indonesian firms, which may have different sustainability reporting capabilities dan stakeholder relationships. Extension untuk broader company populations would provide more comprehensive understanding of sustainability reporting effectiveness.

### **Future Research Opportunities**

Longitudinal studies examining sustainability reporting evolution dan long-term value creation impacts would provide valuable insights into sustainability learning processes dan sustained value creation. Panel studies over 10-15 years would enable analysis of reporting maturity effects dan long-term stakeholder relationship development.

Research pada negative consequences atau unintended effects of sustainability reporting would provide balanced perspective. Studies could examine greenwashing risks, stakeholder skepticism, reporting fatigue, atau competitive disadvantages associated dengan transparency dalam certain contexts.

Technology impact pada sustainability reporting effectiveness represents emerging research area. Digital platforms, artificial intelligence, blockchain verification, dan real-time reporting technologies may fundamentally change sustainability communication dan stakeholder engagement processes.

Cross-cultural research examining sustainability reporting effectiveness dalam different cultural contexts would enhance understanding of cultural factors yang influence stakeholder responses untuk corporate sustainability communication. Hofstede's cultural dimensions atau other cultural frameworks could provide theoretical foundation untuk such research.

## **6. Conclusion, Limitations, and Suggestions**

## **Conclusion**

Penelitian ini provides comprehensive empirical evidence bahwa sustainability reporting quality significantly enhances stakeholder value creation across economic, social, dan environmental dimensions dalam multinational companies operating dalam Indonesia. Findings demonstrate bahwa high-quality sustainability reporting creates substantial value untuk diverse stakeholder groups through both direct performance improvements dan indirect mechanisms including trust building dan reputation enhancement.

Key empirical contributions include demonstration bahwa social value creation shows strongest response untuk sustainability reporting quality ( $\beta=0.743$ ), followed oleh environmental value creation ( $\beta=0.612$ ) dan economic value creation ( $\beta=0.534$ ). These differential effects suggest that sustainability reporting is particularly effective untuk addressing social stakeholder needs dan environmental concerns, while also contributing untuk traditional business performance.

Mediating mechanism analysis reveals bahwa approximately 65% of sustainability reporting effects occur through stakeholder trust dan corporate reputation pathways rather than direct operational improvements. This finding highlights importance of viewing sustainability reporting as stakeholder relationship management tool rather than merely performance communication mechanism.

Contextual factors significantly influence reporting effectiveness. Industry sector moderation shows that companies dalam environmentally sensitive industries benefit most dari sustainability reporting investments. Company size moderation indicates that larger organizations are more effective at translating reporting quality into social dan environmental value creation, possibly due untuk greater resources dan stakeholder management capabilities.

Theoretical contributions include integration of stakeholder, legitimacy, dan institutional theories into comprehensive framework untuk understanding sustainability reporting effectiveness. Development of multi-dimensional stakeholder value creation framework advances theoretical understanding beyond traditional financial performance focus toward more holistic value creation conceptualization.

Practical implications suggest that companies should adopt integrated sustainability reporting strategies yang simultaneously address multiple stakeholder groups dan value dimensions. Emphasis on trust building, reputation enhancement, dan authentic stakeholder engagement emerges as critical success factors untuk maximizing reporting effectiveness.

## **Limitations**

Several limitations should be acknowledged dalam interpreting results. Cross-sectional time-series design enables stronger causal inferences than cross-sectional studies but cannot definitively establish causality. Endogeneity concerns remain despite robustness checks dan alternative specifications. Longitudinal studies dengan longer time horizons would provide stronger causal evidence.

Measurement limitations include reliance pada content analysis untuk sustainability reporting quality assessment, which may not capture all aspects of corporate sustainability practices. Stakeholder value creation measurement challenges involve quantifying diverse dan sometimes intangible benefits. Some value creation aspects may remain unmeasured despite comprehensive indicator development.

Sample limitations include focus pada multinational companies operating dalam Indonesia, which may limit generalizability untuk other contexts. Exclusion of smaller companies dan domestic firms limits understanding of sustainability reporting effectiveness across different organizational types. Cultural dan institutional specificity may affect applicability untuk other emerging economy contexts.

Qualitative data limitations include potential social desirability bias dalam stakeholder interviews dan possible selection bias dalam interview participant recruitment. Additional qualitative methods such as participant observation atau ethnographic approaches could provide complementary insights.

## **Suggestions**

### **Future Research Directions**

Longitudinal research examining sustainability reporting evolution dan long-term value creation impacts would significantly advance understanding of sustainability reporting effectiveness. Panel studies over 10-15 years would enable analysis of reporting maturity effects, stakeholder relationship development processes, dan sustained value creation mechanisms.

Cross-country comparative studies would enhance understanding of institutional dan cultural factors yang influence sustainability reporting effectiveness. Comparing emerging economies dengan different institutional environments would identify universal principles versus context-specific practices dalam sustainability reporting value creation.

Technology impact research examining how digital platforms, artificial intelligence, dan real-time reporting capabilities affect sustainability communication dan stakeholder engagement would address emerging trends dalam sustainability reporting landscape. Blockchain verification, automated data collection, dan interactive reporting platforms represent promising research areas.

Research pada negative consequences atau unintended effects of sustainability reporting would provide balanced perspective. Studies examining greenwashing risks, stakeholder skepticism, competitive disadvantages dari transparency, atau reporting cost-benefit trade-offs would complement positive findings.

### **Methodological Improvements**

Future studies should incorporate experimental atau quasi-experimental designs untuk strengthen causal claims. Natural experiments arising dari regulatory changes, industry events, atau

technological innovations could provide controlled settings untuk testing sustainability reporting effects.

Mixed-method approaches with greater emphasis pada ethnographic methods would provide deeper understanding of stakeholder value creation processes. Participant observation, longitudinal case studies, atau action research approaches could reveal mechanisms yang are not captured through survey or interview methods.

Advanced analytical techniques including machine learning approaches, network analysis, atau agent-based modeling could provide new insights into complex relationships between sustainability reporting dan stakeholder value creation. These methods may capture non-linear effects dan emergence patterns not detected through traditional econometric approaches.

### **Practical Applications**

Organizations should develop integrated sustainability reporting frameworks yang address multiple stakeholder value creation objectives simultaneously. Implementation should consider industry characteristics, company size, dan local stakeholder expectations untuk optimize reporting effectiveness.

Professional development programs untuk sustainability reporting professionals should incorporate findings about trust building, reputation enhancement, dan stakeholder engagement effectiveness. Executive education should emphasize strategic value of sustainability reporting beyond compliance requirements.

Policy makers should consider developing comprehensive sustainability reporting regulations yang balance standardization dengan flexibility untuk different industry contexts. Regulatory frameworks should support capacity building, verification infrastructure, dan stakeholder engagement facilitation untuk maximize societal benefits dari corporate sustainability reporting.

## **7. Acknowledgment**

Penulis mengucapkan terima kasih kepada Kementerian Riset, Teknologi, dan Pendidikan Tinggi Republik Indonesia untuk dukungan finansial melalui skema Penelitian Strategis Nasional Institusi (PSNI) tahun 2024-2027. Apresiasi khusus disampaikan kepada para eksekutif perusahaan multinasional dan stakeholder representatives yang berpartisipasi dalam survey dan interview, memberikan waktu dan insights berharga untuk penelitian ini. Penulis juga berterima kasih kepada Indonesia Sustainability Reporting Awards (ISRA) untuk akses data sustainability reporting, National Center for Sustainability Reporting (NCSR) untuk technical guidance, dan Tim Research Center for Sustainable Business untuk assistance dalam data collection dan analysis. Terima kasih juga kepada anonymous reviewers yang memberikan feedback konstruktif untuk meningkatkan kualitas manuscript.

## **References**

- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101. <https://doi.org/10.1191/1478088706qp063oa>
- Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research and practice. *International Journal of Management Reviews*, 12(1), 85-105. <https://doi.org/10.1111/j.1468-2370.2009.00275.x>
- Clarkson, P. M., Li, Y., Richardson, G. D., & Vasvari, F. P. (2008). Revisiting the relation between environmental performance and environmental disclosure: An empirical analysis. *Accounting, Organizations and Society*, 33(4-5), 303-327. <https://doi.org/10.1016/j.aos.2007.05.003>
- Dhaliwal, D. S., Li, O. Z., Tsang, A., & Yang, Y. G. (2011). Voluntary nonfinancial disclosure and the cost of equity capital: The initiation of corporate social responsibility reporting. *The Accounting Review*, 86(1), 59-100. <https://doi.org/10.2308/accr.00000005>
- Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Cambridge University Press.
- Global Reporting Initiative. (2021). *GRI Standards 2021*. Global Reporting Initiative.
- Hahn, R., & Kühnen, M. (2013). Determinants of sustainability reporting: A review of results, trends, theory, and opportunities in an expanding field of research. *Journal of Cleaner Production*, 59, 5-21. <https://doi.org/10.1016/j.jclepro.2013.07.005>
- Ioannou, I., & Serafeim, G. (2012). What drives corporate social performance? The role of nation-level institutions. *Journal of International Business Studies*, 43(9), 834-864. <https://doi.org/10.1057/jibs.2012.26>
- Kolk, A. (2008). Sustainability, accountability and corporate governance: Exploring multinationals' reporting practices. *Business Strategy and the Environment*, 17(1), 1-15. <https://doi.org/10.1002/bse.511>
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review*, 20(3), 709-734. <https://doi.org/10.5465/amr.1995.9508080335>
- Ng, A. C., & Rezaee, Z. (2015). Business sustainability performance and cost of equity capital. *Journal of Corporate Finance*, 34, 128-149. <https://doi.org/10.1016/j.jcorpfin.2015.08.003>
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879-891. <https://doi.org/10.3758/BRM.40.3.879>
- Serafeim, G., & Yoon, A. (2022). Stock price reactions to ESG news: The role of ESG ratings and disagreement. *Review of Accounting Studies*, 27(4), 1500-1530. <https://doi.org/10.1007/s11142-022-09675-3>
- Suchman, M. C. (1995). Managing legitimacy: Strategic and institutional approaches. *Academy of Management Review*, 20(3), 571-610. <https://doi.org/10.5465/amr.1995.9508080331>
- Unerman, J., & Chapman, C. (2014). Academic contributions to enhancing accounting for sustainable development. *Accounting, Organizations and Society*, 39(6), 385-394. <https://doi.org/10.1016/j.aos.2014.07.003>