Optimizing Public Satisfaction Through CSR Programs Moderated by Company Reputation

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Abstract. *In an era of increasingly fierce business competition, companies are required not only to pursue financial profit but also to address their social responsibilities to the environment and society. The concept of Corporate Social Responsibility (CSR) has evolved as a form of corporate commitment to contribute to sustainable development by balancing economic, social, and environmental aspects. This research also prioritizes accurate measurements through quantitative data to provide objective results. This research was conducted to test hypotheses with the aim of validating them, which can ultimately strengthen the underlying theory. Based on the discussion and relevance of the background to the research objectives, the following conclusions can be drawn: Corporate Social Responsibility has a significant effect on public satisfaction, so the first hypothesis in this study is proven true. Corporate Social Responsibility has a significant effect on corporate reputation, so the second hypothesis in this study is proven true. Corporate reputation has a significant effect on public satisfaction, so the third hypothesis in this study is proven true. Corporate Social Responsibility has a significant effect on public satisfaction with corporate reputation as a moderating variable.*

Keywords: Company Reputation; Optimizing Public; Programs Moderated; Satisfaction Through.

1. Introduction

In an era of increasingly fierce business competition, companies are required not only to pursue financial profit but also to pay attention to their social responsibilities towards the environment and society. The concept of Corporate Social Responsibility (CSR) has evolved as a form of corporate commitment to contribute to sustainable development by balancing economic, social, and environmental aspects. CSR has become a crucial instrument in building harmonious relationships between companies and their stakeholders, particularly the community.

According to(Hutomo & Saputra, 2023)CSR is a company's commitment to contribute to sustainable economic development by paying attention to corporate social responsibility and emphasizing the balance between attention to economic, social, and environmental aspects. The implementation of CSR is an important factor in creating added value for the company not only in terms of profitability, but also in building strong social relationships with the surrounding community. One of the main objectives of CSR implementation is to build a positive corporate reputation in the eyes of the public. Corporate reputation is the collective perception of stakeholders regarding the credibility, integrity, and contribution of the company. A good reputation can increase public trust, loyalty, and support for the sustainability of the company's business. According to Fombrun (1996), corporate reputation is the result of the accumulation of stakeholder perceptions of the company's behavior and contributions over a certain period of time.

In this context, corporate reputation plays a role as a factor that can strengthen or weaken the impact of CSR programs on community satisfaction. Freeman (1984), through his Stakeholder Theory, states that a company's sustainability depends on its ability to understand and meet the needs of its stakeholders. By building a good reputation, a company will more easily gain social support from the community.

To illustrate the importance of CSR implementation in building a company's reputation, consider the phenomenon that occurred at the Tenayan Coal-fired Power Plant (PLTU). Early in its operation, the Tenayan Coal-fired Power Plant faced several social disturbances in the form of community demonstrations. These disturbances occurred before the company actively implemented its CSR program. However, after the company began implementing its CSR program consistently, the frequency of social disturbances decreased drastically. This demonstrates the crucial role of CSR programs in building harmonious relationships with the community and enhancing the company's reputation.

Table Security Disruptions at the Tenayan PLTU

No	Year	Security Breach	Information
1	2015	Demonstration related to the project	Not yet carrying out a CSR program
2	2016	Demonstrations regarding labor and pollution issues	Not yet carrying out a CSR program
3	2017	Nothing	Carrying out CSR programs
4	2018	Nothing	Carrying out CSR programs
5	2019	Nothing	Carrying out CSR programs
6	2020	Labor-related demonstrations	The effects of the Covid pandemic
7	2021	Nothing	Carrying out CSR programs
8	2022	Nothing	Carrying out CSR programs
9	2023	Nothing	Carrying out CSR programs

The data in Table shows that social disturbances in the form of demonstrations were more frequent in the early years when the CSR program was not yet optimal. After the CSR program began in 2017, social disturbances decreased dramatically, with most cases even

being eliminated. This strongly indicates that the CSR program is able to increase positive public perception of the company and improve the company's reputation in the public eye.

Public satisfaction with a company is a crucial aspect in measuring the effectiveness of a CSR program. This satisfaction is reflected in public perception of the benefits gained through the various social, economic, and environmental programs implemented by the company. According to(Budiarti & Raharjo, 2014), public satisfaction is the level of public feeling that arises as a result of the performance of the service received in accordance with public expectations.

High levels of community satisfaction will foster closer relationships, strengthen a positive reputation, and ultimately generate social support for the company. Furthermore, an effective CSR program will enhance the company's overall reputation and strengthen the emotional bond between the company and its surrounding community. Research by(Sabiq & Nurwati, 2021) shows that the company's active involvement in social activities can increase public loyalty to the company.

However, the relationship between CSR and public satisfaction is not always linear. A company's reputation can act as a moderating variable, strengthening or weakening the influence of CSR on public satisfaction. With a positive reputation, CSR programs are more easily accepted and appreciated by the public, thus increasing satisfaction. Conversely, if a company's reputation is poor, the positive impact of CSR on public satisfaction can be reduced. A study by (Tanjung, 2017) also emphasized the importance of corporate reputation as a key element in strengthening the effectiveness of CSR programs.

Therefore, this study aims to examine in more depth how CSR programs influence public satisfaction, with corporate reputation as a moderating variable. This research is expected to provide theoretical and practical contributions to companies optimizing CSR strategies to build a strong reputation and increase public satisfaction.

2. Research Methods

This study employed a quantitative research method with an explanatory survey design. The aim of the study was to explain the causal relationship between Corporate Social Responsibility (CSR), community satisfaction, and security and order. An explanatory design was chosen because it allows for empirical and structured testing of causal relationships. This study also prioritizes accurate measurement through quantitative data to provide objective results. This research was conducted to test the hypothesis with the aim of validating the hypothesis, which in turn can strengthen the underlying theory.

3. Results and Discussion

3.1. Research Data Analysis

Outer Model Test Results

Outer model testing aims to determine the validity and reliability of a research model. Outer model testing analysis includes convergent validity, discriminant validity, composite

reliability, and Cronbach's alpha.

Convergent Validity Test

The criteria in convergent validity testing can be said to be valid if the t-statistics value is > 1.96 and the p-value is < 0.05. The results of the research on the outer loading value for each indicator in each research variable are listed in Table.

Convergent Validity Test Results

Variables	Indicator	T Statistics	P Values	Information
Corporate Social	CSR1	31,042	0,000	Valid
Responsibility	CSR2	23,842	0,000	Valid
	CSR3	55,360	0,000	Valid
	CSR4	17,033	0,000	Valid
	CSR5	21,486	0,000	Valid
	KM1	44,036	0,000	Valid
Community	KM2	37,339	0,000	Valid
Satisfaction	KM3	36,050	0,000	Valid
	KM4	24,037	0,000	Valid
	RP1	32,648	0,000	Valid
Company	RP2	33,470	0,000	Valid
Reputation	RP3	30,530	0,000	Valid
	RP4	37,063	0,000	Valid

Source: Processed data, 2025.

Table shows that the outer loading values of all indicators used in the study demonstrate that they have met the requirements for validity in the convergent validity test, namely that all have t-statistics values > 1.96 and p-values for each indicator in the studied variables < 0.05. Therefore, it can be concluded that the data can be analyzed further because they have met the criteria.

Discriminant Validity Test

The criteria in discriminant validity testing can be said if the Fornell-Lacker criterion value has a value of more than 0.7 then it has good discriminant validity. shows the results of the discriminant validity test using the AVE value in each research variable.

Fornell-Lacker Discriminant Validity Test Results

	Corporate Social Responsibility	Community Satisfaction	Company Reputation
Corporate Social Responsibility	0.926		
Community Satisfaction	0.937	0.947	
Company Reputation	0.916	0.926	0.926

Source: Processed data, 2025.

Table above shows that all variables used in this study show a discriminant validity value greater than 0.7. In table Fornell Larcker Criterion it can be explained that the highest value is with the Corporate Reputation variable (0.949), the Community Satisfaction variable

(0.947), and the Corporate Social Responsibility variable (0.926). Based on table it can be seen that each question indicator has a loading factor value that is tested from its latent construct, meaning that each question indicator can be estimated well by each latent construct or can be interpreted that the discriminant validity is valid, so it can be concluded that the results of table. that all constructs have met the discriminant validity criteria. Therefore, it can be concluded that the variables in this study have valid discriminant validity values.

Composite Reliability Test

The criteria in the composite reliability test can be said to be valid if the composite reliability value is > 0.7. Table shows the results of the composite reliability test for each variable used in the study.

Composite Reliability Test Results

Variables	Composite Reliability	Information
Corporate Social Responsibility	0.968	Valid
Community Satisfaction	0.972	Valid
Company Reputation	0.973	Valid

Source: Processed data, 2025.

Table above shows that all variables used in this study exhibit composite reliability values greater than 0.7. Therefore, it can be concluded that the variables in this study have valid and reliable values and pass the reliability test.

Cronbach's Alpha Test

The Cronbach's alpha testing criteria can be used to determine whether a research variable is reliable if it has a Cronbach's alpha value > 0.7. The results of the research on reliability testing for each variable include the following:

Cronbach's Alpha Test Results

Variables	Cronbach's Alpha	Information
Corporate Social Responsibility	0.958	Reliable
Community Satisfaction	0.961	Reliable
Company Reputation	0.963	Reliable

Source: Processed data, 2025.

Table above shows that the Cronbach's Alpha values for the corporate social responsibility, community satisfaction, and corporate reputation variables are all greater than 0.7. Therefore, it can be concluded that the variables used in this study meet the requirements for reliability.

3.1.1. Path Coefficient Test

The path coefficient test aims to indicate the strength of the influence between the independent and dependent variables. Based on Figure and the path coefficient table, the results of the inner weight test indicate that corporate social responsibility has a 22.557

influence on corporate reputation. Second, the influence of corporate social responsibility on public satisfaction is 4.391. Third, the influence of corporate reputation on public satisfaction is 3.502. Based on the data obtained, the results of this study explain that all variables used in this study have positive path coefficient values. The greater the path coefficient test value, the stronger the relationship between the independent and dependent variables. In this study, the one with the largest path coefficient value is the influence of service quality on perceived value.

Goodness of Fit Test

The purpose of the goodness-of-fit model test is to measure the level of variation between the independent and dependent variables. Goodness-of-Fit tests include the R-Square (R2) and Q-Square tests. A higher R2 value indicates a better level of determination. The R-square test criteria are: if the R2 value is > 0.75, the model is considered strong. If the R2 value is > 0.50, the model is considered moderate. Finally, if the R2 value is > 0.25, the model is considered weak. The results of the coefficient of determination test in this study are presented in Table.

Table R-Square Test Results

Variables	R Square	R Square Adjusted
Community Satisfaction	0.907	0.904
Company Reputation	0.839	0.837

Source: Processed data, 2025.

The coefficient of determination test in Table shows that the influence of CSR on Community Satisfaction is 0.907, or 90.7%, indicating a strong relationship. Finally, the influence of Corporate Social Responsibility on Corporate Reputation is 0.839, or 83.9%, indicating a strong relationship between the two variables.

The next test in the goodness of fit test is the Q-Square test. A Q-Square value > 0 indicates that the model in the study has predictive relevance, while a Q-Square value < 0 indicates that the model in the study lacks predictive relevance. The following are the results of the Q-Square calculation:

$$Q\text{-}Square = 1 - \{(1 - R_{21}) \times (1 - R_{22})\}$$
$$= 1 - \{(1 - 0.907) \times (1 - 0.839)\}$$
$$= 1 - \{(0.093) \times (0.161)\}$$
$$= 1 - 0.014973$$
$$= 0.985027$$

Based on the research results above, the Q-Square value was obtained as 0.985027. This value means that 98.50% of the diversity in the research data can be explained by the research model. Meanwhile, the remaining 1.5% is explained by other factors outside the research model. It can be concluded that this research model can be said to have a good goodness of fit value.

Effect Size Test

The effect size test is used to determine the extent of influence of exogenous constructs on endogenous constructs. The criteria for the effect size test are: an f-square value of 0.02 is categorized as small; a value of 0.15 is categorized as medium; and a value of 0.35 is categorized as large. The results of the effect size test in this study are presented in Table.

Table Effect Size Test Results

Variables	Community Satisfaction	Company Reputation
Corporate Social Responsibility Community Satisfaction	0.937	0.916
Company Reputation	0.423	

Source: Processed data, 2023.

The effect size test in table above shows that the f-square value of the corporate social variable is 0.937, which is greater than 0.35, so it can be concluded that it has a large influence.

3.1.2. Normal Fit Index Test Results

	Saturated Model	*Estimated Model*
SRMR	0.037	0.037
d_ULS	0.124	0.124
d_G	0.515	0.515
Chi-Square	207,568	207,568
NFI	0.878	0.878

Source: Processed data, 2025.

The Normal Fit Index (NFI) test in table shows that it is greater than 0.1 and close to 1, so it can be concluded that the model in this study is good and acceptable.

Hypothesis Testing

This study has two types of hypotheses to be tested, namely hypotheses that test direct influence and hypotheses that test indirect influence, namely in the form of moderation.

Direct Effect Testing

In this study, direct testing used a bootstrapping procedure with the criteria of a t-statistic value > 1.96 and a p-value < 5% or 0.05. The results of the path coefficient test in this study are presented in Table.

First Hypothesis

H1: CSR has a significant influence on community satisfaction. It can be seen in table that the relationship between CSR and community satisfaction has a path coefficient value of 0.549, this value is positive and close to +1 which means that there is a positive relationship between corporate social responsibility and community satisfaction. Furthermore, it can be seen that the relationship between corporate social responsibility has a t-statistic value of 4.391> 1.96 and has a p-value of 0.000 <0.05 which means that the relationship between the

corporate social responsibility variable and community satisfaction is significantly influential. Based on the results of the study and the previous explanation, it can be concluded that the first hypothesis in this study is accepted.

Second Hypothesis

H2: CSR and corporate reputation has a path coefficient value of 0.916, the value is positive and close to +1 which means there is a positive relationship between corporate social responsibility and corporate reputation. Furthermore, it can be seen that the relationship between service quality and customer satisfaction has a t-statistic value of 22.577 that the value is> 1.96 and has a p value of 0.000 <0.05 which means that the relationship between corporate social responsibility variables and corporate reputation is significant. Based on the results of the study and the previous explanation, it can be concluded that the second hypothesis in this study is accepted.

Third Hypothesis

H3: Company reputation has a significant influence on public satisfaction. It can be seen in table that the relationship between corporate reputation and public satisfaction has a path coefficient value of 0.423, this value is positive which means there is a positive relationship between corporate reputation and public satisfaction. Furthermore, it can be seen that the relationship between corporate reputation and public satisfaction has a t-statistic value of 3.502 that the value is> 1.96 and has a p-value of 0.001 <0.05 which means that the relationship between the corporate reputation variable and public satisfaction has a significant effect. Based on the results of the study and the previous explanation, it can be concluded that the third hypothesis in this study is accepted.

Indirect Effect Testing

Indirect effect testing to determine the indirect effect of service quality variables on customer loyalty through perceived value, and the indirect effect of service quality variables on customer loyalty through customer satisfaction. The criteria in indirect testing are if the value of p-value <0.05 (5%) and t statistics > 1.96 then the effect is significant which can be interpreted as an indirect effect. The results of the research analysis can be seen from the specific indirect effect table using the bootstrapping technique which will be presented in table.

Specific Indirect Effect Test Results

		Original Sample	*t-statistic*	*p-value*
Corporate Responsibility→ Reputation → Satisfaction	Social Company Customer	0.388	3,444	0.001

Source: Processed data, 2025.

Fourth Hypothesis

H4: CSR has a significant influence on community satisfaction with corporate reputation as a moderating variable. Table shows that the relationship between corporate social responsibility and public satisfaction, with corporate reputation as a moderating variable, has a t-statistic value of 3.444, which is > 1.96 and has a p-value of 0.001 < 0.05, which means that the relationship between corporate social responsibility variables on public satisfaction and corporate reputation as a moderating variable is significant. The magnitude of the indirect effect between corporate social responsibility and public satisfaction moderated by corporate reputation is 0.388 or 38.8%. Based on the research results and previous explanations, it can be concluded that corporate social responsibility was found to have an indirect effect on public satisfaction through corporate reputation. Therefore, the fourth hypothesis is accepted.

3.2. The influence of CSR on community satisfaction

Based on the test results above, the research findings confirm the first hypothesis of this study, which states that CSR influences public satisfaction. This means that the better a company implements CSR programs, such as social activities (charity), community empowerment, environmental sustainability (Environmental Responsibility), and support for education (capacity building) and health, the higher the level of public satisfaction with the company. This satisfaction arises because the public experiences direct benefits from CSR activities, thus forming a positive perception of the company. According to research findings by Sabiq & Nurwati (2021), similar findings were obtained, namely that CSR has a positive and significant impact on public satisfaction.

Furthermore, these findings also support stakeholder theory, which states that companies are not only responsible to shareholders but also to other parties affected by the company's operational activities, including the surrounding community or even the environment. Therefore, the appropriate and sustainable implementation of CSR can be an important strategy in improving good relations between companies and communities and environmental harmony. In other words, these results emphasize the important role of CSR as part of a company's strategy in building a positive image and increasing social legitimacy, which ultimately can have a long-term impact on the company's business sustainability.

This discussion aligns with legitimacy theory, which states that companies need to gain legitimacy from society to continue operating sustainably. This legitimacy is achieved when a company is able to align its values and actions with prevailing social norms and expectations. In this context, CSR activities become an important tool in building and maintaining social legitimacy. When the public perceives that a company is active and concerned about social and environmental issues, trust and support for the company will grow, reflected in increased public satisfaction with the company's existence.

Furthermore, these findings can be strengthened through the perspective of social utility theory, which explains that an action or policy will be deemed good to the extent that it provides the greatest benefit to the wider community. CSR programs that address basic

community needs such as economic, educational, health, and environmental concerns will increase positive perceptions because these programs have a direct impact on the community's quality of life. This is also supported by Carroll's (1991) view through the Pyramid of CSR, which divides corporate social responsibility into four dimensions: economic, legal, ethical, and philanthropic. Community satisfaction is highly correlated with the philanthropic and ethical dimensions, where the public appreciates the company's commitment to providing more than just legal obligations.

Finally, the corporate citizenship approach also provides a relevant conceptual framework for these findings. Within this framework, companies are viewed as corporate citizens with a moral responsibility to contribute positively to the communities in which they operate. Companies that actively engage in CSR demonstrate that they are not merely economic entities but also social agents with a role in sustainable social development. Therefore, the stronger and more consistent a company's commitment to its social role, the greater the community's acceptance and satisfaction with the company's existence.

The results of this study are supported by research that has been conducted (Arsyad et al., 2017) which states that corporate social responsibility has a positive and significant influence on public satisfaction. With improved public perception and increased public satisfaction, CSR implementation is expected to improve, as public participation improves in quality. This is in line with research conducted byLestari & Hasanuddin, 2022) which states that corporate social responsibility influences public satisfaction. This research is also supported by research (MS Purba & Kristiyani, 2025)which states that the corporate social responsibility program designed by conducting social mapping not only improves the community's economy, but has also succeeded in improving the quality of life of the assisted village community, which is reflected in their increasing satisfaction with the program being implemented.

3.2.1. The influence of corporate social responsibility on company reputation

Based on the test results above, the research findings confirm the second hypothesis in this study, which states that corporate social responsibility influences a company's reputation. This finding reinforces the understanding that companies that actively and consistently carry out their social responsibilities tend to receive positive public assessments. A structured CSR program that addresses important aspects such as the environment, social, and economic aspects of society will enhance the company's positive image in the eyes of stakeholders, including consumers, investors, regulators, and the general public. A company's reputation is a valuable intangible asset because it is closely related to the level of public trust and stakeholder loyalty. Therefore, the implementation of CSR not only impacts the social aspect but also becomes an effective corporate communication strategy for building and strengthening a long-term reputation.

Furthermore, these results support legitimacy theory and corporate image theory, which state that companies need to demonstrate socially responsible values to gain public acceptance. A good reputation resulting from positive CSR activities can increase a company's competitiveness, expand its business network, and strengthen its market position.This finding is supported by organizational identity theory, which states that a

company's reputation is shaped by consistent external perceptions of its identity and values. Through CSR, companies demonstrate a commitment to moral values, environmental stewardship, and social responsibility, which, when consistently communicated, will create a positive and strong public image. When companies implement CSR sustainably, the public and stakeholders tend to associate the company with positive values, ultimately significantly enhancing corporate reputation.

Furthermore, from a signaling theory perspective, CSR activities can serve as a positive signal sent by companies to the market. In conditions of asymmetric information, where stakeholders do not always have complete information about a company's internal behavior, CSR becomes a tool to demonstrate a company's commitment to ethics, sustainability, and social good. Stakeholders will view companies that actively engage in CSR as trustworthy and possess high integrity, thereby enhancing their reputation. Thus, CSR is not merely a social activity, but a strategic reputational investment.

From a resource-based view (RBV) perspective, corporate reputation resulting from CSR implementation can be viewed as an intangible resource that is valuable, rare, and difficult for competitors to imitate. This reputational asset provides a sustainable competitive advantage by increasing customer loyalty, attracting investors, and strengthening relationships with business partners and the government. Therefore, CSR is not merely a moral obligation, but a crucial instrument in building differentiation and strengthening a company's long-term strategic position. These findings emphasize that reputation management through CSR is an integral part of the strategic management of modern companies.

The results of this study are supported by research that has been conducted by(Rachmawati, 2024)which states that corporate social responsibility influences a company's reputation. This demonstrates that CSR in the economic sector encompasses various programs aimed at improving the financial well-being of the community. In an increasingly competitive business environment, companies that incorporate economic CSR aspects into their strategies not only make a positive contribution to society but also strengthen their competitiveness in the marketplace. One of the primary benefits of economic CSR is the creation of consumer trust and loyalty.(Ghaderi et al., 2024)Today's consumers are increasingly aware of social responsibility issues and tend to support companies that demonstrate a commitment to social progress. When companies actively engage in economic activities that benefit local communities, they are more likely to be viewed as responsible and caring entities. This can foster increased customer trust and loyalty, ultimately impacting sales and profit growth.

3.2.2. The influence of corporate reputation on customer satisfaction

Based on the test results above, the research findings indicate that the third hypothesis in this study, which states that corporate reputation influences customer satisfaction, is accepted. This finding indicates that the better a company's reputation in the eyes of the public, the higher the level of customer satisfaction with the company. A positive reputation is usually formed from the accumulation of various public perceptions of a company's ethical behavior, product or service quality, social involvement, and transparency and responsibility

in carrying out business activities. When the public perceives a company to have a good reputation, for example because it consistently implements CSR programs, maintains integrity, and makes real contributions, they will feel more trusted, appreciated, and have their expectations met. This sense of trust then increases their level of satisfaction with the company, both in social and emotional aspects.

These results align with the theory of corporate perception and image, where reputation is a key factor influencing how people assess and perceive their relationship with a company. A strong reputation can also create a halo effect, which is the tendency for people to evaluate various aspects of a company positively because they already have a favorable impression of it. This finding is consistent with expectation theory, which states that satisfaction results from comparing people's expectations with the reality they perceive. A good corporate reputation typically creates high expectations regarding the quality of interactions and the company's contribution to its social environment. When this reputation aligns with tangible actions perceived by the public, such as involvement in social activities, transparency, and ethical responsibility, high satisfaction will result. Conversely, if the reputation is merely symbolic without concrete realization, satisfaction tends to decline.

Furthermore, in trust theory, a positive reputation plays a central role in building and maintaining trust between the public and a company. When a reputation reflects values of integrity, social commitment, and sustainability, the public will feel safer and more comfortable interacting with the company. This trust forms the emotional foundation for creating public satisfaction. Therefore, companies with a strong reputation are more likely to gain loyalty and social acceptance because the public feels recognized and treated fairly.

From a consumer behavior theory perspective, a company's reputation also influences post-purchase evaluation, which is how people evaluate their satisfaction after receiving or experiencing the benefits of interacting with the company. People not only evaluate the product or service provided but also consider the company's track record and ethical reputation. When a reputation is perceived positively, people tend to evaluate the company more favorably overall, even in situations where minor shortcomings occur.

The results of previous research conducted byM. Purba et al., 2023) stated that corporate reputation has a positive and significant influence on customer satisfaction. This illustrates that a positive reputation can influence customer and employee satisfaction levels, encourage customer loyalty, and support the company's long-term growth and sustainability. To maintain this reputation and avoid losing customers, companies need to complete every task on time. These research findings align with research conducted by Wiliana et al., (2019) which states that reputation has a positive and significant effect on customer satisfaction. This indicates that the better a company's reputation, the higher its customer satisfaction, and vice versa.

3.2.3. The influence of corporate social responsibility on public satisfaction with company reputation as a moderating variable

Based on the results of the hypothesis testing, which included t-tests and significance tests, the results showed that corporate reputation moderated the relationship between CSR and public satisfaction in a positive and significant manner. Acceptance of the fourth hypothesis (H4) indicates that corporate CSR implementation can build a positive reputation, and this positive reputation, in turn, increases public satisfaction. In other words, corporate reputation serves as an important bridge that strengthens the impact of CSR on public satisfaction.

These findings reinforce the theoretical model that states that CSR not only directly impacts stakeholders but also has psychological and perceptual effects that shape a company's image. The public assesses not only the CSR actions themselves, but also how they reflect the company's values, integrity, and commitment to social responsibility. When these perceptions are positive, the company's reputation improves, and ultimately, the public will feel more satisfied with the company's existence and contributions.

Practically, these results have important implications for companies: implementing CSR programs requires more than just focusing on social activities; they must also consider how those activities are communicated and perceived by the public. A CSR strategy that aligns with company values, is transparent, and consistent, will build a strong reputation and have a broader impact, including increased community satisfaction.When a company's reputation is established positively, every CSR activity undertaken will be more likely to be trusted, appreciated, and perceived as beneficial by the public, resulting in higher levels of satisfaction. Conversely, if a company's reputation is less than stellar, even if CSR is undertaken, the public may question its motives and impact, ultimately reducing the program's effectiveness.

DIn the context of CSR, the public will evaluate whether a company's social activities are based on genuine commitment or simply image-building. Companies with a good reputation are more likely to receive positive internal attribution, where the public believes that CSR is implemented consistently and driven by the company's values, not merely for commercial gain. This makes the effect of CSR on satisfaction stronger and more significant.

The results of this study are in line with research conducted byAfifah et al., (2021)which states that the test results indicate that the influence of CSR disclosure on firm value is almost moderated by the company's reputation. This means that even though a company discloses CSR and has a good reputation, it has not been able to influence the company's value. This finding indicates that stakeholders in manufacturing companies in Indonesia have not yet used CSR disclosure as a primary reference in assessing the company, despite its positive reputation. In other words, in addition to building reputation, additional mechanisms are needed to strengthen the formation of company value, because stakeholders tend to consider reputation more than CSR disclosure itself.

4. Conclusion

Based on the results obtained from the research that has been conducted, the discussion and the relevance of the background to the research objectives, the following conclusions can be drawn: a. Corporate Social Responsibilityhas a significant influence on public satisfaction, so that the first hypothesis in this study is proven to be true. b. Corporate Social Responsibilityhas a significant influence on the company's reputation, so that the second hypothesis in this study is proven true. c. Company reputation has a significant influence on public satisfaction, so the third hypothesis in this study is proven true. d. Corporate Social Responsibilityhas a significant influence on public satisfaction with company reputation as a moderating variable.

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