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Review of Empirical Research on Corporate Sustainability Practice: An Indonesian Context Towards SDG 12

Elvia Ivadaa*, Rahmawati, Djuminah, Wahyu Widarjo

Universitas Sebelas Maret, Surakarta, Indonesia

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ABSTRACT

Objective: *To examine the implementation of corporate sustainability practices among Indonesian companies by reviewing empirical academic studies and identifying how the Triple Bottom Line (TBL) framework is adopted to address sustainability challenges. This study contributes to understanding responsible corporate practices and their relevance to achieving Sustainable Development Goal 12 (Responsible Consumption and Production).* ***Method:*** *A systematic literature review approach to analyze scholarly publications related to corporate sustainability practices in the Indonesian context. Following a systematic review protocol, 57 articles were selected and examined through content analysis using Atlas.ti software. The analysis focused on identifying sustainability practices based on the Triple Bottom Line framework, including economic, social, and environmental dimensions.* ***Results:*** *The findings indicate that most Indonesian sustainability studies utilize the TBL framework as the foundation for explaining corporate sustainability practices. However, sustainability implementation remains predominantly focused on reporting activities, while only a limited number of studies discuss the integration of TBL principles into business operations, organizational strategies, and corporate culture.* ***Novelty:*** *The study provides a comprehensive review of corporate sustainability practices in Indonesia by identifying the gap between sustainability reporting and strategic implementation. The findings emphasize the importance of embedding sustainability principles into corporate decision-making and operational processes to strengthen responsible production practices and support SDG 12 achievement.*

INTRODUCTION

In 1987, the United Nations' World Commission on Environment and Development (WCED), also called the Brundtland Commission, published a report about the importance of sustainability and sustainable development (Emina, 2021). The report defines sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Emina, 2021). An extension of this definition commonly incorporates a triple-bottom-line approach in assessing and controlling financial, environmental, and social dimensions of business achievement (Alhaddi, 2015; Dwyer, 2005).

Triple Bottom Line (TBL) was first introduced by Elkington (2020). TBL serves as a strategic planning and reporting system alongside a decision-making framework that aims to facilitate the attainment of sustainable development within companies, functioning as both an internal management tool and an external reporting framework; it endeavours to foster long-term viability and balance across environmental, social, and economic dimensions (Dwyer, 2005). TBL is widely recognized and acknowledged within sustainability (Cai & Choi, 2020). The interrelatedness of the constructs of TBL and sustainability is acknowledged by scholars within academic discourse, often leading to their interchangeable usage in a considerable body of literature (Alhaddi, 2015).

Numerous research endeavors examining sustainability and performance in corporate environments adopt the TBL as their foundational framework (Hourneaux et al., 2018).

In achieving sustainable development, The Sustainable Development Goals (SDGs) established by the United Nations (U.N.) are currently acknowledged as prominent principles for global development, encompassing the period until 2030, urge governments, businesses, and the international community to enhance their endeavours in combating climate change, poverty, inequality, environmental pollution, and various prevailing challenges of contemporary society (Cai & Choi, 2020). Since its first introduction, the concepts of sustainable development and sustainability have gained significant recognition within the realm of scholarly discourse on business literature (Linnenluecke & Griffiths, 2013). Sustainability holds substantial importance within the contemporary corporate realm (Amini & Bienstock, 2014). The transformations of corporate landscapes are occurring at an accelerated pace due to pressing ecological and social influences (Linnenluecke & Griffiths, 2013). In light of prevailing environmental and societal concerns, such as climate change, social disparity, and severe impoverishment, there is a growing insistence from investors and other relevant parties for companies to assume greater responsibility in acknowledging and addressing the consequences that result from their choices and activities, particularly with regards to the environment and society (Manning et al., 2019).

In recent decades, an increasing number of scholars have posited that corporate endeavors exert a significant influence on the external environment. Consequently, they advocate that corporations assume responsibility toward a broader spectrum of stakeholders, extending beyond their mere shareholders (Freeman, 2010). Public firm leaders then progressively recognize that their acquisition of financial resources and capability to execute a comprehensive and enduring organizational strategy is contingent upon garnering backing from numerous stakeholders (Freeman, 2010).

New global targets on sustainability derived from Sustainable Development Goals, thereby demanding corporations' active involvement in sustainable practices (Cai & Choi, 2020). Incorporating the sustainability concept into organizational thought processes bears significant ramifications for business strategy (Engert et al., 2016). Similarly, Linnenluecke and Griffiths (2013) stated that enterprises need to adopt sustainability practices that significantly transform their business approaches (Lloret, 2016) posits that embracing sustainability practices is crucial for the long-term viability of a company. Organizations will likely gain a competitive edge in the market by incorporating specifically targeted sustainable actions into their overall strategy. As a result, corporations must participate in explicit social and environmental endeavors to minimize negative consequences and contribute to sustainable development (Schaltegger et al., 2019).

Sari et al. (2020) demonstrated that the adoption of corporate sustainability practices is associated with organizational improvement through the integration of sustainability strategies and corporate responsibility initiatives. Similarly, organizations that embraced sustainable practices demonstrated superior financial performance compared to their counterparts that neglected such strategies (Amacha & Dastane, 2017). Furthermore, it is worth noting that sustainability practices fulfil a dual function: not only do they contribute to ensuring long-term sustainability, but they also aid companies in mitigating potential economic and reputational harm and associated risks (Hallikas et al., 2020). The assessment of corporate reputation holds significance in shaping the perception and establishing the distinctiveness of an organization (Sridhari, 2012). Moreover, implementing corporate sustainability practices enables business organizations to effectively identify and capitalize on strategic opportunities while reducing potential threats. Such an approach, in turn, enhances the overall resilience of the organization (Ortiz-de-Mandojana & Bansal, 2015).

As the preeminent economy in Southeast Asia, Indonesia holds considerable significance in the global economic landscape as the fourth most densely populated nation worldwide and the tenth largest economy based on purchasing power parity. Indonesia, being among the nations that have endorsed the pursuit of sustainable development goals (SDGs), exhibits dedication to effectively executing the SDGs through diverse initiatives and has undertaken strategic steps.

Table 1. Environmental and Social problems caused by Indonesian corporate activities.

Date	Source	Information
July 7, 2023	https://www.bbc.com/indonesia/articles/c870n03351xo	The environment in Southeast Sulawesi is threatened by waste from 50 nickel mining companies
Jan 10, 2023	https://www.detik.com/sumut/berita/d-6508668/walhi-warga-aceh-timur-jadi-korban-pencemaran-udara-perusahaan-migas	East Aceh Residents Become Victims of Oil and Gas Company Air Pollution
June 26, 2023	https://jurnalpost.com/membahas-isu-pencemaran-lingkungan-yang-disebabkan-oleh-pabrik-smelter-logam-di-pulau-jawa/54947/	Environmental Pollution Caused by Metal Smelter Factories on the Island of Java
Dec 17, 2022	https://www.mongabay.co.id/2022/12/17/resahnya-masyarakat-aceh-lubang-tambang-bijih-besi-pt-lsm-belum-direklamasi/	Iron ore mining operating in Lhoong District, Aceh Besar Regency, Aceh Province, has caused environmental problems, especially causing rivers, a source of clean water for the community, to fill with mud and fish to disappear.

It is desirable for all parties, including the corporate sector, to actively partake in the sincere pursuit of the Sustainable Development Goals (SDGs). Indonesia is a rich biodiversity country and blessed with abundant natural resources, making the country one of the world's largest producers of natural resources, for example, tin and nickel (Cai & Choi, 2020). Regrettably, Indonesia faces various environmental and social challenges from corporate operations. Some of them are depicted in the below table. To address environmental and social problems in Indonesia, the authorities have established the National Secretariat for Sustainable Development Goals to effectively facilitate the implementation of the Sustainable Development Goals (SDGs). Additionally, the government had based laws and regulations regarding Corporate Social Responsibility (CSR) practices in corporations, such as Indonesian Law number 40 year 2007 concerning limited liability companies and a Financial Services Authority (OJK) regulation number 51/POJK.03/2017 about the implementation of sustainable finance for financial services institutions, listed and public companies. The rules issued about the corporate sustainability practice are based on the TBL framework, which considers three dimensions: economic, social, and environmental (Alhaddi, 2015; Hourneaux et al., 2018).

However, the sustainability challenges continue to occur. Research by the Corruption Eradication Commission from 2000-2012 stated that the deforestation rate of 840,000 hectares and the resulting losses had implications for losses in state financial revenues, poverty, and ecological damage (Manning et al., 2019). Such impact was suffered by many households that depend on forest natural resources for their livelihoods, resulting in poverty in such a community. So, it can be said that environmental problems can lead to social problems. Environmental issues such as climate change can influence society by impacting several social, cultural, and natural resources (Linnenluecke & Griffiths, 2013).

In other words, despite various rules stipulating that Indonesian businesses are encouraged to comply with sustainability practices, it is apparent that environmental and social concerns continue to exist. In this regard, corporate sustainability has faced substantial scrutiny due to its perceived inadequacy in fully integrating into business models (Engert et al., 2016). The rationale for this trend could be attributed to the primary obstacles to incorporating sustainability into managerial cognition, particularly from a strategic standpoint, and extending this effort toward achieving societal legitimacy (Lloret, 2016). Consequently, sustainability initiatives have not reached their full potential due to the frequent failure of management teams to establish a strong link between sustainability and business strategy (Engert et al., 2016). Additionally, current approaches to understanding sustainability through the TBL have not fully recognized the complexities of implementing, monitoring and evaluating sustainable business practices (Milne & Gray, 2012).

Elkington (2020) stated that TBL has to make a system change that drives toward the transformation of capitalism. However, a critique posits that the TBL framework is deemed inadequate in serving as a comprehensive set of conditions necessary for organizations to effectively contribute towards the preservation and advancement of the Earth's ecological well-being, which potentially supports the continuation of current practices and contributes to even higher levels of non-sustainability (Milne & Gray, 2012). Additionally, using TBL as a metaphor is potentially misleading, resulting in diverse interpretations and implementation by companies (Wexler, 2009).

In the Indonesian context, Indonesian organizations predominantly employ the Global Reporting Initiatives (GRI) standard for implementing sustainability practices. The GRI aims to establish uniformity in the dimensions and domains of the Triple Bottom Line (TBL) that are to be disclosed (Milne & Gray, 2012). Nevertheless, in most Indonesian organizations, incorporating sustainability into company operations, strategy, and corporate culture is often lacking. Mursitama et al. (2014) found that CSR practices consist of charity-based and empowerment-oriented activities. Similarly, Sari et al. (2020) discovered that most companies in Indonesia confuse corporate social responsibility programs with corporate sustainability efforts, including community development initiatives and charitable activities.

Simply put, companies in Indonesia do not integrate sustainable practices into their business strategies and daily operations. While certain organizations appear to abide by the TBL philosophy by employing different marketing and public relations strategies, their sustainability is not truly guaranteed (Milne & Gray, 2012). In fact, companies failing to integrate TBL into the company's core operational framework effectively results in the absence of solutions for societal and ecological issues (Engert et al., 2016).

Given its perceived ineffectiveness in mitigating sustainability challenges, Elkington (2020) decided to withdraw the TBL concept in 2018. According to his statement, TBL has demonstrated shortcomings in three distinct phenomena. Firstly, it is noteworthy to highlight that the application of TBL is strictly confined to its utilization as an instrument within the accounting field. Furthermore, the implementation of TBL is contingent upon an altruistic ethos. Lastly, TBL lacks integration into crucial aspects of firm functioning, including operation, strategy, and culture (Elkington, 2020). This study investigates scholars' views on how they explain or discuss CS practice.

The adoption of corporate sustainability practices by Indonesian companies, particularly through implementing the Triple Bottom Line (TBL) framework, to address sustainability issues due to firms' operations. Therefore, this article aims to provide an understanding of corporate sustainability practice in Indonesia from the article's journal (scholars') perspective. To our knowledge, this study is the first attempt to reveal such an issue. So, we believe it is a relevant and essential contribution that offers a solution for Indonesia's environmental and social problems and opportunities for further research. The result of this study will be beneficial for Indonesian companies to evaluate their corporate sustainability practice and make necessary corrections and improvements. Furthermore, the outcomes of this research offer Indonesian authorities a prospect to enact modifications to existing corporate sustainability regulations.

The research is underpinned by stakeholder theory. The inception of this theory can be attributed to Freeman (2010), who initially posited that the inclusion of value is an inherent component in the operation of a business. According to Heath and Norman (2004), stakeholder theory exhibits numerous distinctive attributes. Two fundamental principles serve as the foundation for this study. A company primarily comprises an intricate network of interconnected relationships among various stakeholders. According to Freeman (2010), a stakeholder is characterized as any collective or individual entity that can exert influence over an organization or be subjected to force from said organization. According to Freeman (2010), stakeholders encompass not only shareholders but also employees and their representatives, customers, suppliers, government entities, industry bodies, local communities, and other relevant parties.

Moreover, it is widely acknowledged that businesses are established upon stakeholder collaboration, encompassing objectives that extend beyond mere financial gains (Freeman, 2010). In the stakeholder framework, the delineation between the social, economic (Heath & Norman, 2004), and environmental (Hörisch et al., 2014) objectives of a company are deemed obsolete, as the primary concern lies in the company's sustenance, which is susceptible to the influence of not only shareholders but also a manifold of stakeholders. According to Sarkis et al. (2009), various stakeholders, such as employees, governmental bodies, and customers, play a significant role in the discussed context.

Furthermore, it is evident that stakeholders possess the capacity to apply significant pressure upon companies to adopt sustainable practices (Sarkis et al., 2009). This notion is further supported by the research conducted by Chen and Wang (2011), wherein it is evidenced that organizations globally are confronted with mounting stakeholder demands for the adoption of sustainable practices. The capacity of stakeholders to administer punitive measures or bestow rewards upon a company provides them with a level of authority to exert influence over the performance of the said company (Freeman, 2010).

From the standpoint of stakeholder theory, it is advocated that companies incorporate social and environmental concerns stakeholders raise into their business practices while simultaneously prioritizing the economic sustainability of this integration (Hörisch et al., 2014).

In this study, we adopt a comprehensive perspective on corporate responsibility, acknowledging the interchangeable usage of terms such as corporate sustainability and CSR. Put simply, corporate responsibility entails a dedication to conducting business activities in a manner that fosters economic viability, social well-being, and environmental sustainability (Dyllick & Hockerts, 2002). A more widely acknowledged and embraced conceptualization of sustainability is premised upon the harmonious blending of economic, environmental, and social facets encapsulated in the Triple Bottom Line (TBL) framework (Alhaddi, 2015; Hourneaux et al., 2018). After the Earth Summit in 1992, the three-dimensional aspects outlined in this particular delineation have attracted considerable attention from corporate executives, politicians, and scholars (Dyllick &

Hockerts, 2002). The comprehensive perspective has garnered substantial recognition (Amini & Bienstock, 2014).

The implementation of sustainability in the corporate sectors, known as corporate sustainability, as defined by Dyllick and Hockerts (2002), means 'meeting the needs of a firm's direct and indirect stakeholders, without compromising its ability to meet the needs of future stakeholders as well'. This holistic approach seeks to address the long-term viability and resilience of business activities while minimizing negative impacts on the environment and society. By adopting sustainable practices, companies aim to contribute to the well-being of all stakeholders and ensure the continued success and ethical progression of their operations.

So, the term "sustainability" refers to the act of addressing the requirements of both a company's immediate and indirect stakeholders without jeopardizing its capacity to fulfil the demands of future stakeholders. Such a definition postulates that organizations function with the objective of serving the collective interests of present and future stakeholders. This is done through a strategic approach aimed at ensuring the continued viability and endurance of the organization, as well as its interconnected economic, social, and environmental systems (Dyllick & Hockerts, 2002). The success of strategic initiatives relies heavily on integrating sustainability into operational routines and maintaining ongoing dialogue through internal and external communication efforts, according to a study conducted by Lauring and Thomsen (2009).

However, based on Sari et al.'s (2020) finding, using Indonesian companies' sustainability reports, a large portion of organizations have erroneously conflated corporate social responsibility initiatives with corporate sustainability actions. This misunderstanding occurs in relation to both community development programs and philanthropic endeavours. Numerous private entities engage in the implementation of diverse corporate social responsibility programs, albeit with an inadvertent misnomer of labelling them as corporate sustainability strategies (Mursitama et al., 2014). The lack of integration of TBL in business processes and strategies, as Elkington (2020) points out, disappointingly contributes to the ongoing sustainability challenges. The situation is probably as Wexler (2009) reported that the implementation of TBL presents challenges due to its inherent lack of specificity and absence of operational indices, which consequently contribute to the susceptibility of TBL to multiple interpretations.

Therefore, this research was motivated by the following research question: what are the practices of sustainability in companies from the scholars' perspectives? It is expected that the results of this study will be advantageous in tackling sustainability issues caused by corporate activities. Thus, the purpose of this study is to examine the implementation of corporate sustainability practices in the context of Indonesia by conducting a systematic review of prior scholarly investigations.

RESEARCH METHOD

Research design

This study employs a method of systematic review, which is guided by a protocol based on the approach developed by Tranfield et al. (2003). We conduct content analysis of articles published in both national and international journals, employing systematic review methodologies that transcend temporal limitations regarding publication dates. This can be attributed to the curiosity of researchers regarding the initiation of the earliest study on corporate sustainability in the context of Indonesia. This study utilizes the Publish or Persih (PoP) software, mirroring the approach employed in a previous study conducted by Ramananda and Atahau (2020), to acquire articles for the purpose of review. The systematic review protocol is illustrated in the diagram presented below.

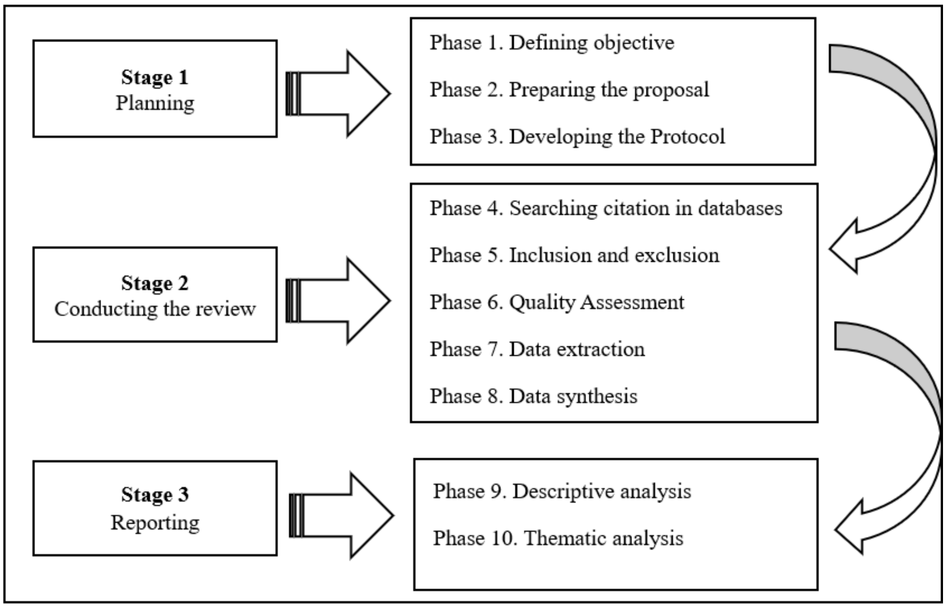

Figure 1. Systematic review protocol

The research protocol describes a sequence of specified procedures. The planning phase encompasses a tripartite process, comprising three sequential steps. In accordance with Dienes et al. (2016), the initial undertaking at this particular stage involves the establishment of the research objectives. The subsequent phase entails the formulation of a meticulously constructed research proposal, followed by the development of a comprehensive research protocol, as explicated in the preceding step of the research process.

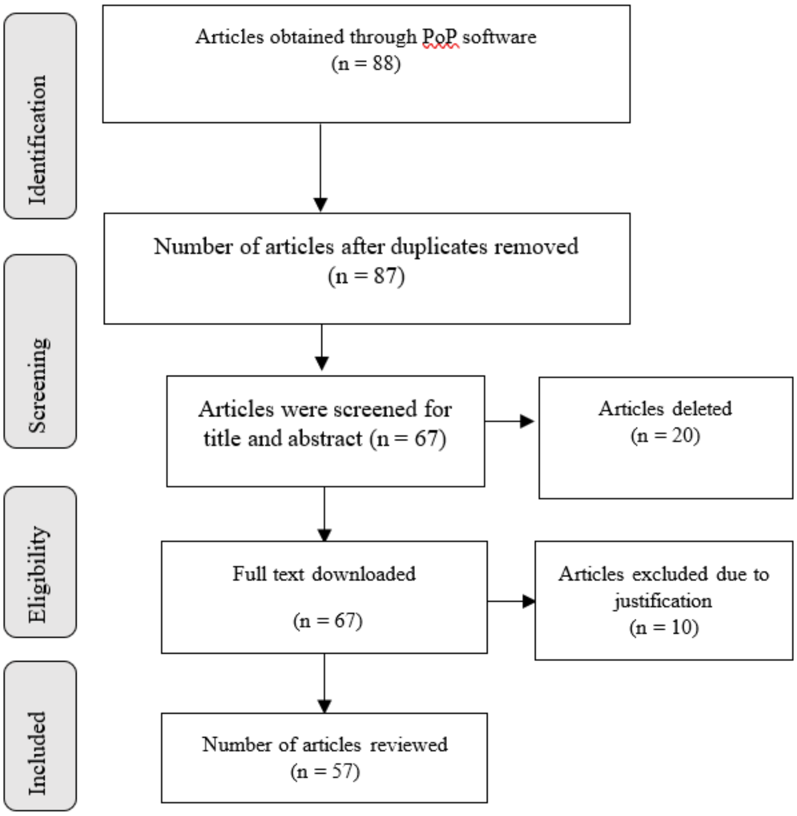

Figure 2. Prisma

The subsequent phase entails the execution or completion of the review. This phase involves conducting a citation search in a designated database, which is preceded by the process of establishing search criteria or identifying keywords. The selection of search terms employed to locate relevant articles is contingent upon the research inquiries. The search terms or keywords utilized are "corporate sustainability" and "Indonesia" typed in the 'title words' box. In this phase, we employed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) methodology. The PRISMA method, originally introduced by Liberati et al. (2009), is commonly employed for conducting systematic reviews and meta-analyses. Variation in the utilization of the PRISMA method has been observed among us, with some incorporating modifications while others may exclude meta-analytic techniques altogether (Loviscek, 2020). The diagram presented below gives a visual representation of these steps.

The subsequent stage involves discerning the inclusion and exclusion criteria in order to conduct an exhaustive and pertinent search for scholarly publications. This process entails perusing the titles and screening the abstracts of articles, guided by specific justifications. We have chosen to exclude articles from the reviews in order to minimize bias. This decision has been made based on two factors. Firstly, despite the inclusion of keywords related to corporate sustainability in the search query, there seems to be a lack of adequate discussion or research specifically focused on corporate sustainability in the context of Indonesia. Secondly, we only utilize scholarly journal articles. However, because of the limited corporate sustainability practice studies conducted in the Indonesia setting, we also include proceeding articles. The omission of articles from the review aims to mitigate any potential biases that may arise during the evaluation process. The next stage of the review implementation process involves the assessment of quality. The evaluation of article quality extends beyond journals with high quartiles, as it involves assessing the congruence between research methodology and research questions. The data extraction process is the subsequent step in the research methodology. In the present stage, we extract the requisite data to address the research inquiries. This step can be performed either via conventional paper-based methods or by utilizing technological assistance. The present study employed Atlas.ti version 8 in conjunction with Mendeley for data analysis.

Atlas.ti has been highly regarded as a prominent software for Qualitative Data Analysis (QDA). It has gained recognition for its effectiveness in coding and conducting analysis (Lewis, 2004). Consequently, it serves as a valuable tool that enhances researchers' capacity to successfully carry out analyses. The present study investigates data that exhibits a high degree of organization, systemization, efficacy, and efficiency (Lewis, 2004). In the present study, authors additionally employed the Mendeley reference management software. The aforementioned facility facilitates the conducting of data storage and preliminary screening by researchers, in preparation for subsequent stages of analysis employing the software tool Atlas.ti. Furthermore, Mendeley offers various features that facilitate the integration of Atlas.ti within research workflows.

Table 2. Codes implemented in the study

Codes	Explanation	Keywords
TBL - *as Accounting Tools*	Used as a code if there is information in the article when TBL is used as an accounting tool	accounting
TBL- *as Reporting Tools*	Used as a code if there is information in the article when TBL is used as a reporting tool	Reporting

Codes	Explanation	Keywords
TBL - *Altruistic*	Used as a code if there is information in the article when TBL practices are carried out in the form of charity, philanthropy, empowerment and the like	Charity, philanthropy
TBL *integrated to firm operation and corporate culture*	Used as a code if there is information in the article when TBL is integrated into the company's business strategy	Practice, strategy, integrate, incorporate

Coding was performed using Atlas.ti, employing the auto coding feature. The process of identifying codable quotes involved two researchers initially selecting relevant keywords, which were then checked and confirmed by an additional two researchers as a validity test.

Table 3. Keywords for auto-coding step

Codes	keywords
TBL-integrated into firm operation and corporate culture	Practice; Strategy; Integrate; Incorporate
TBL- accounting tool	Accounting
TBL-reporting tool	Reporting
TBL-altruistic	Charity; Phylanthropy

Following the determination of the search keywords, the subsequent step entails the utilization of the auto-coding feature to perform the coding. In conformity with the keywords inputted, pertinent quotes will be presented. The quotations are diligently examined and assigned corresponding codes in accordance with our process. If a suitable code is unavailable, the quotation is omitted. And so forth, continuing until the entirety of the document has been appropriately encoded.

Once all the articles have been coded, the subsequent step entails summarizing the code that has been stored in Atlas.ti. This review comprises a compilation of codes and quotations that have been conducted by researchers followed by subsequent data synthesis. In this stage, the task involves the synthesis, integration, and, when feasible, the consolidation of outcomes from various investigations pertaining to the focal subject or inquiry (Tranfield et al., 2003).

The conclusive phase involves elucidating the outcomes obtained from scrutinizing each article and establishing connections between these outcomes and those derived from other articles. This amalgamation facilitates a comprehensive synthesis, enabling the research inquiries to be addressed effectively. Subsequently, the researcher proceeds to provide an elaboration on the outcomes derived from the preceding procedures or phases. The comprehensive research undertaking is subsequently articulated through the production of a scholarly research report.

Data

The utilization of the PoP software led to the retrieval of a total of 88 articles within our article search results. One article of similar nature was removed. After thoroughly scrutinizing the titles and abstracts, a total of 67 articles were selected to be included in the review, while the remaining 20 articles were excluded from the study. Subsequently, the complete set of 67 articles was retrieved in the form of PDF documents. Following the completion of the exclusion process, a total of 57 articles were subjected to thorough analysis and evaluation. The first documented scholarly article related to corporate sustainability within the Indonesian context was published in the year 2015. Subsequently, from the onset until the year 2023, scholarly articles about this subject have displayed a consistent upward trend. Except for the year 2022, a notable decline in the number of published articles was witnessed, only to be followed by a subsequent resurgence in 2023.

Table 4. Number of Indonesia corporate sustainability publications

Year	Number of publications
2015	1
2016	1
2017	2
2018	4
2019	9
2020	8
2021	12
2022	7
2023	13
Total	57

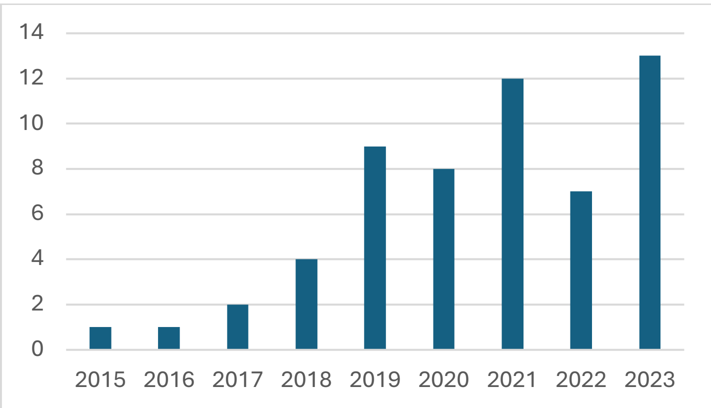

Figure 3. Publication trend of corporate sustainability publication

RESULTS AND DISCUSSION

Results

Moreover, out of the total 57 articles, a significant majority of 52 or 91% have embraced the use of the triple bottom line framework to elucidate the concept of corporate sustainability. In other words, only 5 articles do not utilise TBL as the underpinning framework of corporate sustainability. The TBL framework is extensively employed as a reporting instrument, specifically outlined in 29 scholarly articles, constituting approximately 56% of the literature reviewed. The implementation of TBL is further demonstrated through its integration within the operations and business strategy of the organization, as highlighted by approximately 12 or 23% of the relevant literature. The subsequent count of scholarly publications addressing the implementation of the TBL framework with altruistic motives, namely charity, philanthropy, or community development, amounted to ten articles, representing approximately 19% of the total.

Finally, a solitary article or a mere 2% provided findings demonstrating the utilization of TBL as a tool for measurement.

Table 5. TBL Practice discussed in academic articles 2015-2023

TBL Practiced	Number of articles	Percentage (%)
Altruistic motives	10	19
As a measurement tool	1	2
As reporting tool	29	56
Integrated into firm operation and strategy	12	23
Total	52	100

Previous academic studies have found that a substantial number of Indonesian companies demonstrate corporate sustainability by participating in philanthropic activities, charitable programs, and community development projects (Mursitama et al., 2014) which is in line with the findings of this study. Moreover, the incorporation of TBL practices into corporate strategies, operations, and culture is frequently found to be deficient (Sari et al., 2020). Aras and Crowther (2013) findings in their research that TBL failed to be integrated into organizational practices or activities were also experienced in Indonesia. Contrarily, Ivada and Fauzi (2022) found in their systematic review of international scholarly articles that most of the publications revealed that TBL is integrated into firms' operations and culture. It can be inferred that the recognition of the importance of incorporating TBL principles into firm strategy, operation, and culture seems to be limited among Indonesian scholars.

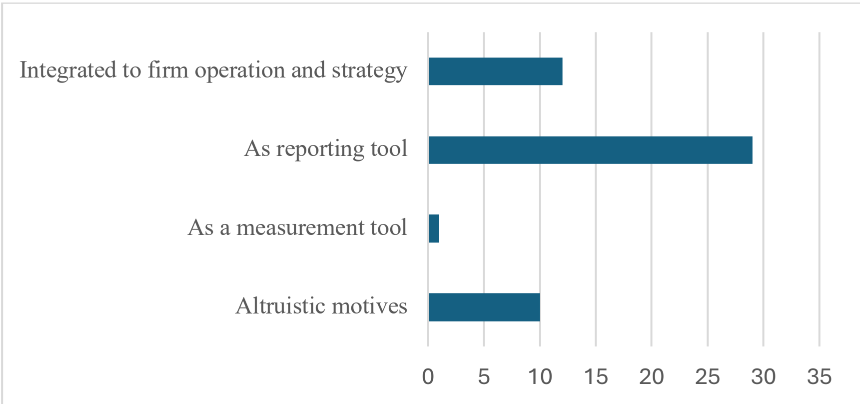

Figure 4. TBL practice in Indonesian corporations

In addressing environmental and social challenges due to companies' operations, it is essential to integrate the TBL concept to practice corporate sustainability (Engert et al., 2016). Similarly, Sari et al. (2020) stated that for sustainability to be successful, it should be incorporated into an organization's objectives, internal rewards and assessment structures, as well as decision-making support systems. Henceforth, the absence of TBL incorporation within Indonesian organizations as they pursue sustainability emerges as a fundamental factor contributing to the persistence of environmental and social challenges faced by Indonesian companies.

The utilization of TBL was also implemented in response to regulatory standards. In order to fulfil this requirement, we have included the respective articles within the designated section entitled 'as reporting tool'. Sheehy and Damayanti (2019) found that while Pertamina (one of the Indonesian state-owned enterprises) conducts some of its

CSR in compliance with the legislation, it is open to substantial corruption. In terms of its responsible mining practices, it appears at least partially compliant; however, this compliance does not address the fundamental sustainability issue of extraction of resources limited by nature.

Discussion

Corporate sustainability has increasingly become an important strategic approach for organizations in addressing environmental, social, and economic challenges arising from business activities. The findings of this systematic literature review indicate that corporate sustainability practices in Indonesia are frequently associated with the implementation of the Triple Bottom Line (TBL) framework, which emphasizes the integration of economic performance, social responsibility, and environmental protection. This perspective supports the achievement of Sustainable Development Goal (SDG) 12, which encourages organizations to adopt responsible production practices and improve sustainability performance. According to Dyllick and Hockerts (2002), corporate sustainability requires organizations to fulfill the needs of current stakeholders without compromising the ability of future stakeholders to meet their needs. Furthermore, Alhaddi (2015) emphasized that TBL provides a comprehensive framework for evaluating corporate performance by considering economic, environmental, and social dimensions simultaneously. Therefore, integrating TBL principles into corporate strategies is essential for ensuring that sustainability becomes part of organizational decision-making rather than merely a reporting activity.

The findings of this study also reveal that sustainability practices among Indonesian companies remain largely focused on reporting mechanisms, corporate social responsibility programs, philanthropic activities, and community development initiatives. This condition indicates a gap between sustainability disclosure and the actual integration of sustainability into organizational strategies and operations. Sari et al. (2020) highlighted that many Indonesian companies still face challenges in developing sustainability maturity, particularly in embedding sustainability principles into organizational processes. Similarly, Engert et al. (2016) stated that the integration of corporate sustainability into strategic management requires alignment between sustainability objectives, organizational structures, managerial practices, and operational systems. From the perspective of SDG 12, this limitation demonstrates the importance of transforming sustainability from a compliance-oriented activity into a strategic capability that promotes responsible production, efficient resource utilization, and long-term organizational resilience. Moreover, Milne and Gray (2012) argued that sustainability reporting frameworks, including TBL-based reporting, may become insufficient when organizations fail to connect sustainability disclosure with substantive changes in business practices.

Furthermore, achieving effective corporate sustainability requires stronger stakeholder engagement and a deeper understanding of sustainability as an organizational transformation process. The results of this review indicate that stakeholder expectations, regulatory pressures, and societal demands influence companies' decisions to adopt sustainability practices. According to Freeman (2010), organizations must consider the interests of multiple stakeholders, including customers, employees, communities, governments, and other affected parties, because business success depends on maintaining sustainable stakeholder relationships. Additionally, Hörisch et al. (2020) emphasized that stakeholder-oriented sustainability management enables organizations to integrate social and environmental considerations into strategic decision-making. In the Indonesian context, strengthening stakeholder involvement and embedding sustainability into corporate culture can support the transition toward responsible production systems aligned with SDG 12. Therefore, future corporate sustainability initiatives should focus not only on improving sustainability reporting but also on developing organizational capabilities that integrate sustainability principles into business operations and long-term strategies.

CONCLUSION

Fundamental Finding: This study demonstrates that corporate sustainability practices in Indonesia are primarily based on the Triple Bottom Line (TBL) framework. However, the implementation of sustainability remains dominated by reporting activities, while integration into business operations, organizational strategies, and corporate culture remains limited. The findings highlight the importance of transforming sustainability practices from disclosure-oriented activities into strategic organizational capabilities that support responsible production. **Implication:** The findings imply that Indonesian companies should strengthen the integration of sustainability principles into operational processes and strategic decision-making. Effective corporate sustainability implementation can improve organizational responsibility, stakeholder trust, and contribute to achieving SDG 12 through responsible production practices**. Limitation:** This study is limited by its dependence on previously published academic literature. Differences in research approaches, terminology, and sustainability frameworks among reviewed studies may influence the interpretation of corporate sustainability practices. **Future Research:** Future research should investigate sustainability implementation through empirical approaches, including case studies and longitudinal research. Further studies should explore how organizations integrate TBL principles into business strategies, corporate governance, and operational systems to enhance sustainable production practices.

AUTHOR CONTRIBUTIONS

Elvia Ivada: Conceptualisation, methodology, investigation, literature search, data curation, formal analysis, visualization, Writing-original draft, project administration. **Rahmawati:** Conceptualisation, supervision, methodology, validation, Writing-review and editing. **Djuminah:** Supervision, formal analysis, validation, Writing-review and editing. **Wahyu Widarjo:** Supervision, theoretical review, validation, Writing-review and editing.

CONFLICT OF INTEREST STATEMENT

The authors declare that they have no financial or non-financial competing interests that could have influenced the research reported in this article.

ETHICAL COMPLIANCE STATEMENT

This study does not involve human participants, animal subjects, or primary data collection requiring ethical approval. The research was conducted through systematic analysis of previously published academic literature following principles of academic integrity, transparency, and responsible research practices.

STATEMENT ON THE USE OF AI OR DIGITAL TOOLS IN WRITING

The authors acknowledge the use of Grammarly as a language editing tool to improve grammar, spelling, clarity, and overall language quality during the manuscript preparation process. However, all research concepts, methodological decisions, data interpretation, and conclusions remain entirely the responsibility of the authors.

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***Elvia Ivada (Corresponding Author)**
Faculty of Economics, Universitas Sebelas Maret
Jl. Ir. Sutami No. 36A, Kentingan, Jebres, Surakarta 57126, Central Java, Indonesia
Email: elviaivada@staff.uns.ac.id

Prof. Dr. Rahmawati, M.Si., Ak.
Faculty of Economics, Universitas Sebelas Maret
Jl. Ir. Sutami No. 36A, Kentingan, Jebres, Surakarta 57126, Central Java, Indonesia
Email: rahmawati_fe@staff.uns.ac.id

Dr. Djuminah, M.Si., Ak., CBV., CERA
Faculty of Economics, Universitas Sebelas Maret
Jl. Ir. Sutami No. 36A, Kentingan, Jebres, Surakarta 57126, Central Java, Indonesia
Email: djuminah.feb@staff.uns.ac.id

Dr. Wahyu Widarjo, S.E., M.Si.
Faculty of Economics, Universitas Sebelas Maret
Jl. Ir. Sutami No. 36A, Kentingan, Jebres, Surakarta 57126, Central Java, Indonesia
Email: wahyuwidarjo@staff.uns.ac.id