

The Mediating Function of Institutional Cooperation in the Association between Rural Community Empowerment and Corporate Social Responsibility: Data from Buffer Villages in Mesuji, Lampung

Taufiq Widodo*, Syarief Makhya, Ahmad Rifa'i

Faculty of Social and Political Sciences, Universitas Lampung, Indonesia

*Corresponding Email: taufiqwidodol@gmail.com

Abstract. This study examines the mediating function of institutional collaboration in the relationship between rural community empowerment and Corporate Social Responsibility (CSR). This study is based on the collaborative governance framework and stakeholder theory, which highlight shared accountability and the active participation of commercial, governmental, and community actors in accomplishing sustainable development goals. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used as a quantitative methodology. 100 people were interviewed in conflict-affected buffer villages in Mesuji Regency, Lampung Province, Indonesia, including village administrators, community leaders, and members from local non-governmental organizations. The study found that CSR significantly increases institutional cooperation, which in turn increases rural communities' degree of empowerment. However, because the direct effect of CSR on empowerment was statistically negligible, institutional collaboration had a full mediating effect. These findings highlight the need for strong and active institutional synergy in order for CSR programs in disadvantaged rural settings to produce significant results.

Keywords: Corporate Social Responsibility, Institutional Cooperation, Mesuji-Lampung, PLS-SEM, Rural Community Empowerment

1 Introduction

As nations work to meet the Sustainable Development Goals (SDGs) and address enduring regional disparities, rural development has grown in importance in the global development discourse. Corporate Social Responsibility (CSR) has changed significantly over the last ten years, moving from being largely charitable to becoming a strategic tool for promoting sustainable development outcomes [1]. Many people in developing nations see CSR as a crucial pillar that supports governmental ability to address socioeconomic issues and advance local well-being. Businesses must not only prevent negative externalities from their actions, but also provide long-term economic, social, and environmental advantages through CSR programs that encourage inclu-

sive growth. This choice implies a heightened expectation that the business community will actively support rural development and the fight against poverty.

Disparities between rural and urban areas continue to be a major worldwide issue notwithstanding recent advancements. The rural populations continue to suffer structural impediments, such as limited access to jobs, basic services, and infrastructure, all of which contribute to social exclusion and chronic poverty [2]. Similarly, Indonesian national statistics show that rural residents, particularly those in isolated or marginalized areas, make less socioeconomic improvement than urban citizens [3]. These disparities underscore the need for more context-sensitive, collaborative, and integrated development strategies involving a wide range of stakeholders, including businesses, government agencies, and civil society organizations. In this sense, institutional cooperation has become critical for ensuring the efficacy and long-term survival of CSR programs. According to a growing body of research, CSR initiatives that are conducted under collaborative governance frameworks that include a wide range of stakeholders in the planning, execution, and monitoring phases are more likely to provide notable development benefits [4].

Institutional collaboration contributes to the resolution of complex socioeconomic difficulties in rural communities by generating social capital, encouraging reciprocal accountability, and promoting shared responsibility. Additionally, collaboration makes typical CSR initiatives less top-down and more participatory, culturally grounded, and responsive to local needs [5]. Empirical research on the mediating role of institutional collaboration in CSR empowerment relations is still weak, despite the fact that collaboration in development initiatives is well recognized. Most recent studies examine the relationship between CSR and community development metrics such as environmental improvement, revenue production, and social welfare [6], [7]. However, these studies frequently fail to consider how institutional relationships between businesses, government agencies, community organizations, and non-governmental organizations influence how CSR initiatives are translated into real empowerment results.

If these relationship dynamics are ignored, CSR projects run the risk of becoming fragmented, ephemeral, or out of step with community expectations, especially in disadvantaged rural communities with inadequate governmental institutions. In areas characterized by social tensions, agrarian disputes, and governance deficiencies, the significance of analyzing institutional collaboration becomes especially apparent. One example is Mesuji Regency in Lampung Province, Indonesia. Buffer villages in Mesuji are examples of complex sociopolitical environments in which people live near to corporate plantations and forest concession areas, which have historically been associated with social unrest, land conflicts, and limited official presence. Cahyati claims that these regions frequently have fragmented community structures, poor institutional coordination, and low trust in authorities, all of which reduce the effectiveness of development initiatives, including CSR [8]. However, legislative frameworks and social expectations frequently require companies operating in these regions to implement CSR programs as part of their social license to operate.

In light of this, it is vital to understand whether and how institutional collaboration measures the impact of corporate social responsibility on rural community empowerment. According to rural development research, empowerment is a comprehensive process that improves people's access to resources, participation in collective action,

decision-making, and socioeconomic well-being [9]. Empowerment also entails developing social cohesion, strengthening community institutions, and improving bargaining power with outside parties in rural areas prone to violence. Therefore, CSR's ability to empower people should be seen as a relational process affected by institutional interactions rather than only as the result of financial support or programmatic activities. In order to close this gap, the current study investigates how institutional cooperation mediates the relationship between CSR and rural community empowerment in Mesuji Regency's buffer villages.

The study employs three theoretical perspectives: participatory development theory, institutional theory, and stakeholder theory. Stakeholder Theory [10] emphasizes the importance of firms engaging a diverse range of stakeholders in order to achieve moral and long-term results. Institutional theory states that the legitimacy, effectiveness, and conduct of development programs are significantly influenced by both formal and informal institutions. Meanwhile, the Participatory Development Theory emphasizes that community involvement, local ownership, and group decision-making are crucial to ensuring long-term empowerment. When combined, these theoretical frameworks provide a solid analytical foundation for understanding how local institutions and CSR activities work together to produce empowering outcomes. This study examines the structural relationships among CSR, institutional cooperation, and rural community empowerment using a quantitative methodology based on Partial Least Squares Structural Equation Modeling (PLS-SEM). Because PLS-SEM can handle very small sample sizes, supports prediction objectives, and allows for the examination of complex mediation models, it is particularly well-suited for this investigation.

In Mesuji's conflict-affected buffer zones, 100 respondents, including local NGO members, village administrators, and community leaders, provided data. These individuals were chosen because they are closely involved in local CSR efforts and occupy key positions in community governance structures. This work contributes significantly to the body of literature in several ways. First, it provides empirical data from a rural context prone to conflict, which is still underrepresented in research on rural development and corporate social responsibility. Second, by presenting institutional collaboration as a mediating mechanism and emphasizing that CSR initiatives might not immediately result in empowerment unless they are supported by strong and inclusive institutional arrangements, it increases theoretical understanding. Third, governments, businesses, and development professionals can use the findings to design more inclusive, collaborative, and long-term CSR efforts. In complex rural communities like Mesuji, effective CSR must prioritize cross-sectoral collaboration, trust-building, and institutional reform above program delivery alone.

This study adds to current debates on the role of the private sector in sustainable development, especially in developing nations tackling complex rural issues, by analyzing how CSR interacts with institutional collaboration to enhance community empowerment. It emphasizes the significance of collaborative institutional structures that manage the realities of rural life, promote local involvement, and coordinate development goals in order to create true and enduring empowerment. The findings of this study are likely to contribute to the development of business strategies and development plans that prioritize collaboration, diversity, and institutional resilience in the construction of rural communities. The Collaborative Governance Framework [11]

and Stakeholder Theory [12] serve as the foundation for this research, providing a comprehensive lens for understanding the dynamics of CSR in rural environments. According to stakeholder theory, an organization's legitimacy and effectiveness are determined by its capacity to meet the needs and desires of its numerous stakeholders.

According to this viewpoint, corporate social responsibility (CSR) is a strategic instrument for developing relationships, fostering trust, and creating shared value between enterprises and rural communities. This viewpoint is supported by the Collaborative Governance Framework, which emphasizes the importance of cooperative decision-making, mutual trust, and co-creation of public value. It positions institutional collaboration as a key mechanism by which various actors work together to accomplish shared development objectives. According to the current study, by embracing a range of theoretical viewpoints, institutional collaboration serves as a mediating mechanism that transforms CSR projects into meaningful community empowerment. This framing emphasizes that participative, trust-based, and cooperative relationships between corporate, governmental, and community actors are necessary for sustained rural development outcomes, rather than only corporate initiatives. This paper proposes CSR as an approach for fostering cooperative relationships by merging Stakeholder Theory and the Collaborative Governance Framework. The influence of CSR on rural community empowerment across economic, social, and institutional dimensions is mediated by institutional collaboration, underscoring the significance of context-sensitive and participatory approaches for sustainable development. The research model is given below, both conceptually and visually:

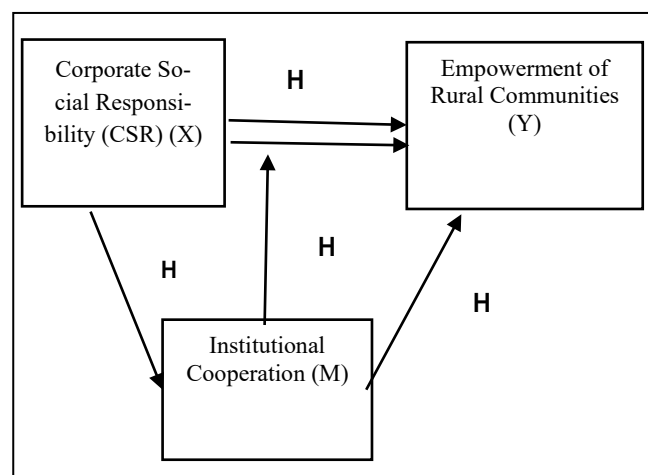


Figure 1. Conceptual Structure

The impact of CSR on the results of community empowerment is mediated by institutional cooperation. The following hypotheses are put forth in this study based on the conceptual framework and the ideas discussed:

- H1: The empowerment of rural communities is positively impacted by corporate social responsibility (CSR).
- H2: Institutional cooperation is positively impacted by CSR.
- H3: The empowerment of rural communities is positively impacted by institutional partnership.
- H4: The impact of CSR on rural community empowerment is mediated by institutional cooperation.

2 Method

Using Institutional Collaboration (IC) as a mediating variable and a quantitative causal research approach, this study used Partial Least Squares Structural Equation Modeling (PLS-SEM) to investigate the relationship between CSR and RCE. The research was conducted in buffer villages in Mesuji Regency, Lampung Province, Indonesia, where local socio-environmental dynamics are heavily influenced by business activity. Purposive sampling was used to gather data from 200 respondents, including locals, institutional officials, and members of non-governmental organizations who had participated in CSR initiatives for at least two years. The core constructs of CSR (program relevance, economic benefits, environmental responsibility, community participation), IC (institutional involvement, multi-stakeholder synergy, joint decision-making, trust), and RCE (economic, social, and institutional empowerment) were assessed using a structured questionnaire with a five-point Likert scale. Content validation, pilot testing, and outer model evaluations all validated the instrument's construct validity and reliability, with AVE and CR values more than 0.50 and 0.70, respectively.

The structural model (path significance, coefficient of determination/R2 effect sizes, and measurement analysis with bootstrapping with 5,000 resamples) and measurement model (convergent and discriminant validity, as well as internal consistency reliability) were assessed in two phases using SmartPLS 4.0. Prior to data collection, informed consent and ethical approval were acquired, and respondent confidentiality was upheld throughout the investigation. The cross-sectional design, regional specificity, and reliance on self-reported data are some of the drawbacks that should be noted. Respondent triangulation, comprehensive instrument validation, and consistent data collection approaches were used to alleviate these limitations. Overall, this study's methodological approach offers a solid and repeatable framework for evaluating how CSR programs, through institutional partnership, support long-term rural community empowerment.

3 Results and Discussion

3.1 Summary of Respondent Features

The demographic profile of respondents from buffer villages in Mesuji, Lampung who have taken part in or benefited from CSR initiatives for a minimum of two years is compiled in this section. Descriptive data give an overview of the distribution of respondents by gender, age, education, occupation, and length of residence (see Table 1).

Table 1. Characteristics of Respondents

Features	Category	Frequency (n)	The Percentage (%)
Gender	Male	115	57.5
	Female	85	42.5
Age	< 30 years	40	20.0
	31–45 years	96	48.0
	> 45 years	64	32.0
Level of Education	Elementary and Junior High School	54	27.0
	Vocational School and Senior High School	102	51.0
	Bachelor's degree or diploma	44	22.0
Profession	Farmers and fishermen	79	39.5
	Worker or Informal Employee	52	26.0
	Others who are traders or entrepreneurs	41	20.5
	Others	28	14.0

Residency Length	< 5 years	21	10.5
	6–10 years	49	24.5
	> 10 years	130	65.0

According to the demographic statistics, the majority of respondents are male (57.5%), between the ages of 31 and 45 (48%), and have completed either senior high school or vocational school (51%). 65% have lived in the village for more than ten years, demonstrating strong local links and experience with CSR initiatives, while about 39.5% work in agriculture or fishing, reflecting the rural economy. These traits offer crucial context for comprehending the community's involvement in and experience with CSR initiatives.

3.2 Research Variable Descriptive Statistics

The opinions of respondents about CSR, institutional collaboration, and community empowerment were compiled using descriptive statistics. The Cramér-von Mises test evaluated departures from normality, and the study comprised measures of central tendency (mean, median), dispersion (standard deviation, minimum, and maximum), and distribution shape (skewness, kurtosis).

Table 2. Community Empowerment, Institutional Collaboration, and CSR Descriptive Statistics

Indicator	Construct	Mean	Median	SD	Min–Max Scale	Observed Min–Max	Skewness	Kurtosis	Cramér-von Mises p
X1	Relevance of CSR Programs	3.515	4.000	1.676	1–5	1–5	-0.610	-1.374	0.000
X2	Economic Advantages of CSR	7.060	8.000	3.052	2–10	2–10	-0.616	-1.131	0.000
X3	Environmental Concern in CSR	3.490	4.000	1.643	1–5	1–5	-0.565	-1.312	0.000
X4	Participation in the CSR Community	3.305	4.000	1.619	1–5	1–5	-0.319	-1.524	0.000
M1	Cooperation Local Establishments	7.015	8.000	3.238	2–10	2–10	-0.574	-1.367	0.000
M2	Cooperation and Multi-Party Synergy	3.515	4.000	1.546	1–5	1–5	-0.560	-1.190	0.000
M3	Cooperation and Discussion	3.480	4.000	1.543	1–5	1–5	-0.493	-1.228	0.000
M4	Cooperation Empowerment	3.555	4.000	1.545	1–5	1–5	-0.637	-1.123	0.000
Y1	Trust Empowerment of the Economy	9.685	9.000	4.672	3–15	3–15	-0.167	-1.540	0.000
Y2	Social Empowerment	10.040	10.000	4.674	3–15	3–15	-0.364	-1.416	0.000
Y3	Institutional Empowerment	7.045	8.000	3.073	2–10	2–10	-0.580	-1.139	0.000

Note: SD stands for standard deviation.

According to the descriptive analysis, the majority of the indicators had medium to high mean values with negative skewness, which reflects respondents' generally favorable opinions of CSR, institutional cooperation, and their influence on community empowerment. The SEM-PLS approach is supported by negative kurtosis, which indicates a flatter distribution, and the Cramér-von Mises test ($p < 0.05$), which verifies that the data are not normally distributed.

3.3 Evaluation of the Measurement Model (Outer Model)

To make sure that each construct's indicators accurately measure the same underlying dimension, convergent validity is evaluated [13]. When convergent validity satisfies the two primary requirements listed below, it is deemed satisfactory:

1. Factor loadings greater than 0.70
2. Values of Average Variance Extracted (AVE) ≥ 0.50

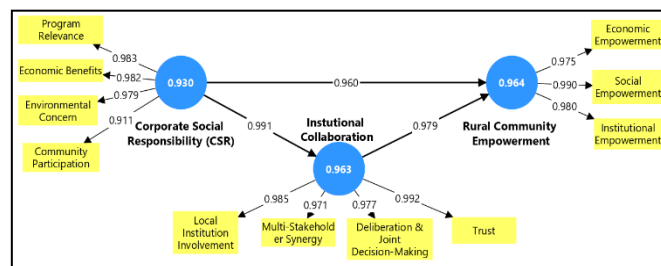


Figure 2. Factor Loading Testing Results

According to the SmartPLS output (Figure 2), factor loading values for every indication are higher than the minimal threshold of 0.70. In particular, each indicator's factor loadings are as follows: CSR: Community Involvement: 0.911; Program Relevance: 0.983; Economic Benefits: 0.982; Environmental Concern: 0.979. Institutional Collaboration: Trust: 0.992; Deliberation & Joint Decision-Making: 0.977; Multi-Stakeholder Synergy: 0.971; Local Institution Involvement: 0.985. Rural Community Empowerment: 0.975 for economic empowerment, 0.990 for social empowerment, and 0.980 for institutional empowerment. Each indicator significantly contributes to its corresponding construct because all of these factor loadings are higher than the minimum threshold of 0.70 [14], [15].

3.4 Average Variance Extracted (AVE) Results

According to the SmartPLS result (Con-constructs > Average Variance Extracted), the AVE values for each construct are as follows:

1. CSR: AVE = 0.909
2. Institutional Cooperation: AVE = 0.944
3. Empowerment of Rural Communities: AVE = 0.961

Convergent validity is firmly satisfied because all three constructs have AVE values that are significantly higher than the minimum criteria of 0.50. All of the model's indicators show a high level of internal consistency and construct validity, according

to the evaluation results mentioned above. The measurement model evaluation should proceed to the stages of reliability and discriminant validity testing because the factor loadings and AVE values show that the constructs utilized in this investigation have extremely strong convergent validity. Construct dependability is tested after convergent validity has been established using factor loadings and AVE values. Construct dependability evaluates how consistently a construct's indicators measure the same hidden variable [13]. Construct dependability is assessed using two primary indicators:

1. Cronbach's Alpha > 0.70
2. CR (Composite Reliability) $\geq$ 0.70

While Composite Reliability is more advised in the PLS-SEM approach because it takes into account the individual contribution of each indicator's loading to the construct, Cronbach's Alpha measures reliability based on the intercorrelations among items within a construct [16], [17].

3.5 Construct Reliability Testing Outcomes

The construct reliability testing results based on the SmartPLS output are shown in the following table (see Figure 3):

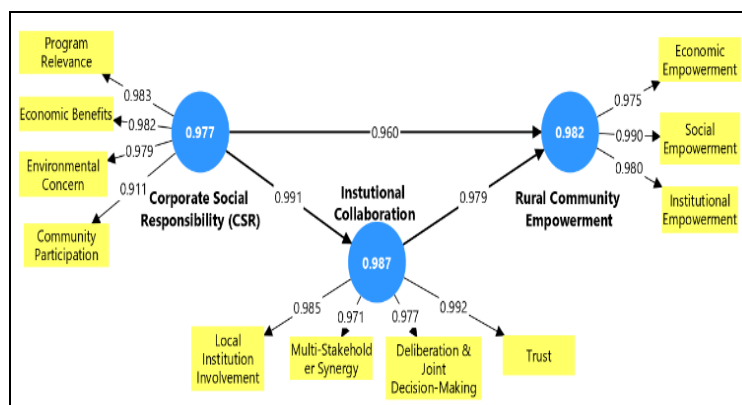


Figure 3. Construct Reliability Assessment Results

Table 3. Results of Construct Validity and Reliability Testing

Build	Alpha of Cronbach	Reliability Composite (CR)	Extracted Average Variance (AVE)
Social Responsibility of Businesses	0.974	0.981	0.930
Institutional Cooperation	0.987	0.990	0.963
Empowerment of Ru-	0.981	0.988	0.964

ral Communities

Every Cronbach's Alpha and Composite Reliability rating is higher than the required minimum of 0.70. Additionally, every construct exhibits remarkably high reliability ratings (>0.90), suggesting that each construct's indicators have a high degree of internal consistency. Consequently, all of the constructs in this model have great internal consistency and can be reliably used to measure their respective concepts, according to the results of the construct reliability evaluation. This result supports the idea that this measurement model has strong construct quality, making it appropriate for use in further analyses, and it further validates the previous findings regarding convergent validity.

3.6 Evaluation of the Structural Model (Inner Model)

The strength, direction, and predictive power of correlations between the latent dimensions CSR, Institutional Collaboration, and Rural Community Empowerment are examined using the structural model assessment in PLS-SEM. Important metrics that show how successfully CSR and institutional collaboration predict community empowerment include path coefficients, R2 values to evaluate explained variation, and effect size (f2) to gauge each construct's contribution. Figure 4 shows how these structures relate to one another.

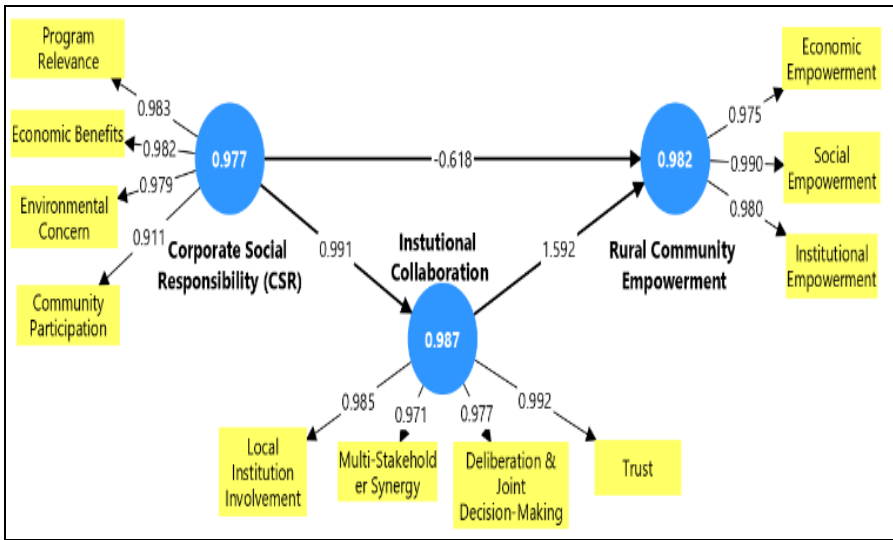


Figure 4. Construct Relationships

4 Conclusion

Using data from 100 respondents in rural areas affected by infrastructure, this study used the PLS-SEM approach to explore the impact of CSR on RCE, with Institutional Collaboration (IC) serving as a mediating variable. The findings show CSR

has a significant increase in institutional cooperation, indicating that CSR programs supported by participatory processes and compliant with local laws may strengthen collaboration between public, private, and community actors. This conclusion is in line with SDG 17 (Partnerships for the Goals), which emphasizes the need for multi-sector collaboration for sustainable development and encourages the concept of partnership and shared value creation (Porter and Kramer, 2011).

Rural community empowerment was also found to be strongly positively impacted by institutional collaboration, indicating that coordinated collective action, trust-building, and participatory discourse improve empowerment in the institutional, social, and economic spheres. SDG 8 (Decent Work and Economic Growth) and SDG 11 (Sustainable Cities and Communities) both promote inclusive, resilient, and community-driven development, and this result is in line with their aims. CSR, on the other hand, has a negative direct impact on RCE, indicating that CSR initiatives carried out without enough community involvement or coordination may not produce empowerment and may even increase reliance. However, the complete mediation impact of institutional collaboration shows that CSR's beneficial effects can only be realized when these programs are integrated into institutional partnerships that are organized, cooperative, and culturally anchored. In order to achieve lasting and inclusive empowerment effects, these findings highlight the need for CSR to go beyond altruistic or compliance-driven initiatives by incorporating the concepts of collaborative governance. CSR can serve as a strategic tool for advancing certain SDGs, especially those related to partnership, community resilience, and equitable growth in rural regions, when it is appropriately integrated into inter-institutional networks.

References

- [1] Carroll, A. B. (2021). Corporate Social Responsibility: Perspectives on the CSR Construct's Development and Future. *Business & Society*, 60(6), 1258–1278. <https://doi.org/10.1177/00076503211001765>
- [2] World Bank. (2023). *Poverty and Shared Prosperity 2023: Ending Poverty on a Livable Planet*.
- [3] BPS. (2023). *BADAN PUSAT STATISTIK KABUPATEN MESUJI BPS-STATISTICS OF MESUJI REGENCY KABUPATEN MESUJI DALAM ANGKA MESUJI REGENCY IN FIGURES*.
- [4] Hidayati, N., Handayani, E., & Sulistyowati, N. W. (2023). Inovasi Berkelanjutan: Pendekatan Kolaboratif untuk Mengatasi Tantangan Sosial-Ekonomi di Provinsi Jawa Barat. *Jurnal Pengabdian West Science*, 2(6), 460–467. <https://doi.org/10.58812/jpws.v2i6.451>
- [5] Ansell, C., & Gash, A. (2008). Collaborative Governance in Theory and Practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/jopart/mum032>
- [6] Nugroho, D. R., Hubeis, A. V. S., Saleh, A., & Priatna, W. B. (2016). Model Of Communication : Corporate Social Responsibility (Csr) To Empower Communities. *MIMBAR, Jurnal Sosial Dan Pembangunan*, 32(2), 254. <https://doi.org/10.29313/mimbar.v32i2.1845>
- [7] Prasetio, J. E., Sabihaini, S., Bintarto, B., Susanto, A. A., Rahmanda, G., Rusdiyanto, R., Rochman, A. S., & Kalbuana, N. (2021). Corporate Social Responsibility Commu-

- nity Development And Empowerment Program In Indonesia. *Journal of Management Information and Decision Sciences*, 24, 1–11.
- [8] Cahyati, D. D. (2022). Violent to Non-Violent Displacement: Corporate Land-Control Strategies in Register 45, Mesuji. *PCD Journal*, 10(1).
 - [9] Alsop, R., Bertelsen, M., & Holland, J. (2005). *Empowerment in Practice*. The World Bank. <https://doi.org/10.1596/978-0-8213-6450-5>
 - [10] Freeman, R. E., Harrison, J. S., & Wicks, A. C. (2017). *Managing for Stakeholders*. Yale University Press. <https://doi.org/10.12987/9780300138498>
 - [11] Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. Springer International Publishing. <https://doi.org/10.1007/978-3-030-80519-7>
 - [12] Werts, C. E., Linn, R. L., & Jöreskog, K. G. (1974). Intraclass Reliability Estimates: Testing Structural Assumptions. *Educational and Psychological Measurement*, 34(1), 25–33. <https://doi.org/10.1177/001316447403400104>
 - [13] Hamson, Z., Mahmud, M. N., & Nurdin, N. H. (2022). Cross Sector Collaboration in Integrasi Sustainable Development Goals (SDGs) at Village Development Planning. *Pinisi Business Administration Review*, 4(1), 21. <https://doi.org/10.26858/pbar.v4i1.32900>
 - [14] UNDP. (2022). *The private sector and the SDGs: Partnering for inclusive growth*.
 - [15] Nuraeniyah Jamalilail, S., Dio Tri Dewanto, R., Fikri Maulana, S., Nuradilah, F., Rendi Fadilah, A., & Rabani Ahidat, A. (n.d.). *PENERAPAN PROGRAM SDGS DALAM PEMBERDAYAAN MASYARAKAT DI DESA SUKAJADI*.
 - [16] Cahyati, D. D. (2022). Violent to Non-Violent Displacement: Corporate Land-Control Strategies in Register 45, Mesuji. *PCD Journal*, 10(1).
 - [17] Nugroho, D. R., Hubeis, A. V. S., Saleh, A., & Priatna, W. B. (2016). Model Of Communication : Corporate Social Responsibility (Csr) To Empower Communities. *MIMBAR, Jurnal Sosial Dan Pembangunan*, 32(2), 254. <https://doi.org/10.29313/mimbar.v32i2.1845>
 - [18] Prasetyo, J. E., Sabihaini, S., Bintarto, B., Susanto, A. A., Rahminda, G., Rusdiyanto, R., Rochman, A. S., & Kalbuana, N. (2021). Corporate Social Responsibility Community Development And Empowerment Program In Indonesia. *Journal of Management Information and Decision Sciences*, 24, 1–11.
 - [19] Cahyati, D. D. (2022). Violent to Non-Violent Displacement: Corporate Land-Control Strategies in Register 45, Mesuji. *PCD Journal*, 10(1).
 - [20] Alsop, R., Bertelsen, M., & Holland, J. (2005). *Empowerment in Practice*. The World Bank. <https://doi.org/10.1596/978-0-8213-6450-5>
 - [21] Freeman, R. E., Harrison, J. S., & Wicks, A. C. (2017). *Managing for Stakeholders*. Yale University Press. <https://doi.org/10.12987/9780300138498>
 - [22] Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. Springer International Publishing. <https://doi.org/10.1007/978-3-030-80519-7>
 - [23] Werts, C. E., Linn, R. L., & Jöreskog, K. G. (1974). Intraclass Reliability Estimates: Testing Structural Assumptions. *Educational and Psychological Measurement*, 34(1), 25–33. <https://doi.org/10.1177/001316447403400104>
 - [24] Hamson, Z., Mahmud, M. N., & Nurdin, N. H. (2022). Cross Sector Collaboration in Integrasi Sustainable Development Goals (SDGs) at Village Development Planning. *Pinisi Business Administration Review*, 4(1), 21. <https://doi.org/10.26858/pbar.v4i1.32900>
 - [25] UNDP. (2022). *The private sector and the SDGs: Partnering for inclusive growth*.
 - [26] Nuraeniyah Jamalilail, S., Dio Tri Dewanto, R., Fikri Maulana, S., Nuradilah, F., Rendi Fadilah, A., & Rabani Ahidat, A. (n.d.). *PENERAPAN PROGRAM SDGS DALAM PEMBERDAYAAN MASYARAKAT DI DESA SUKAJADI*.