

## The Impact of Good Corporate Governance and Corporate Social Responsibility on Corporate Value: The Moderating Role of Financial Performance

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**Abstract.** Companies need to continuously adapt to market developments and external demands to remain competitive in today's fast-changing business world. One of the primary objectives of running a business is to maximize its value. Good Corporate Governance (GCG) and Corporate Social Responsibility (CSR) are essential factors that can influence the value of a company. This study systematically reviewed literature on the relationships between GCG, CSR, financial performance, and corporate value using a rigorous systematic literature review (SLR) approach. Analysis of 7 previous studies (years covered from 2011-2022) using Mendeley and NVivo highlighted that GCG and CSR implementation positively impact financial performance and corporate value. The summarize the key results indicate that the implementation of Good Corporate Governance (GCG) and Corporate Social Responsibility (CSR) positively impacts a company's financial performance and corporate value. Financial performance also moderates this relationship, with companies exhibiting strong financial performance experiencing even greater benefits from GCG and CSR initiatives. However, the review is limited by its reliance on specific keywords and lacks comprehensive quality assessment. Nonetheless, it provides useful insights into the interconnections between GCG, CSR, financial performance, and value. Further research synthesizing broader literature and incorporating quality appraisals would strengthen the conclusions. This underscores the importance of GCG and CSR practices in enhancing a company's competitiveness and value in today's business landscape.

**Keywords:** financial performance, corporate value, good corporate governance, corporate social responsibility, management.

## **1. Introduction**

Every company strives to keep abreast of market developments and external demands during an ever-evolving business world. The increasingly fierce competition forces companies to create a good image and perception among all stakeholders. In running a business, one of the goals is to maximize the value of the business, which is reflected in the stock price. A company's value can give shareholders maximum wealth when the share price increases. The higher the company's share price, the higher the value of the company (Nuryaman, 2015; Nugraha & Hwihanus, 2019). The company's value is the price a potential buyer is willing to pay. Business people are competing to increase competitiveness in various sectors to attract investors. The increase in the company's value reflects the company's results sending positive signals to investors. Developing a company that only prioritises the interests of capital owners can cause social inequality and environmental damage (Krisnando & Sakti, 2019; Mutmainah, 2015).

One factor influencing the company's value is Good Corporate Governance (GCG). Corporate governance refers to the procedures and processes that direct and control an organization, including the distribution of rights and responsibilities among its participants (Stacchezzini et al., 2020). Corporate governance has been found to have an impact on the financial performance particularly financial institutions (Tosumi, 2007). Strong corporate governance can help align stakeholder interests and improve the financial performance of firms (Affes & Jarboui, 2023). Good corporate governance has a positive impact on the financial performance of firms in the United Kingdom (Kyere & Ausloos, 2021) and Middle Eastern and North African (MENA) region (El-Chaarani et al., 2022). Corporate Social Responsibility (CSR) is the organization's efforts to enhance the socioeconomic welfare over and above its profit-making motives, and a socially responsible firm catering to the best interests of all its stakeholders prospers in the long run (Bashir, 2022). Corporate Social Responsibility (CSR) is a concept that refers to the responsibility of companies to contribute to sustainable development by considering the social, environmental, and economic impacts of their activities. In the finance context, CSR has become increasingly important as investors and stakeholders demand more transparency and accountability from companies (Tien et al., 2020). Implementation of GCG, which is the basis of healthy corporate governance, and Corporate Social Responsibility (CSR) which is the basis for facing the environment and the environment to the general public with the principles of transparency, responsibility, accountability, independence and fairness and equality (Huang, 2022; Jan et al., 2021; Ye et al., 2021). The value of a company becomes good if the way it is managed is good. Good management can increase profits and reduce the risk of company losses to increase the company's value in the future (Kim & Yoo, 2022; Okafor et al., 2021; Tenuta & Cambrea, 2022; Yuan et al., 2021).

Good corporate governance can create added value because, with the implementation of good corporate governance, it is expected that the company will achieve good results to create added value and increase company value, which can benefit shareholders or company owners. One of the company's GCG implementations is the introduction of CSR (Kahloul et al., 2022; Soliman & Ben-Amar, 2022). In the era of globalization, people are increasingly concerned about ecological or environmentally friendly products (goods). Awareness of the implementation of corporate social responsibility is essential. At a time many businesses are thriving, social inequality and environmental damage can occur, which also raises awareness to reduce those negative impacts (Alkaraan et al., 2022; Javeed et al., 2022). Many companies are now developing so-called CSR. The implementation of social responsibility is no longer seen as a burden but as an investment by the company (Julianto Panjaitan, 2015; Khenissi et al., 2022).

Consistent implementation of social responsibility is part of the search for value maximization. The company hopes that by implementing corporate or social responsibility, it will gain social legitimacy and maximize the size of its finances for a more extended period. With the implementation of corporate commitments, the company expects positive feedback from investors and the public to increase the value of the company (Kuo et al., 2021). Corporate social and environmental responsibility is sought to

be implemented. Sustainable economic development to improve the quality of life and the environment benefits local communities and society in general, and the company itself, creating harmonious, balanced, and directed relationships with the environment, values, standards, and culture of the local community (Le, 2022; Nugraha & Hwihanus, 2019). The importance of implementing good corporate governance through CSR can be seen through how external parties are affected, both investors and the public. The aim of this study will study the impact of GCG and CSR on the financial performance and overall value of companies by conducting a comprehensive literature review that have been carried out. This study will limit on the financial performance and value of a company to indicate that the implementation of corporate governance through CSR programs impacts a company's financial performance by integrating CSR into GCG practices. The literature review ensure a comprehensive coverage of relevant studies, guiding decision-making, and also contributes to the development of theoretical frameworks by ensures a comprehensive coverage of relevant studies. The article search strategy uses a database of e-resources in national and international journals with keywords to find articles, including financial performance, corporate values, corporate governance, social responsibility, and corporate management. This study will be significant to practical implications that understanding GCG and CSR influence financial performance and company value is crucial for businesses seeking. Further, this study's findings may shed light on how companies can align their practices with social and environmental goals while also benefiting financially.

## **2. Literature Review**

Good corporate governance (GCG) is a system consist of inputs, processes, and outputs as well as a set of rules that govern the relationship between stakeholders, especially shareholders, the board, and the board of directors, to achieve the company's goals. Corporate governance is a system that guides and directs all the company's activities. The system has a significant impact on implementing business goals or achieving management goals (Khenissi et al., 2022; Le, 2022; Nugraha & Hwihanus, 2019).

Corporate Social Responsibility (CSR) is a business's commitment to act ethically and legally and contribute to the economy by improving employees' quality of life, their families, local communities, and society in general (Okafor et al., 2021). CSR or Community Social Responsibility is the company's duty to implement ethical behavior and promote sustainable economic development. Another commitment is to improve the quality of life of employees and their families, the local community, and the wider community. Harmonization between the company and the surrounding community can be achieved with total commitment from management. Implementing corporate social responsibility as a public responsibility (Kuo et al., 2021; Maqbool & Zameer, 2018).

Financial performance measures a company's development status based on operational and financial indicators analysis to show whether a company is performing well. Reports of balance sheets can measure a company's performance, profit and loss, cash flow, and equity changes, which provide an overview of the company's financial performance (Chen, 2022; Mukhtaruddin et al., 2019; Zahid et al., 2022). Maximum corporate value will result in increasing profit for shareholders (Suhadak et al., 2019; Widnyana et al., 2020).

The value of a company describes how well or poorly management manages its assets, and this can be seen by measuring the financial performance achieved. The company strives to maximize its value of the company. The value of a company is usually characterized by an increase in the stock price in the market (Kabir & Chowdhury, 2022; Yana Fajriah & Edy Jumady, 2022; Yuliusman & Kusuma, 2020). In addition to achieving maximum profit, the company also pays attention to environmental and social issues, so investors and potential investors should consider this when choosing an investment location. In addition to the company's attention to the environment and social society, consumers can increase their loyalty to the company's products, ultimately increasing their sales. The greater the form of corporate social responsibility, the better the company's image, and the better by being marked by the increase in the company's value (Khenissi et al., 2022; Oyewumi et al., 2018).

Table 1. Summarize of synthesize studies around common themes

Study Name	Findings	GCG	CSR	Financial Performance	Limitations	References
Mediating Effect of Financial Performance on Association Between Good Corporate Governance and Firm Value	Found that financial performance mediates the relationship between good corporate governance and firm value. This means that good corporate governance leads to improved financial performance, which in turn leads to higher firm value.	Board independence, board size, CEO duality, ownership concentration	CSR disclosure	Financial performance	The study only used a sample of companies from Indonesia, so the results may not be generalizable to other countries. The study also did not control for other factors that could affect financial performance, such as industry and macroeconomic conditions.	(Afiani & Bernawati, 2019)
Study on the Relationship between CSR and Financial Performance	Found a positive relationship between corporate social responsibility (CSR) and financial performance. This means that companies that engage in CSR activities tend to have better financial performance	CSR disclosure	Financial performance	CSR has a positive impact on financial performance, but the effect is small. The study did not control for other factors that could affect financial performance, such as industry and macroeconomic conditions.		(Cho et al., 2019)

	than those that do not.					
The role of audit quality in the ESG-corporate financial performance nexus: Empirical evidence from Western European companies	Found that audit quality has a positive moderating effect on the relationship between environmental, social, and governance (ESG) and corporate financial performance. This means that the positive effect of ESG on financial performance is stronger when audit quality is high.	ESG disclosure	Financial performance	Audit quality has a positive impact on the relationship between ESG disclosure and financial performance. However, the study only used a sample of companies from Western Europe, so the results may not be generalizable to other countries. The study also did not control for other factors that could affect financial performance, such as industry and macroeconomic conditions.		(Zahid et al., 2022)
Empirical analysis of the corporate social responsibility and financial performance causal nexus: Evidence from the banking sector of Bangladesh	Found that CSR has a positive causal effect on financial performance. This means that CSR activities can lead to improvements in financial performance.	CSR spending	Financial performance	CSR spending has a positive impact on financial performance, but the effect is small. The study only used a sample of banks from Bangladesh, so the results may not be generalizable to other industries or countries. The		(Kabir & Chowdhury, 2023)

				study also did not control for other factors that could affect financial performance, such as industry and macroeconomic conditions.		
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Based on Table 1, the four studies reviewed here have several limitations, which point to some gaps in the research on the relationship between GCG, CSR, and firm performance. These gaps include used different measures of GCG, CSR, and financial performance, conducted in different countries, with different cultures and regulations, so the results may not be generalizable to other countries, not controlled for other factors that could affect financial performance, such as industry and macroeconomic conditions and the studies have been conducted over a relatively short period of time, so it is not clear whether the observed relationships are long-term or short-term. Some of the highly relevant reviews on GCG, CSR, and firm performance have also been criticized for their limitations. these limitations include the reviews have often been based on a small number of studies, which makes it difficult to draw firm conclusions, the reviews have often focused on a specific aspect of GCG or CSR, such as board independence or CSR disclosure, rather than considering the overall system of GCG or the overall impact of CSR and the reviews have often been conducted in a theoretical rather than empirical way, making it difficult to assess the practical implications of their findings.

### 3. Methodology

In determining the influence of Good Corporate Governance (GCG) and Corporate Social Responsibility (CSR) on the financial performance and value of a company, the strategy used through literature review and comparing research related to the performance of a company with activities carried out to increase value with encouragement and obstacles from various factors. The journals used in literature reviews are obtained through databases of international and national journal years covered from 2011-2022 providers related the search term to the condition of the company's concern activities towards external parties, primarily social responsibility to the community.

A systematic approach to data analysis or systematic literature review (SLR) is used in a simplified form or procedure. Journals or articles used in empirical research papers provide actual observations or experiments with summaries, introductions, methods, results, and discussions. The simplified approach analysis steps include summarizing each literature review or critical research conducted simultaneously to identify and see the strengths and weaknesses of the literature. The linkage of literature with others is carried out by identifying themes from the results of their respective literature studies. The emerging articles should reflect the research questions of the literature review by developing themes, combining all the same themes, and taking into account the strength of the findings. The stages of the SLR in this study can be seen in Figure 1.

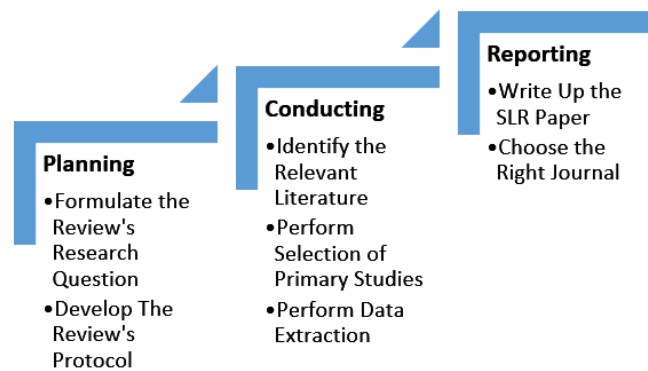


Fig.1: Stages of systematic literature review by using Nvivo 12 plus

The journals used in this literature reviews are obtained using databases of international and national journals. The data used to determine the criteria for literature review material, are: 1) Randomised Controlled Trials (RCT) research design articles, 2) experimental research, 3) Original articles from primary sources, 4) Research articles published until 2022, 5) Respondents in articles are companies engaged in various fields. The instruments used to support the process are the Mendeley and Nvivo 12 Plus software. Selection and classification of articles based on aspects of relevance are carried out using Mendeley, then continued the process of comparing journals with coding in the Nvivo 12 Plus software.

#### 4. Results and Discussions

Mendeley and Nvivo software are required in the journal's classification tool can be seen from the results categorized into open, selective, and axial coding. However, there may be gaps in the literature and empirical research on sentiment analysis in case studies and data sources. First, open coding is the process of identifying concepts where data is classified into different parts and then analyzed to identify similarities and differences. Second, selective coding is the process of organizing categories that are studied through a research focus. Finally, axial coding applies categories and subcategories based on relevant theories.

The Mendeley software is used in the first step for journal classification when collecting related journals according to the topic searched. Then, journal research from reputable online journals is gathered and classified by journal subject and year of publication. The list of journals collected is then combined using Nvivo software to analyze the similarity of topics and discussions. The list of journals on Mendeley's software is shown in Figure 2.

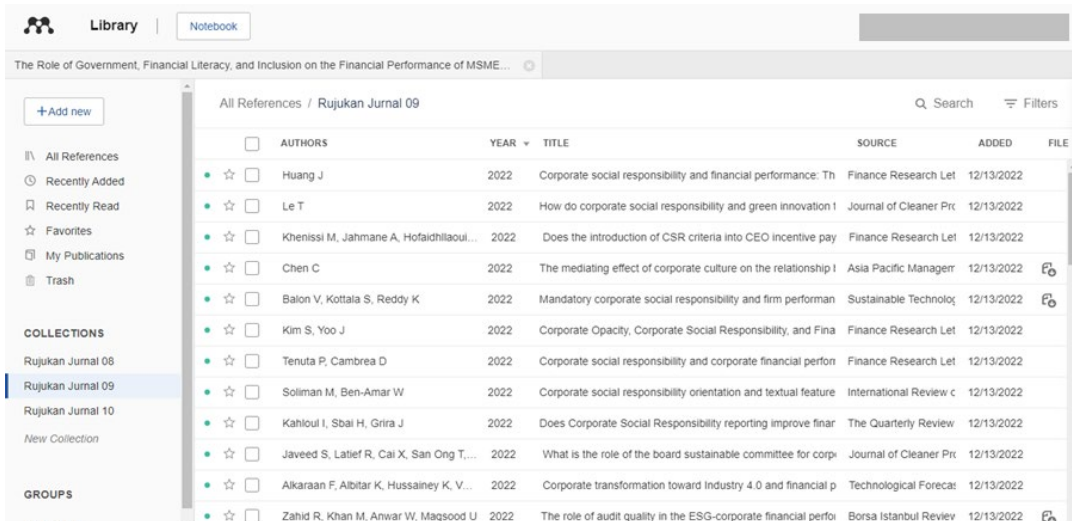


Fig.2: List of journals to be analyzed and discussed in Mendeley data stored

After the transfer of data from Mendeley to Nvivo, from the results of open, selective, and axial coding, it was seen that there might be gaps in the literature and empirical studies on sentiment analysis, which are confirmed by case studies and data sources used. In contrast, with the software of Nvivo 12 Plus, axial coding is generated based on the classification of subjects, and case studies can be grouped into one unit by grouping the results of literature studies, as shown in Figure 3.



Fig.3: Journal theme keyword coding and grouping by Nvivo 12 plus

In addition, the collected works are checked for similarities in keywords, topics, discussions, and methods used. This helps in the process of analyzing the similarity of issues and conversations. The results are then grouped according to the equations obtained from each article. This can be explained by the similarity of the most dominant keywords or themes, as shown in Figure 4.

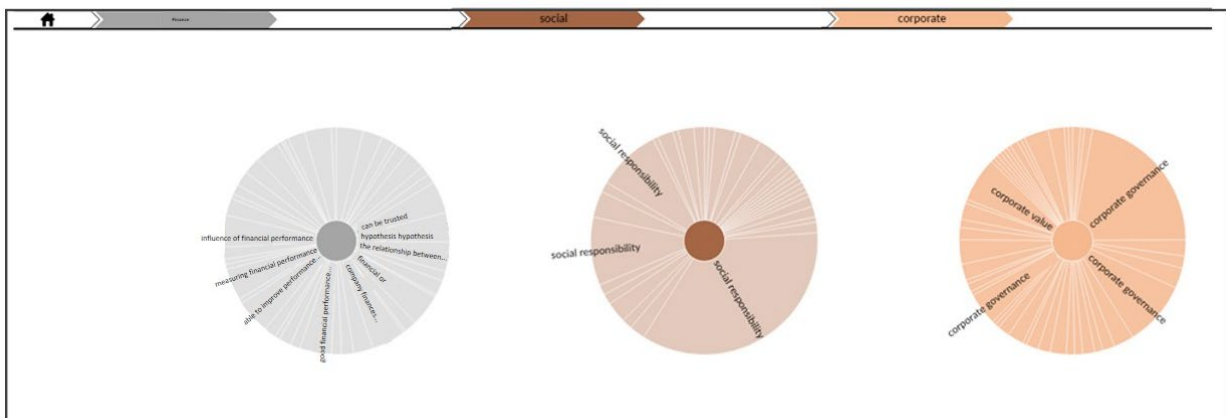


Fig.4: Results of grouping themes in the journals discussed by Nvivo 12 plus

The results of this grouping show which items are compared with each other and produced several groupings of research conducted previously related to the influence of GCG and CSR on financial performance and the value of a company influenced by several factors. The various problems faced by each company are different from each other depending on different characteristics. In research conducted by Yoga Putra Nugraha et al. (2019) (Nugraha & Hwihanus, 2019) that good corporate governance has a significant effect on financial performance, Good corporate governance has no significant effect on sustainable development reporting, Corporate Social Responsibility has a substantial influence on financial performance, Corporate Social Responsibility has no considerable effect on Sustainability Report, financial performance has a significant impact on company value, Sustainability Report has no significant effect on company value, Good Corporate Governance has a substantial impact on company value, Corporate Social Responsibility has a considerable effect on company value, financial performance has not had a significant effect on Sustainability Report. Financial performance and Sustainability Reports are intervening variables to the company's value. This proves that the company's value improves if GCG and CSR are implemented well. The same will also positively impact the company's financial performance.

Meanwhile, the research conducted by Krisnando et al. (2019) (Krisnando & Sakti, 2019) compared several influences of the company's financial performance on several internal factors (Institutional Ownership, Influence of the Independent Board of Commissioners, Influence of the Audit Committee, Influence of the Company Size and the influence of Good Corporate Governance on company value.

The study by Yuliusman et al. (2020) revealed that good corporate governance affects the company's value. Second, CSR disclosures can moderate the relationship between corporate governance and corporate values. Third, profitability must reconcile the relationship between good corporate governance and corporate values. This is also in line with previous research on the positive impact obtained on the implementation of CGC and CSR in companies (Yuliusman & Kusuma, 2020). This is also in line with a study conducted by Metalaras et al. (2021); Kartika et al. (2022); and Sa'adah (2022) which states that the implementation of Good Corporate Governance through Corporate Social Responsibility and financial performance affects the value of the company. Managerial ownership can moderate Corporate Social Responsibility and financial performance to company value (Saputri & Isbanah, 2021; Kartika Chandra & Wahidahwati, 2022; Sa'adah, 2022).

In contrast to Aslihatin et al. (2022) and Pertiwi et al. (2012) which resulted in a study that Institutional ownership affects the Value of the Company. Meanwhile, Managerial Ownership, Independent Commissioners, and Audit Committees are not based on Company Value. For moderation variables, Corporate Responsibility cannot equally moderate the relationship between Managerial, Ownership, Institutional, Independent Commissioner, and Audit Committee to Company Value and Good Corporate Governance is not a variable that moderates the relationship between financial performance with company value (Aslihatin & Suwandi, 2022; Pertiwi & Pratama, 2011). The study results and some of the methods used can be seen in Table 2.

Table 2. List of journals used in literature review

No	Author	Title	Design	Respondent	Research Procedures	Result
1	Nugraha & Hwihanus, (2019)	The Effect of Good Corporate Governance and Corporate Social Responsibility on Company Value with Financial Performance and Sustainability Report as Intervening Variables in the Banking Industry Listed on the Indonesia Stock Exchange for the Period of 2013 -2015	Qualitative Descriptive	20 company	Purposive Sampling and Data analysis methods and data processing is carried out using path analysis.	The Effect of Good Corporate Governance and Corporate Social Responsibility on Company Value with Financial Performance and Sustainability Report as Intervening Variables in the Banking Industry Listed on the Indonesia Stock Exchange for the Period of 2013 -2015
2	Krisnando & Sakti, (2019)	The Effect Of Good Corporate Governance And Company Size On Company Value With Financial Performance As A Moderation Variable	Qualitative Descriptive	54 company	Purposive Sampling method with secondary data from (Indonesian Stock Exchange)	The study's results prove that Good Corporate Governance is proxied by institutional ownership, independent boards of commissioners, audit committees, and the company's size. Institutional ownership has a significant adverse effect on the value of the company. This reflects that the higher the proportion of institutional holdings, the higher the pressure from

No	Author	Title	Design	Respondent	Research Procedures	Result
						various corporate investors to increase profits. Meanwhile, the independent board of commissioners, audit committee, and company size have no significant effect on the company's value.
	Yuliusman & Kusuma, (2020)	The Relationship of Good Corporate Governance to Corporate Value Moderated By Corporate Social Responsibility and Profitability Disclosures	Qualitative Descriptive	7 company	The sampling technique used is purposive sampling. The sample used in this study amounted to 7 companies, totalling 35 data. The data analysis technique in this study is moderation regression analysis. The software used for data processing is SPSS version 22	The results of hypothesis testing are as follows. First, good corporate governance affects the value of the company. Second, CSR disclosures can moderate the relationship between corporate governance and corporate matters. Third, profitability must reconcile the relationship between good corporate governance and corporate values.

No	Author	Title	Design	Respondent	Research Procedures	Result
4	Saputri & Isbanah, (2021)	The Effect of Good Corporate Governance and Corporate Social Responsibility on Company Value with Financial Performance as a Mediating Variable in Miscellaneous Industry Companies on the IDX for the 2016-2019 Period	Qualitative Descriptive	19 company	The methods used are classical assumption method, multiple linear regression, path analysis method using SPSS version 25	The study results prove that a company that implements GCG, an institution consisting of management ownership, institutional ownership, and a board of directors, will have little impact on company value. GCG, proxied by the audit and CSR committees, affects the company's value and financial performance (ROA), affecting the company's value. Indirect effects research shows that ROA has yet to mediate the influence of GCG proxied by managerial ownership, institutional ownership, and the board of commissioners. ROA is only able to negotiate the impact of CSR on company value

No	Author	Title	Design	Respondent	Research Procedures	Result
5	Kartika Chandra & Wahidahwati, (2022)	The Role of Financial Performance as Moderation in the Influence of Good Corporate Governance and Debt Policy on the Profit Management of Mining Companies on the IDX	Qualitative Descriptive	22 company	The analysis method used in this study was multiple regression analysis (MRA) using the Statistical Package for the School Science (SPSS) program version 26.	The results showed that GCG has a significant positive effect, Debt policy (DER) has a positive impact, financial performance (ROA) has a positive impact, Financial performance that moderates GCG hurts profit management and Financial performance that coordinates DER has a positive effect on profit management in mining companies listed on the Indonesian stock exchange (IDX) for the 2016-2020 period.
6	Pertiwi & Pratama, (2011)	Effect of Financial Performance, Good Corporate Governance on Food And Beverage Company Value	Qualitative Descriptive	12 company	The sample determination technique used in this study is purposive sampling with financial performance analysis as measured by Return on Assets (ROA) on company value as measured by Tobin's Q and to analyze Good	The results showed that financial performance affects company value, while Good Corporate Governance is not a variable that moderates the relationship between economic performance and company value.

No	Author	Title	Design	Respondent	Research Procedures	Result
					Corporate Governance as a moderation variable.	
7	Sa'adah, (2022)	The Effect of Corporate Social Responsibility and Financial Performance on Company Value with Managerial Ownership as a Moderating Variable	Qualitative Descriptive	27 company	The method used to determine the sample was purposive sampling, with a selection of 27 companies. The analysis method of this study uses multiple linear regression and moderation regression analysis.	The results of this study show that Corporate Social Responsibility and financial performance affect the company's value. Managerial ownership can moderate Corporate Social Responsibility and financial performance to company value.

The method used is flat through sampling with the purposive sampling method with some data analysis used among others Smart PLS – Partial Least Square (PLS) (Nugraha & Hwihanus, 2019); SPSS data processor version 22 (Yuliusman & Kusuma, 2020); SPSS version 25 (Saputri & Isbanah, 2021); SPSS version 26 (Kartika Chandra & Wahidahwati, 2022). Analysis of the similarities and differences of research conducted through literature review illustrates that most studies reveal that the influence of the implementation of corporate governance through one of the CSR programs has an impact on the company's financial performance because along with good CSR is carried out, the value of the company increases automatically with the company's financial performance increasing. Even though the company spends funds or efforts on CSR activities for the community, especially the community around the industry or company, it gets greater reciprocity. In addition to a company's CSR obligations, companies should also need CSR to raise their image. The studies analyzed show some agreements and disagreements regarding the influence of GCG and CSR on financial performance and company value. Most studies reveal that the implementation of corporate governance through one of the CSR programs has a positive impact on the company's financial performance, and the value of the company increases automatically with the company's financial performance increasing (Mahrani & Soewarno, 2018). Good corporate governance has a significant effect on financial performance, and corporate social responsibility has a substantial influence on financial performance (Rodriguez-Fernandez, 2016). Good corporate governance and corporate social responsibility have a considerable effect on company value (Wang & Sarkis, 2017). However, some studies show that institutional ownership affects the value of the company, while managerial ownership, independent commissioners, and audit committees are not based on company value (Affes & Jarboui, 2023). Corporate social responsibility cannot equally moderate the relationship between managerial, ownership, institutional, independent commissioner, and audit committee to company value, and good corporate governance is

not a variable that moderates the relationship between financial performance with company value (Sarwar et al., 2022).

All the research conducted by literature review shows that the similarity of the methods used is average with Descriptive Qualitative. Systematic reviews are considered credible sources since they are comprehensive, reproducible, and precise in stating the outcomes. However, like any research method, systematic reviews have limitations. The limitations of systematic review methods are Systematic reviews may suffer from selection bias if the studies included in the review are not representative of the population of interest. This can happen if the search strategy is not comprehensive enough or if the inclusion criteria are too narrow (Owens, 2021). Although systematic reviews are robust tools in scientific research, they are not immune to errors. They can be misleading, or even harmful if the data is inappropriately handled or if they are biased. Errors in the approach to conducting the review or lack of expertise can also affect the validity of the results (Uttley et al., 2023). The similarity of discussions indicates that a company implements good governance in line with the increase in the value of the company itself. One of the governances carried out is through CSR. This positively impacts the local community around the company and outside the company's environment. Some of the weaknesses and advantages of a program implemented by a company illustrate the application of CSR in a community according to the characteristics of a specific area. So, a CSR activity can be carried out differently in each region. This good performance will also positively impact public trust in the company's image. This increase causes the value of a company to increase and has an impact on the financial performance of a company.

## **5. Conclusions**

The significance of the findings is that the implementation of Good Corporate Governance (GCG) and Corporate Social Responsibility (CSR) has a positive impact on a company's financial performance and value. The systematic literature review (SLR) method, which uses software programs such as Mendeley and Nvivo 12 Plus, was used to review several studies on the topic. Several software programs are used in systematic literature review (SLR) methods, including Mendeley and Nvivo 12 Plus. The data processing of these software programs determines the similarity of the issues discussed in the articles chosen for discussion. The data classifier is indispensable in determining the initial selection of journals. The studies reveal the role of company activities through the implementation of GCG and CSR compared to existing problems, the methods used, and the results of each study. Based on seven studies, it shows that most of the research reveals that the implementation of corporate governance through one of the CSR programs has an impact on the company's financial performance because along with good CSR, the company's value increases automatically with the company's financial performance increasing.

The company carries out various CSR models to the community to provide trust in the community and raise the company's image. CSR is indeed required through government policies, but the size and model of CSR activities need to be regulated in more detail. Hence, companies carry out CSR in their separate ways according to the characteristics of the company and the surrounding community. Although it sometimes requires many activity funds, the company is still enthusiastic about carrying out CSR programs. This is not only carrying out obligations, but the company has begun to realize its moral and social responsibilities that must be carried out to the community. The impact of CSR implementation on company value and financial performance also evidences this. The more successful the implementation of CSR, the more external parties, such as the community, will trust and provide support. Indirectly, it is considered by investors that good CSR increases the company's value. Further systematic reviews incorporating broader literature could offer richer insights into these complex interrelationships and inform policies aimed at promoting ethical and sustainable business practices.

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