
THE RELATIONSHIP OF ENVIRONMENTAL AND SOCIAL RESPONSIBILITY TO FINANCIAL PERFORMANCE WITH FEMINIST BOARD MODERATION

M. Ulil Amri^{1*}, Sarah Putri Nuryanti², & Elyanti Rosmanidar³

^{1, 2, 3} Faculty of Islamic Economics and Business, UIN Sulthan Thaha Saifuddin Jambi
m.ulilamri30@gmail.com, sarahpnuryanti@gmail.com, elyantirosmanidar@uinjambi.ac.id

ABSTRACT

This study aims to analyze the influence of environmental performance and corporate social responsibility (CSR) disclosure on financial performance, with the feminism of the board of directors as the moderation variable. The research data was obtained from the annual reports of manufacturing companies listed on the Indonesia Stock Exchange (IDX) and participating in the PROPER program during 2018-2023. Data analysis uses Moderated Regression Analysis (MRA). The results of the study show that environmental performance and CSR disclosure have a positive but insignificant effect on financial performance. In contrast, board feminism plays a significant role in strengthening the relationship between environmental performance, CSR disclosure, and financial performance. These findings confirm that the involvement of women on the board of directors can increase the effectiveness of sustainability policies and support the company's financial performance.

Keywords: Environmental performance, CSR disclosure, board of directors' feminism, financial performance, sustainability.

BACKGROUND

Environmental problems have become an important issue in Indonesia. However, there are still many companies that lack awareness in implementing environmental performance and social responsibility. Ironically, Indonesia has experienced a decline in the Environmental Performance Index (Sejati & Aidha, 2020). In 2016, Indonesia ranked 107th with a score of 65.85 out of 180 countries (European Commission. Joint Research Centre. Institute for the Protection and the Security of the Citizen., 2014), and in 2018 it dropped to 133rd place with a score of 46.92 (European Commission. Joint Research Centre. Institute for Protection and the Security of the Citizen., 2014). This condition shows that the commitment to environmental sustainability in Indonesia still faces various challenges.

In this context, corporate social responsibility (CSR) disclosure has an important role as a means of communication between companies and stakeholders related to social and environmental activities carried out. CSR plays a strategic role in supporting the company's performance and reputation through reporting activities that cover various aspects, such as environment, employees, consumer service, energy use, equality, fair business practices, and corporate governance (Anggraeni & Djakman, 2017). Setyaningsih & Asyik (2016) also stated that environmental performance and social responsibility disclosure are two non-monetary factors that affect the financial performance of companies. Environmental Responsibility commitment to social and

environmental responsibility generally have better reputations, stronger customer loyalty, and more positive relationships with investors. However, the results of previous studies still show variations and inconsistencies in the relationship (Setyaningsih & Asyik, 2016).

Financial performance itself is the main concern of every company because it describes the company's ability to generate profits as an indicator of success (Setyaningsih & Asyik, 2016). Financial performance is defined as the determination of certain measures that are used to assess the extent to which a company has succeeded in achieving its economic goals (Sucipto, 2003).

To explain the inconsistencies of previous research results, other variables are needed that have the potential to moderate the relationship between environmental performance, social responsibility, and financial performance. One of the variables that is considered to play an important role is feminism in the board of directors. Feminism on the board of directors' is defined as the number of female members in the board structure of a company or organization (Anggraeni & Djakman, 2017)). Women's involvement on the board of directors can influence decision-making patterns and approaches to strategic issues, as women have a higher level of concern for social and environmental issues (Liao et al., 2015). Thus, this study aims to analyze the influence of environmental performance and CSR disclosure on the company's financial performance with the feminism of the board of directors as a moderation variable.

Research Objectives

This study aims to analyze the influence of environmental performance and social responsibility disclosure on the company's financial performance, as well as to determine the role of feminism on the board of directors as a moderation variable in this relationship. Specifically, the objectives of this study are as follows:

1. Analyze the influence of environmental performance on the company's financial performance.
2. Analyze the influence of Corporate Social Responsibility (CSR) disclosure on the company's financial performance.
3. Analyzes the role of board of directors' feminism in moderating the relationship between environmental performance and financial performance.
4. Analyzes the role of board of directors' feminism in moderating the relationship between social responsibility disclosure and financial performance.

LITERATURE REVIEW

1. Stakeholder Theory

Stakeholder theory explains that the company has a responsibility not only to shareholders, but also to all parties involved or affected by its activities. Stakeholders are individuals or groups who have a direct or indirect interest in

the company's activities (Athallah Yuniharto et al., 2024). Thus, companies are required to meet the expectations of various parties, both internal and external, to maintain their social legitimacy.

Disclosure of social responsibility is one of the strategies used by companies to meet the information needs of stakeholders regarding the social and environmental impacts generated by their operational activities (Lindawati & Puspita, 2015). Thus, stakeholder theory is an important basis for understanding how companies seek to maintain relationships with stakeholders through the disclosure of social and environmental performance (Athallah Yuniharto et al., 2024).

2. Legitimacy Theory

In addition to stakeholder theory, legitimacy theory is also relevant in explaining the company's behavior in disclosing social and environmental responsibility. This theory states that organizations need to ensure that their activities are in accordance with societal values, norms, and expectations to maintain public legitimacy. When there is a gap between organizational behavior and the social values of the community, legitimacy can be disturbed (Badjuri et al., 2021).

To gain and maintain legitimacy, the company conducts various social responsibility activities as a form of commitment to sustainability. The legitimacy theory also asserts that large companies have greater social responsibility than small companies due to higher public exposure (Yoehana, 2013). Thus, CSR disclosure and environmental performance serve as a means for companies to gain and maintain legitimacy from the community and stakeholders.

3. Environmental Performance and Financial Performance

Environmental performance is the company's effort to create a sustainable and environmentally friendly environment. According to Suratno et al. (2007), environmental performance reflects the company's seriousness in maintaining a balance between business activities and ecological responsibility. Companies with good environmental performance not only reduce legal and environmental risks but also improve cost efficiency and the company's image in the eyes of the public (Suratno et al., 2007).

The results of the study show that high environmental performance correlates with improved financial performance because it can strengthen investor and consumer confidence (Sejati & Aidha, 2020). Thus, good environmental performance can be considered a long-term investment that contributes to the sustainability and profitability of the company.

4. Disclosure of Social Responsibility and Financial Performance

Corporate Social Responsibility (CSR) reflects a company's commitment to social and environmental aspects beyond mere economic interests. CSR disclosure can increase investor trust, attract customers who care about social issues, and strengthen long-term relationships with the community (Akbar & Juliarto, 2023). This shows that CSR not only plays a role in building a positive image but also has financial implications for the company.

However, according to Mustafa, C. C., & Handayani, N. (2014), management is often still oriented towards short-term profits. This causes CSR reporting to be sometimes symbolic and does not reflect real implementation. Therefore, the effectiveness of CSR in improving financial performance is greatly influenced by the quality of disclosure and consistency of its implementation (Mustafa & Handayani, 2014).

5. Feminism Board of Directors

Feminist ethical theory explains that the presence of women in leadership can influence the direction of policies and organizational decisions due to different ethical and social perspectives than men (Machold et al., 2008). Boards of directors' that have female representation tend to be more inclusive, empathetic, and concerned about social issues and environmental sustainability.

Feminism values such as transparency, empathy, and equality are believed to strengthen corporate governance that is oriented towards social responsibility (Wicaksono et al., 2023). The results of the study show that councils with female members are more supportive of the implementation and disclosure of CSR and pro-sustainability policies (Suyanto & Rahmawati, 2022). Therefore, the feminism of the board of directors' is considered to play a role in improving the quality of CSR disclosure and the company's financial performance.

Research Hypothesis

Based on the theoretical description and the results of previous research, the hypotheses proposed in this study are as follows:

- H1 : Environmental performance affects financial performance.
- H2 : CSRI disclosure affects financial performance.
- H3 : Board of Directors' Feminism Moderates the Relationship Between Environmental Performance and financial performance.
- H4 : Board of Directors' Feminism Moderates the Relationship Between CSR Disclosures and financial performance.

Previous Research

Several previous studies have examined the relationship between environmental performance, social responsibility, board of directors' feminism, and corporate financial performance. The following is a summary of the results of the research relevant to this study.

1. Sejati, Zakaria, & Aidha (2020)
This study shows that environmental performance and social responsibility disclosure have a positive effect on financial performance, and the relationship is strengthened by the presence of women on the board of directors'. These results indicate that board feminism has an important role in increasing environmental and social awareness of the company, which ultimately has an impact on increased profitability (Sejati & Aidha, 2020)
2. Mustafa & Handayani (2014)
The study found that social responsibility disclosures have not fully affected financial performance because their implementation is often symbolic and does not reflect a company's real commitment to sustainability. This emphasizes the importance of quality and consistency in CSR reporting in order to have a significant financial impact (Mustafa & Handayani, 2014).
3. Wicaksono (2023) dan Suyanto & Rahmawati (2022)
Both studies highlight the role of women on the board of directors' as a factor that strengthens the relationship between CSR disclosure and financial performance. Women in strategic positions tend to have a sensitivity to ethical values, empathy, and transparency, which encourages companies to implement CSR in a more meaningful and sustainable way (Suyanto & Rahmawati, 2022; Wicaksono et al., 2023).
4. Galbreath (2011)
Through her research, Galbreath found that women's involvement on the board of directors' increased the company's attention to environmental and social issues. Feminism values such as justice, caring, and sustainability also strengthen the company's strategy in achieving a balance between economic goals and social responsibility (Galbreath, 2011).
5. Aras & Crowther (2008)
This study explains that the implementation of good corporate governance and environmental sustainability has a positive correlation with the company's long-term performance. Commitment to sustainability is considered a strategy that is not only ethical, but also economically profitable (Aras & Crowther, 2008).
6. Post, Rahman, & Rubow (2011)
The results of this study show that gender diversity in the board of directors' is able to increase the effectiveness of supervision of environmental and social

policies of companies. Gender-diverse boards create a broader perspective and encourage more inclusive decision-making on sustainability aspects (Post et al., 2011).

Based on the results of these various studies, it can be concluded that environmental performance and social responsibility have a positive relationship with financial performance, especially when strengthened by the presence of women on the board of directors'. However, the variation in results found in previous studies suggests the need to re-test these relationships in the context of manufacturing companies in Indonesia.

RESEARCH METHODS

This study aims to analyze the relationship between environmental performance, social responsibility disclosure, and financial performance with board of directors' feminism as a moderation variable. The research approach used is a quantitative approach because it can test the relationship between variables objectively, measurably, and can be replicated (Ghozali, 2016a).

The regression model used in this study is as follows:

1. $FP = \alpha + \beta_1 EP + \beta_2 CSR + e_1$
2. $FP = \alpha + \beta_3 EP + \beta_4 (EP \times BF) + e_2$
3. $FP = \alpha + \beta_5 CSR + \beta_6 (CSR \times BF) + e_3$

Information:

FP	=	Financial Performance
EP	=	Environmental Performance
CSR	=	Corporate Social Responsibility Disclosure
BF	=	Board Feminism (Feminisme Dewan Direksi)
α	=	Konstanta
β	=	Regression Coefficients
e	=	Error (Error Term)

The model was designed to test the direct influence of environmental performance and CSR disclosure on financial performance, as well as to find out the extent to which board feminism strengthens the relationship.

Data

The data used in this study is secondary data obtained from the annual reports of manufacturing companies listed on the Indonesia Stock Exchange (IDX) and participating in the Corporate Performance Rating Assessment Program in

Environmental Management (PROPER) by the Ministry of Environment and Forestry (KLHK) during the 2018-2023 period.

The sampling technique used is purposive sampling with the following criteria:

1. The company publishes its annual report as of December 31;
2. The Company disclosed its social responsibility (CSR) activities in its annual report for the period 2018-2023;
3. The company has at least one female board member.

The selection of PROPER participating companies was carried out because this program provides credible and measurable environmental performance data, making it suitable for analyzing the linkage between sustainability and financial performance (Sejati & Aidha, 2020). The use of secondary data was chosen because it can provide objective, verifiable information, and allows comparisons between companies and between periods (Ghozali, 2016a).

Methods

The analysis method used in this study is Moderated Regression Analysis (MRA) to examine the role of board of directors' feminism as a moderation variable in the relationship between environmental performance, social responsibility disclosure, and financial performance. This method was chosen because it was able to identify the influence of interactions between variables and assess whether the presence of women on the board of directors strengthens or weakens the relationship. This approach refers to a concept developed by Baron and Kenny (1986), which asserts that moderation regression is effectively used to assess the interaction of variables in the context of social and managerial research. Compared to other methods such as Structural Equation Modeling (SEM), MRA is considered more suitable for small to medium sample sizes and provides results that are easy to interpret in hypothesis testing (Ghozali, 2016b). In addition, the use of MRA is in line with previous research that analyzed the effects of moderation in the context of corporate sustainability (Liao et al., 2015; Post et al., 2011), so this method is seen as the most relevant to achieve research objectively and systematically.

RESULTS AND DISCUSSION

Results

1. Classic Assumption Test

The preliminary analysis indicates that the residual data are normally distributed, with a Kolmogorov-Smirnov value of 0.056 based on the Asymp. Sig. (2-tailed). Furthermore, there is no multicollinearity among the independent variables, as evidenced by tolerance values > 0.10 and VIF values < 10 . The Glejser test also shows no signs of heteroscedasticity in the regression analysis, with all variables having significance values > 0.05 . Additionally, the

autocorrelation test indicates a DW value of 0.990, which falls within the range of -2 to +2, confirming the absence of autocorrelation issues.

2. Moderated Regression Analysis

**Table 1. Results of Model 1 Regression Equations
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-,373	,223		-1,670	,102
Environmental Performance	,041	,036	,165	1,135	,262
CSR	,370	,241	,223	1,538	,131

a. Dependent Variable: Financial Performance

Source: Data Processed with SPSS (2025)

**Table 2. Results of Model 2 Moderation Regression Equation
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-,081	,087		-,928	,358
Environmental Performance	,030	,021	,120	1,411	,165
Environmental Performance*Feminism Board of Directors	,136	,015	,800	9,381	,000

a. Dependent Variable: Financial Performance

Source: Data Processed with SPSS (2025)

**Table 3. Results of the Model 3 Moderation Regression Equation
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,031	,126		,248	,805
CSR	,016	,155	,010	,106	,916
CSR*Feminism Board of Directors	,636	,074	,800	8,576	,000

a. Dependent Variable: Financial Performance

Source: Data Processed with SPSS (2025)

The following are the results of the test using moderation regression analysis with the help of SPSS software conducted through the following regression equations:

$$FP = \alpha + \beta_1 EP + \beta_2 CSR + e_1$$

$$FP = \alpha + \beta_3 EP + \beta_4 EP_BF + e_2$$

$$FP = \alpha + \beta_5 CSR + \beta_6 CSR_BF + e_3$$

The above results show the following model of the equation:

$$Y = -0.373 + 0.041_{EP} + 0.370_{CSR} + e$$

$$Y = -0.081 + 0.030_{EP} + 0.136_{EP*BF} + e$$

$$Y = 0.031 + 0.016_{CSR} + 0.636_{CSR*BF} + e$$

A constant value of -0.373 indicates that when environmental performance (EP) and social responsibility (CSR) disclosures are zero, the company's Return on Assets (ROA) is -0.373 . The EP regression coefficient of 0.041 and CSR of 0.370 indicate that the increase in both has a positive impact on financial performance. This means that the better the environmental performance and the wider the CSR disclosure, the higher the level of public trust and profitability of the company.

In the first moderation model, a constant value of -0.081 and an $EP*BF$ interaction coefficient of 0.136 indicate that the feminism of the board of directors strengthens the relationship between environmental performance and financial performance. The presence of women on the board of directors has been proven to be able to strengthen the positive influence of environmental performance on the company's profitability.

Meanwhile, the second moderation model yielded a constant of 0.031 and a $CSR*BF$ interaction coefficient of 0.636 , suggesting that women's involvement on the board of directors reinforces the influence of CSR disclosure on financial performance. Thus, the feminism of the board of directors plays a role in strengthening the company's sustainability relationship, both through environmental performance and social responsibility activities.

3. Uji Hypothesis

**Table 4. Test Results t
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-,373	,223		-1,670	,102
Environmental Performance	,041	,036	,165	1,135	,262
CSR	,370	,241	,223	1,538	,131

a. Dependent Variable: Financial Performance

Source: Data Processed with SPSS (2025)

The t-test is used to see the significance of the individual independent influence on the dependent variable by assuming that other variables are constant (Ghozali, 2016b). Based on the t-test, it can be explained that the significance value of 0.262 (probability > 0.05) with a positive regression coefficient value of 0.041, indicates that H1 is rejected. Thus, it can be concluded that environmental performance has no effect on financial performance as measured by ROA. On the other hand, a significance value of 0.131 (probability > 0.05) with a regression coefficient of a positive value of 0.370, indicates that H2 is rejected. Thus, it can be concluded that the disclosure of social responsibility (CSR) has no effect on financial performance as measured by ROA.

4. Moderated Regression Analysis Test

**Table 5. Model 1 Regression Test Results
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-,081	,087		-,928	,358
Environmental Performance	,030	,021	,120	1,411	,165
Environmental Performance*Feminism Board of Directors	,136	,015	,800	9,381	,000

a. Dependent Variable: Financial Performance

Source: Data Processed with SPSS (2025)

Table 6. Model 2 Regression Test Results

Model	Unstandardized		Standardized	t	Sig.
	Coefficients ^a				
	B	Std. Error	Beta		
(Constant)	,031	,126		,248	,805
CSR	,016	,155	,010	,106	,916
CSR*Feminisme Board of Directors	,636	,074	,800	8,576	,000

a. Dependent Variable: Financial Performance

Source: Data Processed with SPSS (2025)

Based on the results of the estimates above, it can be concluded that the influence of the moderation variable is as follows. Environmental performance on financial performance is moderated by the feminism of the board of directors. A significant value of 0.000 (< 0.05) with a positive coefficient value of 0.136, indicates that H3 is accepted in a positive direction. Thus, it can be concluded that feminism on the board of directors can moderate the influence of environmental performance on financial performance positively. These results show that board feminism strengthens the relationship between environmental performance and financial performance as measured by ROA.

Meanwhile, the disclosure of social responsibility (CSR) on financial performance is moderated by the feminism of the board of directors. A significance value of 0.000 (< 0.05) with a positive regression coefficient value of 0.636, indicates that H4 is accepted in a positive direction. Thus, it can be concluded that the feminism of the board of directors strengthens the relationship between CSR disclosure and the financial performance of companies as measured by ROA

5. Koefisien Determinasi (R^2)

Table 7. Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,302 ^a	,091	,051	,10697

a. Predictors: (Constant), CSR, Environmental Performance

Source: Data Processed with SPSS (2025)

Table 8. Results of the Moderation Regression Determination Coefficient Test 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,822 ^a	,676	,662	,06383

a. Predictors: (Constant), Environmental Performance*Feminism Board of Directors, Environmental Performance

Source: Data Processed with SPSS (2025)

Table 9. Results of the Moderation Regression Determination Coefficient Test 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,803 ^a	,645	,629	,06684

a. Predictors: (Constant), CSR*Feminism Board of Directors, CSR

Source: Data Processed with SPSS (2025)

The Coefficient of Determination (R^2) essentially measures how far the model is able to explain dependent variables (Ghozali, 2016b). The result of the first table determination coefficient test, the magnitude of the Adjusted R Square value was 0.051 or 5.1%. This means that the ability to explain independent variables in the form of environmental performance (X_1) and social responsibility disclosure (X_2) together on financial performance/ROA (Y) is 5.1%. Meanwhile, the remaining 94.9% is explained by other variables outside the two independent variables.

The results of the second table determination coefficient test showed that the Adjusted R Square value was 0.662 or 66.2%. This means that the ability to explain independent variables in the form of environmental performance (X_1) and the interaction of environmental performance with the feminism of the board of directors' (X_1Z) together with financial performance/ROA (Y) of 66.2%. Meanwhile, the remaining 33.8% is explained by other variables outside the independent variable.

The results of the third determination coefficient test, the magnitude of the Adjusted R Square value was 0.629 or 62.9%. This means that the ability to explain independent variables in the form of social responsibility disclosure (X_2) and the interaction of social responsibility disclosure with the feminism of

the board of directors' (X_{2Z}) together on financial performance /ROA (Y) is 62.9%. Meanwhile, the remaining 37.1% is explained by other variables outside the free variable.

Discussion

H1: The Effect of Environmental Performance on Financial Performance

The results of the study show that environmental performance does not have a significant effect on financial performance. This shows that compliance with environmental regulations or PROPER achievements has not been able to increase profitability measured through ROA. These findings are consistent with Sejati et al. (2020) and Suratno et al. (2007), who stated that the economic benefits of environmental performance are only seen in the long term. The high cost of investment in environmental programs and low market pressure on environmental issues in developing countries such as Indonesia are also inhibiting factors. Thus, environmental performance has not had a direct financial impact on the company in the short term (Aras & Crowther, 2008; Post et al., 2011; Sejati & Aidha, 2020; Suratno et al., 2007).

H2: The Effect of CSR Disclosure on Financial Performance

The results of the study show that the disclosure of social responsibility does not have a significant effect on financial performance. This indicates that the publication of CSR reports is not enough to increase market confidence and create economic value, especially if it is symbolic and not accompanied by real implementation (Lindawati & Puspita, 2015; Mustafa & Handayani, 2014). The relationship between social and financial performance is complex and highly dependent on the industry context and the quality of management (Margolis et al., 2009). Companies that only conduct formal reporting without substantive commitments are less likely to benefit financially because they fail to build stakeholder trust (Frias-Aceituno et al., 2013). Thus, the influence of CSR on financial performance is largely determined by the quality and consistency of its implementation.

H3: Moderation of Feminism of the Board of Directors' on the Relationship between Environmental Performance and Financial Performance

The results of the study show that feminism of the board of directors has a significant effect in moderating the relationship between environmental performance and financial performance. This means that the existence of women in the board of directors can strengthen the positive influence of environmental performance on the company's profitability. These findings support the research of Liao et al. (2015) and Galbreath (2011), which states that women have a higher level of concern for social and environmental issues (Galbreath, 2011; Liao et al., 2015). Although the number is still limited, the active role of women with an inclusive perspective can drive more effective sustainability policies. Thus, the feminism of the board of directors is an important

factor in balancing economic values and environmental responsibility, even in the midst of a corporate culture that still tends to be masculine (Bear et al., 2010).

H4 : Moderation of the Board of Directors' Feminism on the Relationship between CSR Disclosure and Financial Performance

The results of the study show that the feminism of the board of directors has a significant effect in moderating the relationship between CSR disclosure and financial performance. These findings are in line with research showing that women on the board of directors' have a high sensitivity to social values, justice, and sustainability (Akbar & Juliarto, 2023; Wicaksono et al., 2023). Women's involvement makes CSR disclosure more meaningful and integrated into business strategies, not just a formality (Bear et al., 2010; Boulouta, 2013). The values of empathy, transparency, and ethics inherent in women's leadership also contribute to the positive perception of stakeholders, which ultimately increases the financial value of the company (Maria et al., 2017). Thus, women's representation on board not only reflects gender equality, but also acts as a catalyst for the success of sustainable CSR programs.

Overall, the results of this study show that environmental performance and social responsibility disclosure play an important role in shaping a company's financial performance, although the direct influence is not fully significant. The role of feminism on the board of directors has proven to be able to strengthen the relationship between corporate sustainability and financial performance, both through environmental management and the implementation of CSR programs. This confirms that gender diversity in strategic leadership not only reflects equality but is also an important factor for the effectiveness of sustainability policies and the company's economic value.

CONCLUSION

This study analyzes the influence of environmental performance and social responsibility disclosure on financial performance, with board feminism as a moderating variable. The results indicate that while environmental performance and CSR disclosure have a positive effect on financial performance, the effect is not statistically significant, suggesting that the economic benefits of sustainability initiatives are generally realized in the long term and have not yet been fully reflected in company profitability. Moreover, board feminism significantly moderates this relationship, as the presence of women on the board enhances the effectiveness of sustainability policies and increases the strategic value of CSR disclosure. Therefore, female representation on corporate boards not only promotes gender equality but also contributes meaningfully to improving both financial performance and corporate sustainability.

Suggestions and Recommendations

1. For practitioners, companies are advised to strengthen environmental performance and implement corporate social responsibility (CSR) programs substantially, not just symbolically. The involvement of women in the board of directors' also needs to be increased because their presence is able to encourage more inclusive decision-making and increase the effectiveness of the company's sustainability strategy.
2. For regulators, it is necessary to formulate and enforce policies that promote gender equality and transparency in sustainability reporting. Government support through incentives or rewards for companies that have good environmental and social performance can motivate wider corporate participation in sustainability practices.
3. For academics, further research is recommended to expand the research object to other industrial sectors and add control variables such as corporate governance or company size to make the results more comprehensive. Future research may also use a longitudinal approach to observe the long-term impact of sustainability performance on financial performance.

Acknowledgments

The author would like to thank all members of the research team for their cooperation and contributions during the process of preparing this article. Thank you also to the committee of the International Conference on Islamic Economics and Business (ICoIEB) UIN Sulthan Thaha Saifuddin Jambi and the reviewers for the opportunity and valuable input that has helped improve this article to make it suitable for presentation in international scientific forums.

REFERENCES

- Akbar, M., & Juliarto, A. (2023). Keragaman Gender Dewan Direksi Memoderasi Pengaruh Pengungkapan Corporate Social Responsibility terhadap Kinerja Keuangan (Studi Kasus pada Perusahaan Non-Keuangan yang Terdaftar di Bursa Efek Indonesia Tahun 2018-2021). *DIPONEGORO JOURNAL OF ACCOUNTING*, 12(4), 1–13.
- Anggraeni, D. Y., & Djakman, C. D. (2017). Slack Resources, Feminisme Dewan, dan Kualitas Pengungkapan Tanggung Jawab Sosial Perusahaan. *Jurnal Akuntansi dan Keuangan Indonesia*, 14(1), 94–118. <https://doi.org/10.21002/jaki.2017.06>
- Aras, G., & Crowther, D. (2008). Governance and sustainability: An investigation into the relationship between corporate governance and corporate sustainability. *Management Decision*, 46(3), 433–448. <https://doi.org/10.1108/00251740810863870>
- Athallah Yuniharto, J. D., Utami, R. H., Fayliencent, I. N., & Hatta, A. J. (2024). Determinan Pengungkapan Emisi Karbon pada Perusahaan Sektor Industri: Sudut Pandang Teori Stakeholder. *AKUNTANSI DEWANTARA*, 8(1), 363–373. <https://doi.org/10.30738/ad.v8i1.16491>

- Badjuri, A., Jaeni, J., & Kartika, A. (2021). Peran Corporate Social Responsibility Sebagai Pemoderasi Dalam Memprediksi Profitabilitas Dan Ukuran Perusahaan Terhadap Agresivitas Pajak Di Indonesia: Kajian Teori Legitimasi. *Jurnal Bisnis dan Ekonomi*, 28(1), 1–19. <https://doi.org/10.35315/jbe.v28i1.8534>
- Bear, S., Rahman, N., & Post, C. (2010). The Impact of Board Diversity and Gender Composition on Corporate Social Responsibility and Firm Reputation. *Journal of Business Ethics*, 97(2), 207–221. <https://doi.org/10.1007/s10551-010-0505-2>
- Boulouta, I. (2013). Hidden Connections: The Link Between Board Gender Diversity and Corporate Social Performance. *Journal of Business Ethics*, 113(2), 185–197. <https://doi.org/10.1007/s10551-012-1293-7>
- European Commission. Joint Research Centre. Institute for the Protection and the Security of the Citizen. (2014). *Environmental Performance Index 2014: JRC analysis and recommendations*. (pp. 3–33). Publications Office. <https://data.europa.eu/doi/10.2788/64170>
- Frias-Aceituno, J. V., Rodriguez-Ariza, L., & Garcia-Sanchez, I. M. (2013). The Role of the Board in the Dissemination of Integrated Corporate Social Reporting. *Corporate Social Responsibility and Environmental Management*, 20(4), 219–233. <https://doi.org/10.1002/csr.1294>
- Galbreath, J. (2011). Are there gender-related influences on corporate sustainability? A study of women on boards of directors. *JOURNAL OF MANAGEMENT & ORGANIZATION*, 17(1), 17–36.
- Ghozali, I. (2016a). *Aplikasi Analisis Multivariate SPSS 23*.
- Ghozali, I. (2016b). *Aplikasi Analisis Multivariate SPSS 23*.
- Liao, L., Luo, L., & Tang, Q. (2015). Gender diversity, board independence, environmental committee and greenhouse gas disclosure. *The British Accounting Review*, 47(4), 409–424. <https://doi.org/10.1016/j.bar.2014.01.002>
- Lindawati, A. S. L., & Puspita, M. E. (2015). Corporate Social Responsibility: Implikasi Stakeholder dan Legitimacy Gap dalam Peningkatan Kinerja Perusahaan. *Jurnal Akuntansi Multiparadigma*, 6(1), 157–174. <https://doi.org/10.18202/jamal.2015.04.6013>
- Machold, S., Ahmed, P. K., & Farquhar, S. S. (2008). Corporate Governance and Ethics: A Feminist Perspective. *Journal of Business Ethics*, 81(3), 665–678. <https://doi.org/10.1007/s10551-007-9539-5>
- Margolis, J. D., Elfenbein, H. A., & Walsh, J. P. (2009). Does it Pay to Be Good...And Does it Matter? A Meta-Analysis of the Relationship between Corporate Social and Financial Performance. *SSRN Electronic Journal*, 2–66. <https://doi.org/10.2139/ssrn.1866371>
- Maria, G. S. I., Jennifer, M. F., & Emma, G. M. (2017). Gender diversity, financial expertise and its effects on accounting quality. *Management Decision*, 55(2), 347–382. <https://doi.org/10.1108/MD-02-2016-0090>
- Mustafa, C. C., & Handayani, N. (2014). Pengaruh Pengungkapan Corporate Social Responsibility terhadap Kinerja Keuangan Perusahaan Manufaktur. *Jurnal Ilmu & Riset Akuntansi*, 3(6), 1–16.
- Post, C., Rahman, N., & Rubow, E. (2011). Green Governance: Boards of Directors' Composition and Environmental Corporate Social Responsibility. *Business & Society*, 50(1), 189–223. <https://doi.org/10.1177/0007650310394642>



- Sejati, F. R., & Aidha, N. (2020). Hubungan Kinerja Lingkungan dan Pengungkapan Tanggung Jawab Sosial terhadap Kinerja Keuangan dengan Feminisme Dewan Direksi sebagai Variabel Moderasi. *Jurnal Ilmiah Akuntansi*, 5(2), 235–263.
- Setyaningsih, R. D., & Asyik, N. F. (2016). Pengaruh Kinerja Lingkungan terhadap Kinerja Keuangan dengan Corporate Social Responsibility sebagai Pemoderasi. *Jurnal Ilmu dan Riset Akuntansi*, 5(4), 1–15.
- Sucipto, S. (2003). *Penilaian Kinerja Keuangan*. USU Digital Library.
- Suratno, I. B., Darsono, D., & Siti Mutmainah. (2007). Pengaruh Environmental Performance terhadap Environmental Disclosure dan Economic Performance (Studi Empiris pada Perusahaan Manufaktur yang terdaftar di Bursa Efek Jakarta 2001-2004). *Jurnal Riset Akuntansi Indonesia (JRAI)*, 10(2), 199–214.
- Suyanto, S., & Rahmawati, A. P. (2022). Environmental Performance, Social Responsibility Disclosure, Managerial Ownership, Financial Performance: The Role of Feminism on Board of Directors. *SAR (Soedirman Accounting Review): Journal of Accounting and Business*. <https://doi.org/10.32424/1.sar.2022.7.2.7566>
- Wicaksono, M. E., Maruddani, D. A. I., & Utami, I. T. (2023). Model Regresi Data Panel Dinamis dengan Estimasi Parameter Arellano-Bond pada Pertumbuhan Ekonomi di Indonesia. *Jurnal Gaussian*, 12(2), 266–275. <https://doi.org/10.14710/j.gauss.12.2.266-275>
- Yoehana, M. (2013). *Analisis Pengaruh Corporate Social Responsibility terhadap Agresivitas Pajak (Studi Empiris pada Perusahaan Manufaktur yang Terdaftar di Bursa Efek Indonesia Tahun 2010-2011)*. Diponegoro University.