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Organization-Public Relations, Situational Factors, and Public Participation in Corporate Social Responsibility: The Moderating Role of Corporate Social Responsibility Motivation

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ABSTRACT

Organizational-public relations and situational factors determine public participation in corporate social responsibility (CSR) programs, and their effectiveness is also determined by corporate motivation. This study aims to examine the influence of organizational-public relations and situational factors on public participation in CSR activities, as well as to examine the moderating role of CSR motivation on the influence of organizational-public relations and situational factors on public participation. This study uses three theories, namely relationship management theory, situational problem-solving theory, and attribution theory to explain how trust, commitment, mutual control, satisfaction, guidance, and problem-solving motivation influence public participation. This study uses online CSR campaigns conducted by Unilever Indonesia and Danone Indonesia. The research sample included 399 respondents who were followers of Unilever Indonesia and Danone Indonesia on social media. The research variables were measured using a 7-point Likert scale questionnaire. Data analysis used the SEM-PLS-based path analysis method. Based on data analysis, this study found that the organization-public relationship and situational factors had a positive effect on public participation in CSR activities. In addition, CSR motivation acts as a moderating variable, where public-serving motivation strengthens, while companies-serving motivation weakens the influence of the organization-public relationship and situational factors on public participation. These findings have important implications for corporate communication strategies in increasing public involvement in social value-based CSR programs.

Keywords: *organization-public relations, situational factors, corporate social responsibility participation, corporate social responsibility motivation*

ABSTRAK

Hubungan organisasi-publik dan faktor situasional menjadi penentu partisipasi masyarakat dalam program corporate social responsibility (CSR), serta efektivitasnya juga ditentukan dengan motivasi perusahaan. Penelitian ini bertujuan untuk menguji pengaruh dari hubungan organisasi-publik dan faktor situasional terhadap partisipasi publik dalam kegiatan CSR, serta digunakan untuk menguji peran pemoderasi motivasi CSR pada pengaruh hubungan organisasi-publik dan faktor situasional terhadap partisipasi publik. Penelitian ini menggunakan pendekatan tiga teori yaitu, teori manajemen hubungan, teori situasional pemecahan masalah, dan teori atribusi untuk menjelaskan bagaimana kepercayaan, komitmen, mutualitas kontrol, kepuasan, panduan, dan motivasi pemecahan masalah mempengaruhi partisipasi publik.. Penelitian ini menggunakan kampanye CSR secara online yang dilakukan oleh Unilever Indonesia dan Danone Indonesia. Sampel penelitian meliputi 399 responden yang merupakan pengikut media sosial Unilever Indonesia dan Danone Indonesia. Variabel penelitian diukur dengan menggunakan kuesioner yang berskala Likert-7. Analisis data menggunakan metode analisis jalur (path analysis) berbasis SEM-PLS. Berdasarkan analisis data, penelitian ini menemukan bahwa hubungan organisasi-publik dan faktor situasional berpengaruh positif terhadap partisipasi publik dalam kegiatan CSR. Selain itu, motivasi CSR berperan sebagai variabel pemoderasi, di mana motivasi public-serving memperkuat, sedangkan motivasi companies-serving memperlemah pengaruh hubungan organisasi-publik dan faktor situasional terhadap partisipasi publik. Temuan ini memberikan implikasi penting bagi strategi komunikasi perusahaan dalam meningkatkan keterlibatan publik pada program CSR berbasis nilai sosial.

Kata Kunci: *hubungan organisasi-publik, faktor situasional, partisipasi corporate social responsibility, motivasi corporate social responsibility*

1. Introduction

High awareness of Corporate Social Responsibility (CSR) among the public does not always correlate with public involvement in its implementation. CSR or social responsibility is one of the non-financial factors that companies need to consider in their efforts to increase

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company value (Patmawati, 2017). CSR also reflects the company's obligations to the community and other stakeholders.

However, the reality of CSR shows that the level of public awareness of social concerns does not necessarily encourage them to actively participate in the activities carried out by companies. Therefore, the public needs information about the implementation of corporate social responsibility in order to create a peaceful life, fulfill employee welfare, and maintain public safety (Sari & Febrianti, 2021).

The phenomenon is also supported by research showing than even though CSR awareness is high, the public's intention to participate is greatly influenced by the quality of the organization-public relationship and situational motivation, not just knowledge about CSR alone (Lee et al., 2020). On the other hand, there is a social stigma that CSR implementation by companies is often merely a formality because there are negative consequences of business operations on society and the environment (Jansen et al., 2024). As a result, there is a perception that CSR is not a sincere form of social commitment, but rather a communication strategy to improve the company's image in the public eye. Thus, the public perceives that there is a companies-serving motivation in CSR, which causes the community to be skeptical of CSR campaigns and objectives (Lee & Cho, 2022).

The concept of companies-serving refers to CSR motivations that aim to increase company profits without considering the creation of social value (Wirba, 2023). Such motivations can cause the public to be hesitant and uninterested in participating because they feel that CSR activities do not really pay attention to the public interest. Furthermore, when companies-serving motivations emerge and dominate public perceptions, the public tends not to use the organization-public relationship and situational factors as determining factors for participating in CSR activities. This is because the public perceives that companies use CSR activities only as a promotional tool and marketing strategy to maximize profits, not as a means of creating social value. As a result, CSR activities that are considered to have a positive social impact can turn negative and lose their social meaning, thereby failing to build an emotional bond between the public and the company.

Although many studies have discussed CSR, there is still a gap in understanding the mechanisms that can effectively encourage public participation. Previous studies have focused more on the impact of CSR on corporate value or corporate image, while the aspect of public participation as an outcome of CSR programs has not been explored comprehensively. Community involvement in CSR activities is greatly influenced by the level of public concern for social and environmental issues (Vuong & Bui, 2023).

However, research by Ellemers and Chopova (2021), shows that CSR awareness alone is not enough to increase the community's intention to participate directly. The gap or discrepancy in this study lies in the incomplete understanding of how public-organization relationships and situational factors can influence public participation in conditions where perceptions of CSR motivation (both public-serving and company-serving) also play a role. When company-serving motivations emerge and dominate public perception, the public tends not to use organizational-public relations and situational factors as determining factors for participating in CSR activities. This causes CSR activities, which should have a positive social impact, to instead become negative and lose their social meaning.

In the context of attribution theory, this theory explains how individuals can interpret the causes of an event, behavior, and action, and how these assessments can influence cognitive, emotional, and behavioral responses to objects or things of interest (Graham, 2020). This theory is rooted in Weiner's (1986) idea that humans have a natural tendency to find out "why" an event occurred by assessing its causes based on three main dimensions, namely *locus* (location of the cause, internal or external), *stability* (stability of the cause, fixed or changing), and *controllability* (whether or not it can be controlled) (Graham, 2020; Weiner, 1986).

Thus, in the concept of CSR, this theory plays a role in understanding how the public can assess the motivation behind a company's social activities, so that the public uses various attributes in assessing and responding to CSR activities. This theory not only looks at the activities carried out but also considers the organization-public relationship and the situational factors that accompany it. Research by Lee and Cho (2022) explains that the public interprets CSR motivation through attribution to organizational behavior. If the public assesses that a company's CSR motivation is sincere and oriented towards social interests (public-serving), they will form positive attributions towards the company, strengthening trust and increasing the likelihood of participation in CSR activities. Conversely, if the public perceives that CSR motivation is companies-serving or more focused on internal interests, the attributions formed will be negative, thereby reducing trust and inhibiting public participation (Lee & Cho, 2022).

Furthermore, in the context of CSR, trust between companies and the public is formed when companies are honest in their decision-making processes and transparent in providing all information. Public commitment is built when they participate in the decision-making process of CSR activities. However, involvement alone is not enough without mutual control, which emphasizes space for the public to exert a balanced influence on decisions. Meanwhile, satisfaction arises when public expectations are met, which in this context means that companies are expected to serve the public interest.

Social Exchange Theory is also relevant in this context, whereby communities will tend to participate in CSR when they perceive a balance between what they give and what they receive from companies (Cropanzano & Mitchell, 2005). When communities feel that their participation in CSR will provide tangible benefits to their

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communities, their tendency to get involved will be higher.

In other words, the public will show interest in CSR activities if the campaign has a clear objective to increase social value and make a real contribution to social welfare (Vuong & Bui, 2023). CSR campaigns that are able to highlight social values and direct benefits to the community are more likely to attract public attention because the public feels involved and valued as part of the social goals that the company wants to achieve. Based on an assessment of campaign content, CSR campaigns will fail to gain public participation if CSR does not bring clear social value to the public and is only focused on increasing business activities (Pfajfar et al., 2022).

This emphasizes the importance of determining CSR campaign content and messages that are in line with clear motivations and objectives in the implementation of CSR. Determining good CSR campaign content is based on the motivations and objectives underlying CSR activities, as these motivations are important in shaping public perception. Public-serving motivations that are oriented towards creating social value and public benefits can foster positive relationships between companies and the community. While CSR participation is in line with the creation of social value, public-serving motivations increase CSR participation. Meanwhile, companies-serving motivations, which emphasize increasing company profits, will actually create negative perceptions and may reduce the community's desire to participate (Lee & Cho, 2022).

Within this framework, organizational-public relationship variables, which include trust, commitment, mutual control, and satisfaction, are important factors in building healthy interactions between companies and the community. Similarly, situational factors such as guidance and situational motivation in problem solving also shape how the public assesses CSR campaigns. In this case, CSR motivation determines whether organizational-public relations and factors effectively increase public participation in CSR.

Therefore, the importance of examining public-organization relationship variables and situational factors in relation to CSR participation is based on several fundamental considerations. First, public-organization relationships consisting of trust, commitment, mutual control, and satisfaction are the main foundation for building long-term relationships between companies and the community. When these relationships are strong, the community will more readily accept the CSR initiatives offered by companies.

Second, situational factors, which include guidance and situational motivation in problem solving, are important because certain contexts and situations can influence how the public assesses and responds to CSR programs. People who have adequate knowledge about specific CSR issues and are motivated to solve social problems tend to participate more actively.

Third, CSR motivation as a moderating variable is a critical point in this study because the effectiveness of the organization-public relationship and situational factors in increasing CSR participation is largely determined by the underlying motivation. The community wants to solve CSR issues if the campaign is based on public-serving motivation. Conversely, if the motivation for problem solving is only for the benefit of companies (companies-serving), then participation will not be achieved.

Based on this argument, this study specifically proposes the hypothesis of public-serving motivation as a moderating variable that is expected to strengthen the positive influence of the organization-public relationship and situational factors. This study is also important to provide a more comprehensive understanding of how companies can design CSR programs that not only meet the needs of the community but are also capable of building sustainable engagement.

This study aims to examine the influence of the organization-public relationship and situational factors on public participation in CSR activities. More specifically, the objectives of this study are:

1. Analyzing the influence of organizational-public relationship variables consisting of trust, commitment, mutual control, and satisfaction on public participation in CSR activities.
2. Analyzing the influence of situational factors, including guidance and situational motivation in problem solving, on public participation in CSR activities.
3. Testing the moderating role of CSR motivation (public-serving and companies-serving) in strengthening or weakening the influence of organizational-public relations and situational factors on public participation.
4. Analyzing the mechanisms that can explain how organizational-public relations and situational factors interact with CSR motivation in influencing public participation.

This study is expected to contribute theoretically to the development of the concept of organization-public relations and attribution theory in the context of CSR, particularly in understanding the determinants of public participation. In addition, this study is also expected to provide practical implications for companies in designing CSR communication strategies that are more oriented towards social values and sustainable public involvement, thereby mitigating public skepticism and increasing the effectiveness of CSR programs.

2. Theoretical Basis

This study contributes to the literature by determining the effectiveness of public-organization relations and situational factors on public participation by considering CSR motivation, integrating three theories: relationship management theory, situational problem-solving theory, and attribution theory, as suggested by Ji et al. (2025). Organizational-public relations, situational factors related to the issue, and CSR motivation provide a broad picture of the success of CSR campaigns. This study also contributes to providing new evidence related to CSR campaigns through social media in Indonesia, particularly the interaction between organizational-public

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relations, situational factors, and CSR motivation. The list of hypotheses tested is as follows.

This study follows Ziegele's (2025) initial concept of organization-public, which consists of trust, commitment, mutual control, and satisfaction. Trust between companies and the public is formed when companies are honest in their decision-making processes. Wang and Que (2025) found a positive relationship between honest organizations and public participation.

H1a: Trust has a positive effect on the intention to participate in CSR

Commitment is a dimension in which the involvement between the company and the community is maintained. Lo et al. (2024) found that commitment is one of the factors that drives public participation.

H1b: Commitment has a positive effect on the intention to participate in CSR

The public's ability to influence corporate decision-making processes is referred to as mutual control. The public has the right to influence corporate decisions through discussing the consistency of the vision and mission between the company and the public to strengthen the relationship between the organization and the public (Rehman et al., 2022). Hofer et al. (2024) found that mutual control encourages public participation.

H1c: Mutual control has a positive effect on the intention to participate in CSR

Satisfaction is achieved when the public feels satisfied with the company's decision-making. Psychologically, the fulfillment of expectations gives individuals a positive attitude (Bertelli-Costa & Neri, 2021). Bertelli-Costa and Neri (2021); Kim et al. (2022) found that public satisfaction increases public participation.

H1d: Satisfaction has a positive effect on the intention to participate in CSR

Factors related to specific situations indicate factors that surround the community when the community faces a situation related to CSR issues or CSR campaigns. Situational factors include situational motivation in problem solving and guidance. Guidance refers to conditions where the community has experience, knowledge, and involvement in a particular issue (Joo et al., 2022). Experience, knowledge, and involvement reflect how much information the community has (Höglund, 2024). Based on situational theory, if the community has knowledge and experience of a particular situation, then the community can carry out cognitive processes, seek information related to the issue, and communicate the behavior they will take (Tam et al., 2022). Devi and Kumalasari (2024) found that guidance directs the community to participate in CSR activities.

H2: The guidelines have a positive effect on the intention to participate in CSR.

Based on situational problem-solving theory, situational motivation in problem-solving refers to the community's desire to remain involved in the problem-solving process, such as finding solutions or learning about situations related to CSR issues (Chon & Park, 2021). Tam et al. (2022) found that situational motivation in problem solving encourages people to participate in campaign activities.

H3: Problem-solving motivation has a positive effect on the intention to participate in CSR

Organization-public relations have no value if companies establish relationships based solely on corporate interests, such as image building and profit orientation (Lee & Cho, 2022). If organization-public relations are based on public-serving motivation, then these organization-public relations are valuable for gaining public attention in a CSR campaign. On the other hand, if the organization-public relationship is based on company-serving motivation, then the organization-public relationship has no value and the public tends not to be involved in a CSR campaign.

H4: Public-serving motivation moderates the influence of the organization-public relationship on the intention to participate in CSR

H5: Companies-serving motivation moderates the influence of public-organization relationships on the intention to participate in CSR

If the information is related to public-serving, then the public has a desire to participate in the company's campaign. On the other hand, if the information is only related to companies-serving, then the public has no desire to participate in the company's campaign.

H4a: Public-serving motivation moderates the influence of trust on the intention to participate in CSR

H5a: Companies-serving motivation moderates the influence of trust on intentions to participate in CSR

Commitment indicates that companies maintain strong relationships with other companies by involving the community in the decision-making process. Community involvement is effective in achieving public participation if decisions are made based on public-serving by taking into account all public voices and interests. On the other hand, if the decision-making process only focuses on companies-serving, then community involvement fails.

H4b: Public-serving motivation moderates the influence of commitment on intentions to participate in CSR

H5b: Companies-serving motivation moderates the influence of commitment on intentions to participate in CSR

Mutual control is achieved through effective communication between companies and the public (Soid et al., 2025). If the communication is public-serving, mutual control is effective in increasing public participation. If the communication only contains

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companies-serving elements, the public loses control over influencing company decisions. Companies-serving motivation will not be relevant in conditions of strong mutual control.

H4c: Public-serving motivation moderates the influence of mutual control on intentions to participate in CSR

The public feels satisfied when companies meet public expectations. In this case, satisfaction increases CSR participation when public-serving motivation arises. In this case, companies-serving motivation will not be relevant in conditions of higher public satisfaction.

H5c: Public-serving motivation moderates the influence of satisfaction on intentions to participate in CSR

Guidance indicates situations where the public understands the content of CSR campaigns. If the public assesses that the content of CSR campaigns contains public-serving motivation, then the public will participate in CSR activities. However, if the public assesses that the content of CSR campaigns contains company-serving motivation, then the public feels that their knowledge of CSR-related issues will be meaningless in improving the situation.

H6: Public-serving motivation moderates the effect of guidance on the intention to participate in CSR

H7: Company-serving motivation moderates the influence of guidance on intentions to participate in CSR

Problem-solving motivation can encourage the community to participate in CSR activities if the CSR campaign is based on public-serving motivation. On the other hand, problem-solving motivation cannot encourage the community to participate in CSR activities if the CSR campaign is based on companies-serving motivation.

H8: Public-serving motivation moderates the effect of problem-solving motivation on intention to participate in CSR

H9: Company-serving motivation moderates the influence of problem-solving motivation on the intention to participate in CSR

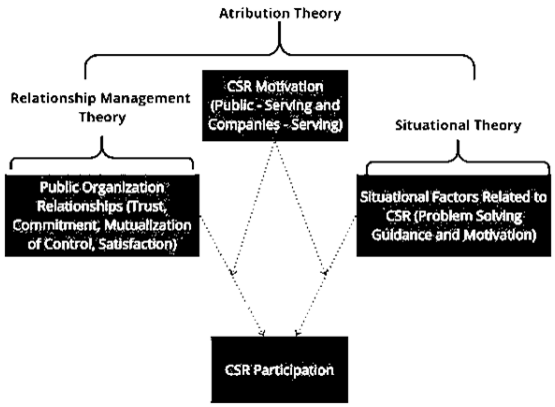


Figure 1. Theoretical Framework

3. Methodology

The 2022 Populix survey found that the environmental issues most focused on by the Indonesian public are global warming, pollution, and product waste. This study chose the issues of global warming, pollution, and product waste as the social and environmental focus in Indonesia, with Unilever Indonesia and Danone Indonesia as the research objects according to the 2022 Populix survey. These campaigns were accessed on the companies' social media platforms, including YouTube, Instagram, Facebook, and Twitter. For example, Unilever Indonesia has campaigns on climate change and waste management. Danone Indonesia has a campaign on waste management.

3.1 Data

Participants included followers and customers of Unilever Indonesia and Danone Indonesia's social media accounts as the most relevant audience for CSR campaigns. The total number of followers and customers of Unilever Indonesia and Danone Indonesia was 130,540. Participants were selected using random sampling, whereby this study took a random sample from the population using the Slovin formula (Mukti, 2025). The Slovin(1960) formula is useful when research needs to determine a sample that represents a certain condition. In this case, it is important to determine a sample that represents the target of the CSR campaign. The sample size is calculated as in equation 1 (Slovin, 1960). The sample size is calculated as in equation 1.

$$\text{Ukuran Sampel} = \frac{\text{Populasi}}{1 + \text{Populasi (error)}^2}$$
$$= \frac{130.540}{1 + 130.540\ (0{,}05)^2} = 399$$

The error value in this study follows a 5 percent significance level for survey and social science research. Based on equation 1, the sample size for the study includes 399 respondents. The sample was also determined using the Krijce-Morgan method, which determines the sample based on the population size in the Krijce-Morgan table (Uakarn et al., 2021). Based on the Krijce-Morgan table, the sample size for a population of 130,540 is 384 samples. Based on the results of the compilation of sample determination between Slovin and Krijce-Morgan, this study determined that the sample size selected was the largest, namely 399 respondents. The research variables included the organization-public relationship, situational factors related to the issue, and CSR participation intentions. The organization-public relationship included commitment, trust, satisfaction, and mutual control. Situational factors included guidance and situational motivation in problem solving.

3.2 Analysis Method

Based on Lee and Cho (2022), this study used seven Likert scale questionnaires to measure the research variables. The seven-point scale ranged from strongly agree (7), agree (6), somewhat agree (5), neutral (4),

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somewhat disagree (3), disagree (2), and strongly disagree (1). All questionnaires were modified by the CSR context. The organizational-public relationship variable was measured based on Lee and Cho (2022), including measuring situational motivation in problem solving and guidance. The CSR participation intention variable was measured based on (Lee & Cho, 2022). The CSR motive variable was measured based on (Lee & Cho, 2022). All questionnaires were distributed via direct messages on social media to all followers of Unilever Indonesia and Danone Indonesia.

This study tested the research hypotheses using structural equation modeling path analysis. The study began with validity and reliability tests. Path analysis was conducted using SEM-PLS.

4. Results and Discussion

The research results discuss the results of data processing using SEM-PLS, namely respondent characteristics, descriptive statistics for research variables, validity and reliability of questionnaires, and hypothesis testing with path analysis.

The data processing results were interpreted and discussed in accordance with the research objectives, research hypotheses, and consistency with previous research results. The results of the respondent characteristics can be seen in Table 1.

Table 1. Respondent Characteristics

Category	Char.	Respondent	Pct.
Gender	Male	128	32
	Female	271	68
	Total	399	100
Age (Years)	17-21	26	6
	22-26	258	65
	27-31	82	21
	32-36	28	7
	Over 36	5	1
	Total	399	100
Education	High School	20	5
	Bachelor's	338	85
	Master's/Doctorate	41	10
	Total	399	100
Occupation	Students/College Students	71	18
	Private Employee	233	58
	Civil Servants	13	3
	Businesses	36	9
	Others	46	12
	Total	399	100
Monthly Income	< Rp. 5,000,000	187	47
	Rp. 5,000,001-Rp. 10,000,000	187	47
	IDR 10,000,001– IDR 15,000,000	20	5
	> IDR 15,000,000	5	1
	Total	399	100

Based on Table 1, female respondents dominated with 271 respondents or 68 percent of the total 399 respondents. The largest number of respondents consisted of 258 respondents aged 22-26 years, or 65 percent of the total 399 respondents. The largest number of respondents consisted of 388 respondents with a bachelor's degree, or 85 percent of the total 399 respondents. The largest number of respondents worked as private employees, numbering 233 respondents, or 58 percent of the total 399 respondents. The majority of respondents' monthly income was in the range of below IDR 5,000,000 to IDR 10,000,000.

Table 2. Descriptive Statistics

Variable	Average	Standard Deviation
Trust	4.391	1,641
Commitment	3,545	1,838
Mutual Control	4,122	1,640
Satisfaction	3,474	1,655
Guidance	3,705	1,620
Problem Solving Motivation	3,731	1,935
CSR Participation	3,071	1,782
Public-Serving Motivation	3,178	1,727
Companies-Serving Motivation	6,280	1,651

Table 2 shows an average trust value of 4.391 with a deviation of 1.641. The average commitment value is 3.545 with a deviation of 1.838. The average mutuality of control value is 4.122 with a deviation of 1.640. The average satisfaction value is 3.474 with a deviation of 1.655. The average reference criteria value is 3.705 with a deviation of 1.620. The average situational motivation value in problem solving is 3.731 with a deviation of 1.935. The average CSR participation score is 3.071 with a deviation of 1.782. The average public-serving motivation score is 3.178 with a deviation of 1.727. The average companies-serving motivation score is 6.280 with a deviation of 1.651.

Table 3. Validity and Reliability of Measurement

Code	Factor Loading	AVE	Composite Reliability	Alpha
TRS 1	0.856	0.773	0.911	0.891
TRS 2	0.836			
TRS 3	0.863			

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TRS 4	0.875			
TRS 5	0.846			
TRS 6	0.839			
COM1	0.864	0.709	0.963	0.878
COM2	0.890			
COM3	0.878			
COM4	0.817			
COM5	0.847			
CON1	0.899	0.772	0.921	0.876
CON2	0.827			
CON3	0.828			
CON4	0.878			
CON5	0.803			
STFC1	0.852	0.798	0.922	0.859
STFC2	0.828			
STFC3	0.879			
STFC4	0.808			
STFC5	0.830			
G1	0.886	0.717	0.907	0.811
G2	0.808			
G3	0.850			
G4	0.859			
PSMO1	0.848	0.704	0.928	0.831
PSMO 2	0.883			
PSMO 3	0.813			
PSMO 4	0.879			
PS1	0.810	0.744	0.912	0.829
PS2	0.842			
PS3	0.841			
PS4	0.861			
CS1	0.822	0.713	0.913	0.811
CS1	0.829			
CS1	0.830			
CS1	0.879			
CSR1	0.860	0.730	0.924	0.803
CSR2	0.879			
CSR3	0.868			
CSR4	0.874			
CSR5	0.801			
CSR6	0.824			
CSR7	0.867			

The validity test used factor loading and AVE values, while the reliability test used composite reliability and alpha values. Based on Table 3, the factor loading values for all questionnaire items were above 0.7, indicating that the questionnaire was valid. The AVE values for all questionnaire items were above 0.5, indicating that the questionnaire was valid. The composite reliability value was above 0.7, while the alpha value was above 0.6, indicating that the questionnaire was reliable.

Table 4. Path Analysis

Path	Coe.	t-Value	Prob.	Des.
TRS→ CSR	0.194	2.456	0.007*	H1a is accepted
COM→ CSR	0.144	2.618	0.005	H1b is accepted
CON→ CSR	0.276	2.486	0.007	H1c is accepted
STFC→ CSR	0.194	1.830	0.034**	H1d is accepted
G→ CSR	0.258	2.529	0.005	H2 is accepted
PSMO→ CSR	0.254	2.419	0.008	H3 is accepted
TRS x PS→ CSR	0.241	2.708	0.004	H4a is accepted
COM x PS→ CSR	0.131	2.787	0.003	H4b is accepted
CON x PS→ CSR	0.062	2.476	0.007	H4c is accepted
STFC x PS→ CSR	0.229	2.313	0.009	H4d is accepted
G x PS→ CSR	0.181	2.143	0.011**	H6 is accepted
PSMO x PS → CSR	0.061	2.179	0.011	H7 is accepted
TRS x CS → CSR	-0.073	-2.355	0.008	H5a is accepted
COM x CS → CSR	-0.143	-2.509	0.006	H5b is accepted
G x CS → CSR	-0.037	-2.492	0.007	H8 is accepted
PSMO x CS → CSR	-0.034	-2.502	0.006	H9 is accepted
CMIN/ DF	1,001			
GFI	0.981			
AGFI	0.985			
CFI	0.996			
NFI	0.994			
R-Square	0.748			

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In Table 4, the CMIN/DF value is 1.001 (not significant), while the GFI, AGFI, CFI, and NFI values are above 0.9, indicating that the model fits. The CSR participation model has an R-Squared of 0.748, indicating that the relationship between the organization and the public, situational factors, and CSR motivation can explain 74.8 percent of CSR participation, while 25.2 percent of CSR participation is explained by other variables.

Table 4 shows that the path of trust to CSR participation (TRS → CSR) has a coefficient of 0.194 with a t-value of 2.456 (significant at 0.01). The results show that trust increases CSR participation. The path of commitment to CSR participation (COM → CSR) has a coefficient of 0.144 with a t-value of 2.618 (significant at 0.01). The results show that commitment increases CSR participation. The path of mutual control over CSR participation (CON → CSR) has a coefficient of 0.276 with a t-value of 2.486 (significant at 0.01). The results show that mutual control increases CSR participation. The path of satisfaction with the of CSR participation (STFC → CSR) has a coefficient of 0.194 with a t-value of 1.830 (significant at 0.05). The results show that satisfaction increases CSR participation. Thus, this study shows that trust, commitment, mutual control, and satisfaction increase CSR participation.

The path from guidance to CSR participation (G → CSR) has a coefficient of 0.258 with a t-value of 2.529 (significant at 0.01). The results show that referent criteria increase CSR participation. The path of situational motivation in problem solving on CSR participation (PSMO → CSR) has a coefficient of 0.254 with a t-value of 2.419 (significant at 0.01). The results show that situational motivation in problem solving increases CSR participation.

In the context of the moderating variable of public-serving motivation, the interaction between trust and public-serving motivation on CSR participation (TRS x PS → CSR) has a coefficient of 0.241 with a t-value of 2.708 (significant at 0.01). The results show that trust increases CSR participation if public-serving motivation is increased. Public-serving motivation strengthens the positive effect of trust on CSR participation intentions. The interaction between commitment and public-serving motivation on CSR participation (COM x PS → CSR) has a coefficient of 0.131 with a t-value of 2.787 (significant at 0.01). The results show that commitment increases CSR participation when public-serving motivation is enhanced. Public-serving motivation strengthens the positive effect of commitment on the intention to participate in CSR.

The interaction between mutual control and public-serving motivation on CSR participation (CON x PS → CSR) has a coefficient of 0.062 with a t-value of 2.476 (significant at 0.01). The results show that mutual control increases CSR participation when public-serving motivation is increased. Public-serving motivation strengthens the positive effect of mutual control on CSR participation intention. The interaction between satisfaction and public-serving motivation on CSR participation (STFC x PS → CSR) has a coefficient of 0.229 with a t-value of 2.313 (significant at 0.01). The results show that satisfaction increases CSR participation when public-serving motivation is enhanced. Public-serving motivation strengthens the positive effect of satisfaction on CSR participation intention.

The interaction between guidance and public-serving motivation on CSR participation (G x PS → CSR) has a coefficient of 0.181 with a t-value of 2.143 (significant at 0.05). The results show that guidance increases CSR participation if public-serving motivation is increased. Public-serving motivation strengthens the positive effect of guidance on CSR participation intention. The interaction between situational motivation in problem solving and public-serving motivation on CSR participation (PSMO x PS → CSR) has a coefficient of 0.061 with a t-value of 2.179 (significant at 0.01). The results show that situational motivation in problem solving increases CSR participation if public-serving motivation is enhanced. Public-serving motivation strengthens the positive effect of situational motivation in problem solving on the intention to participate in CSR.

In the context of companies-serving motivation as a moderating variable, the interaction between trust and companies-serving motivation on CSR participation (TRS x CS → CSR) has a coefficient of -0.073 with a t-value of -2.355 (significant at 0.01). The results show that trust reduces CSR participation when companies-serving motivation is increased. Companies-serving motivation weakens the positive effect of trust on CSR participation intention. The interaction between commitment and companies-serving motivation on CSR participation (COM x CS → CSR) has a coefficient of -0.143 with a t-value of -2.509 (significant at 0.01). The results show that commitment reduces CSR participation when companies-serving motivation increases. Companies-serving motivation weakens the positive effect of commitment on CSR participation intention.

The interaction between guidance and companies-serving motivation on CSR participation (G x CS → CSR) has a coefficient of -0.037 with a t-value of -2.492 (significant at 0.01). The results show that guidance reduces CSR participation when companies-serving motivation increases. Companies-serving motivation weakens the positive effect of guidance on CSR participation intention. The interaction between situational motivation in problem solving and companies-serving motivation on CSR participation (PSMO x CS → CSR) has a coefficient of -0.034 with a t-value of -2.502 (significant at 0.01). The results show that situational motivation in problem solving reduces CSR participation if companies-serving motivation is increased. Companies-serving motivation weakens the positive effect of situational motivation in problem solving on the intention to participate in CSR.

Based on data analysis, the first result shows that the organization-public relationship (trust, commitment, mutual control, and satisfaction) influences the public's intention to participate in CSR activities. The higher the public's trust, commitment, mutual control, and

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satisfaction with the company, the closer the relationship between the company and the public, so that the public is willing to participate in company programs, including CSR programs. These research results are in line with Bertelli-Costa and Neri (2021); Hofer et al. (2024); Kim et al., (2022); Lo et al. (2024), who found that the organization-public relationship increases public participation.

The second result shows that situational factors (guidance and problem-solving motivation) influence the public's intention to participate in CSR activities. Situations that facilitate the public in obtaining information (guidance) and solutions (problem-solving motivation) related to social and environmental issues increase the public's intention to participate in CSR programs. These research results are in line with Devi and Kumalasari (2024); Tam et al. (2022), who found that situational factors encourage the public to participate.

The third result shows that public-serving CSR motivation strengthens the influence of the organization-public relationship and situational factors on CSR participation. These results indicate that the influence of the organization-public relationship and situational factors only applies to the public when companies' motivation for conducting CSR is to fulfill public interests. The fourth result shows that companies-serving CSR motivation weakens the influence of organization-public relations and situational factors on CSR participation. This result shows that the encouragement of organization-public relations and situational factors does not apply to the public when companies' motivation for CSR is to fulfill corporate interests. The results of this study are in line with Lee and Cho (2022), who explain that CSR motivation determines public response.

The influence of the organization-public relationship on CSR participation confirms the relationship management theory, which explains that the relationship between the organization and the public determines the outcome. The influence of situational factors on CSR participation confirms situational theory, which explains that specific situations determine how the public behaves. The moderating role of CSR motivation in organizational-public relations, situational factors, and CSR participation confirms attribution theory, which explains that individual behavior depends on attributes, including motivation.

5. Conclusion

This study shows that organizational-public relations and situational factors related to issues are proven to influence the public's intention to participate in CSR activities. In addition, in the context of CSR motives as a moderating variable, this study found that motives to serve the public and motives to serve the company can moderate the influence of public-organizational relations and situational factors on public participation in CSR programs. These findings provide a comprehensive picture of how the dynamics of organizational relationships and public perceptions of issues play an important role in shaping CSR participation.

Theoretically, the results of this study emphasize the importance of a strategic approach in CSR communication. Organizations are not only required to implement CSR programs, but also need to proactively foster and maintain positive relationships with the public. Strong relationships, characterized by trust, commitment, and two-way communication, are an important foundation that can encourage public involvement. These findings also expand the theoretical basis related to CSR motivation attribution by showing that public perceptions of motives to serve the public or serve the company can moderate the relationship between organizations and the public and situational factors on public participation. In addition, a deep understanding of issues that are sensitive to the public has proven to be an important catalyst in triggering the public's intention to participate in CSR programs.

From a practical perspective, this study implies that public relations departments within organizations need to improve relationship management in order to strengthen organization-community relationships and encourage the public to participate in CSR campaign activities. Organizations also need to promote CSR motives that are more public-serving in order to build positive perceptions and increase program effectiveness. In addition, regulators need to consider formulating policies that support more participatory CSR campaigns, so that the results of CSR activities can have a more tangible social impact on both the community and the organization.

Based on the overall findings, this study also opens up space for further research. Future research could explore other moderating variables, such as the role of social media or types of public social identity, which have the potential to enrich our understanding of the dynamics of participation in CSR campaigns. This more comprehensive understanding is expected to contribute to the development of CSR programs that are more participatory, sustainable, and oriented towards broader social impact.

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