

Building Social Impact in Tourism Villages: How Stakeholder Pressure and Organizational Culture Shape Performance through the Mediation of Corporate Social Responsibility and the Moderation of Organizational Image

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Abstract

As expectations for social and environmental accountability continue to rise, organizations are increasingly required not only to comply with regulations but also to make tangible contributions to society. In this context, the role of tourism villages—organizations that directly engage with local communities—becomes crucial, given their significant contributions to economic growth and social well-being. Stakeholder pressure and organizational culture emerge as key drivers of social performance; however, how these factors translate into measurable outcomes remains unclear. A deeper understanding of the internal mechanisms mediating this process is needed. Drawing on stakeholder theory, this study proposes that corporate social responsibility (CSR) acts as a mediator linking stakeholder pressure and organizational culture to social performance. Additionally, organizational image is posited as a moderating variable that amplifies the effect of CSR on social performance. This study seeks to enrich theoretical understanding and provide a comprehensive prediction of how CSR influences social performance in tourism villages. We conduct online and offline surveys from tourism village administrators in D.I. Yogyakarta, Indonesia. The proposed model was tested using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that organizational culture has a direct effect on social performance, while stakeholder pressure affects it indirectly through CSR. Moreover, a positive organizational image enhances the effect of CSR on social performance, highlighting the importance of external perceptions in motivating responsible actions. This study offers insights into the internal pathways and contextual factors that enable tourism villages to strategically respond to sustainability demands.

Keywords: paradoxical leadership; innovative work behavior; creative self-efficacy; integrative complexity; perceived organizational support