

The Impact of Impact-driven Entrepreneurship on Community Empowerment and Corporate Social Performance in Indonesia

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ABSTRACT

This study examines the impact of impact-oriented entrepreneurship on community empowerment and corporate social performance in Indonesia. As entrepreneurship increasingly moves beyond profit maximization toward addressing social and environmental challenges, impact-oriented entrepreneurship offers an integrated approach that prioritizes sustainability and inclusivity. Using a quantitative method, data were collected from 100 respondents through a structured questionnaire based on a five-point Likert scale. The analysis employed Structural Equation Modeling–Partial Least Squares (SEM-PLS 3) to test the hypothesized relationships. The results show that impact-oriented entrepreneurship has a positive and significant effect on community empowerment, reflected in greater participation, skills development, and resource access. In addition, impact-oriented entrepreneurship positively and significantly influences corporate social performance by improving stakeholder trust, ethical practices, and organizational legitimacy. The findings suggest that entrepreneurial ventures in Indonesia can serve as a catalyst for both social empowerment and sustainable business performance. This research contributes to the theoretical discourse on social entrepreneurship and corporate responsibility while offering practical insights for entrepreneurs and policymakers in designing strategies that balance financial success with social impact.

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1. INTRODUCTION

Entrepreneurship has long been recognized as a driving force for economic development, innovation, and job creation. In recent years, however, the traditional profit-oriented view of entrepreneurship has been increasingly challenged by a broader perspective that emphasizes social and

environmental impacts. This emerging paradigm, often referred to as impact-oriented entrepreneurship, goes beyond financial returns by addressing pressing societal challenges and creating sustainable value for communities [1]. In the Indonesian context, where issues such as poverty alleviation, inequality reduction, and

environmental sustainability remain urgent, impact-oriented entrepreneurship has gained attention as a potential catalyst for inclusive growth. Impact-oriented entrepreneurship, particularly social entrepreneurship, is increasingly recognized as a vital mechanism for addressing societal challenges in Indonesia, as it integrates social and environmental objectives into business models, aiming to create sustainable value beyond mere financial returns. In Indonesia, where issues like poverty, inequality, and environmental sustainability are pressing, social entrepreneurship is seen as a catalyst for inclusive growth, characterized by innovative solutions and a commitment to systemic change, as demonstrated by successful social enterprises in the region. Social entrepreneurship integrates social and environmental goals with business objectives, representing a shift from traditional profit-focused models [2], with Indonesian social entrepreneurs driven by a mission to address issues such as poverty, education, and renewable energy, thereby empowering marginalized communities [3]. Notable Indonesian social enterprises like Kitabisa.com, Du Anyam, and Pandawara Group illustrate the positive impact of social entrepreneurship across various sectors, leveraging technology and innovation to create sustainable business models that address systemic issues [3]. Nonetheless, social entrepreneurship faces challenges such as funding, scalability, and regulatory hurdles, which require creativity and resilience to overcome, while collaboration, networking, and a commitment to social and environmental values remain crucial for their success [4]. Ultimately, social entrepreneurship emerges as a powerful force for positive societal change, with the potential to create a more sustainable and inclusive world [1], and the growing interest in social and sustainable enterprises further highlights their role in addressing contemporary environmental, social, and financial challenges [5].

One of the key areas in which impact-oriented entrepreneurship manifests its

influence is community empowerment, where entrepreneurs with socially driven missions involve local communities in their value chains, provide training and capacity-building initiatives, and enhance participation in decision-making processes to foster inclusive grassroots development. By empowering communities, impact-oriented entrepreneurs not only generate social benefits but also strengthen the long-term viability of their business models, often focusing on marginalized groups by offering skills training, microfinance, and market access to promote self-sufficiency and sustainable livelihoods. These initiatives are further supported by participatory strategies that emphasize community involvement and cultural empowerment, thereby enhancing resilience and inclusive development. Social entrepreneurs implement diverse strategies such as skills training programs and microfinance initiatives to empower marginalized communities, enabling self-sufficiency and sustainable livelihoods [6], while participatory training models involve communities in planning, implementation, and impact assessment, enhancing both self-reliance and empowerment [7]. Moreover, social entrepreneurship integrates economic objectives with social impact, promoting inclusion for low-income communities, women, people with disabilities, and indigenous populations [6], while empowerment strategies ensure access to resources, knowledge, and skills to improve economic situations effectively (Nurhusnaina et al., 2024). Stakeholder participation and organizational structures are equally crucial in strengthening the outcomes of social initiatives [8], and government policies, private sector collaborations, as well as social innovation ecosystems play an essential role in overcoming challenges such as limited funding and scalability [6].

In addition, impact-oriented entrepreneurship has significant implications for corporate social performance (CSP), which reflects the extent to which companies integrate social responsibility into their strategies and operations while addressing

the interests of employees, consumers, communities, and the environment. Prior research shows that socially responsible entrepreneurial activities enhance corporate reputation, stakeholder trust, and competitive advantage [9], and in Indonesia, where stakeholders increasingly demand ethical practices, impact-oriented entrepreneurship provides a pathway for firms to achieve profitability while contributing positively to society. This approach emphasizes maximizing positive societal impacts and shifting business purposes toward a social market economy that balances profit with responsibility [10], making it highly relevant in Indonesia's socio-economic landscape. By enhancing corporate reputation and stakeholder trust, impact-oriented entrepreneurship strengthens competitive advantage [11], while CSR activities mitigate risks, foster brand reputation, and ensure long-term financial sustainability [11]. When strategically aligned with business objectives, CSR initiatives also boost financial performance and solidify relationships with key stakeholders, including government entities, as evidenced by Indonesian companies listed on the IDX [12]. A notable case is GoTo, Indonesia's largest technology conglomerate, which during the COVID-19 pandemic demonstrated how social impact can be balanced with profitability, highlighting both the potential of impact-oriented entrepreneurship to drive economic growth and the challenges of maintaining sustainability amidst market volatility and regulatory pressures [13].

Despite growing recognition of the importance of impact-oriented entrepreneurship, empirical studies in Indonesia remain limited. Much of the existing literature has been conceptual, with relatively few studies providing quantitative evidence on how impact-oriented entrepreneurship directly influences community empowerment and corporate social performance. Addressing this research gap, this study aims to analyze the impact of impact-oriented entrepreneurship on community empowerment and corporate

social performance in Indonesia using a quantitative approach.

2. LITERATURE REVIEW

2.1 *Impact-Oriented Entrepreneurship*

Impact-oriented entrepreneurship, particularly in emerging economies like Indonesia, plays a crucial role in addressing societal challenges by integrating social missions into business strategies, aiming not only for financial success but also for positive social and environmental outcomes. These entrepreneurs tackle issues such as poverty, inequality, and sustainability by mobilizing resources, fostering stakeholder collaboration, and driving innovation to ensure both business viability and societal transformation. Their approach blends entrepreneurial principles with social and environmental values, leveraging cross-sector collaboration to amplify impact and employing innovative, adaptable models for long-term sustainability [4], [14], [15]. Despite challenges like funding, scalability, and regulatory hurdles, which demand creativity, resilience, and technological innovation [16], impact-oriented entrepreneurship remains a pivotal force for sustainable development by addressing societal, economic, and environmental challenges through transformative business models [15].

2.2 *Community Empowerment*

Community empowerment in the context of entrepreneurship in Indonesia involves enabling communities, particularly in rural and semi-urban areas, to participate in economic activities that enhance social well-being through initiatives facilitated by social enterprises and community-based organizations focusing on skill development, resource access, and decision-making

power. These efforts aim to alleviate poverty and unemployment by fostering self-reliance and creating inclusive economic opportunities, as demonstrated by organizations such as Yayasan Cinta Anak Bangsa (YCAB) and Cinderella Indonesia Foundation (CIF), which establish partnerships to enhance livelihoods and mobilize community capabilities through sustainable collaborations [17]. Empowerment typically follows stages including preparation, assessment, planning, implementation, evaluation, and termination, designed to strengthen communities cognitively, affectively, and psychomotorically, thereby fostering entrepreneurial behavior and improving welfare [18]. A practical example can be seen in Nolakla Village, where community empowerment leverages local potential to improve economic conditions, highlighting a people-centered, sustainable development paradigm that emphasizes direct community involvement in entrepreneurship to achieve economic independence [19].

2.3 Corporate Social Performance

Corporate Social Performance (CSP) is a framework that evaluates how businesses manage responsibilities toward stakeholders and society by integrating social and environmental considerations into core strategies, closely linked to Corporate Social Responsibility (CSR) but with a stronger focus on outcomes and impacts. In emerging economies, CSP is crucial for ensuring accountability in socially and environmentally sensitive contexts, enhancing reputation, stakeholder trust, and long-term sustainability, making it a strategic necessity for impact-oriented entrepreneurs. It emphasizes stakeholder interaction, focusing on

impacts rather than wealth generation [20], and involves managing relationships with customers, shareholders, media, and policymakers while addressing ecological and social aspects of operations [21]. CSP is increasingly measured through third-party ratings such as MSCI, KLD, ASSET4, and Sustainalytics, which help quantify its impact on financial performance despite some controversies [22], [23]. In emerging markets, CSP plays a vital role in integrating economic, social, and environmental dimensions into risk management, serving as a metric of social responsibility and reflecting effective stakeholder relationship management correlated with financial performance [23].

2.4 Hypotheses Development

Based on the theoretical review, the following hypotheses are proposed:

- H1: Impact-oriented entrepreneurship has a positive and significant effect on community empowerment.
- H2: Impact-oriented entrepreneurship has a positive and significant effect on corporate social performance.

3. RESEARCH METHODS

3.1. Research Design

This study employs a quantitative research design to examine the influence of impact-oriented entrepreneurship on community empowerment and corporate social performance in Indonesia. Quantitative methods were selected because they allow for objective measurement of constructs, hypothesis testing, and statistical validation of the proposed model. The study applies a causal-

explanatory approach, focusing on determining the direct effects of the independent variable (impact-oriented entrepreneurship) on the dependent variables (community empowerment and corporate social performance).

3.2. *Population and Sample*

The population of this study consists of entrepreneurs and organizational actors engaged in socially oriented business practices in Indonesia. Given the resource and time limitations, a purposive sampling technique was employed to select respondents who were directly involved in or knowledgeable about entrepreneurial practices with social impact. A total of 100 respondents were included in the sample, which is considered adequate for Structural Equation Modeling–Partial Least Squares (SEM-PLS) analysis, as recommended by Hair et al. (2017) for studies with small to medium sample sizes.

3.3. *Data Collection Method*

Primary data were collected through a structured questionnaire distributed to selected respondents, designed using indicators of impact-oriented entrepreneurship, community empowerment, and corporate social performance derived from relevant literature. A five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was applied to capture respondents' perceptions and attitudes. To encourage honest and unbiased responses, the survey guaranteed anonymity and confidentiality for all participants.

The study employed one independent variable and two dependent variables. The independent variable, Impact-Oriented Entrepreneurship (IOE), refers to entrepreneurial activities

that integrate social and environmental objectives with business sustainability, measured through indicators such as social mission integration, stakeholder collaboration, innovation for social value, and long-term sustainability orientation. The dependent variables included Community Empowerment (CE), defined as the capacity of communities to participate, develop skills, and achieve self-reliance, with indicators covering participation in decision-making, access to resources, skills development, and collective action; and Corporate Social Performance (CSP), which reflects the extent of organizational responsibility toward stakeholders and society, measured through ethical responsibility, community engagement, environmental stewardship, and stakeholder trust.

3.4. *Data Analysis Technique*

Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS 3), chosen for its suitability with small to medium sample sizes, ability to handle complex models with multiple constructs, and robustness in analyzing non-normally distributed data (Chin, 1998). The process included descriptive analysis to present respondents' demographic profiles and perceptions of each construct; measurement model evaluation (outer model) to assess indicator reliability, internal consistency reliability (Cronbach's Alpha and Composite Reliability), convergent validity (Average Variance Extracted), and discriminant validity; and structural model evaluation (inner model) to test relationships among constructs using path coefficients, t-statistics, and p-values, with a 5% significance

level ($\alpha = 0.05$), where hypotheses were accepted if the t-statistic > 1.96 and p-value < 0.05 . Further, the coefficient of determination (R^2) was used to assess explanatory power of the independent variable on the dependent variables, while effect size (f^2) and predictive relevance (Q^2) evaluated the relative importance of predictors and the predictive validity of the model.

4. RESULTS AND DISCUSSION

4.1 Descriptive Findings

The demographic profile of respondents shows considerable diversity. By gender, 55% were male and 45% female, indicating that both men and women actively engage in socially driven entrepreneurial ventures. In terms of age, the majority (60%) were between 25–40 years, reflecting the dominance of younger entrepreneurs in pursuing impact-oriented initiatives, while 25% were between 41–50 years, and the remaining 15% were above 50 years of age. Regarding education, most respondents (70%) held at least a bachelor's degree, 20% had completed high school, and 10% possessed postgraduate qualifications. These characteristics suggest that the respondents were generally well-educated, entrepreneurial, and socially engaged, making them well-positioned to contribute to initiatives that integrate business with social and environmental objectives.

The descriptive statistics of variables, measured on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), provide insights into respondents' perceptions of Impact-Oriented Entrepreneurship (IOE), Community Empowerment (CE), and Corporate Social Performance (CSP). For IOE, mean values ranged between 3.80 and 4.25,

with an overall average of 4.05, indicating agreement that entrepreneurial practices integrated social and environmental missions, stakeholder collaboration, and long-term sustainability. CE indicators scored between 3.75 and 4.30, with an average of 4.07, suggesting that respondents perceived entrepreneurship as empowering communities through decision-making participation, resource access, skill development, and self-reliance. CSP recorded the highest mean values, between 3.85 and 4.40, with an average of 4.15, reflecting strong agreement that entrepreneurship enhanced ethical responsibility, community engagement, stakeholder trust, and environmental stewardship. Overall, the findings show positive perceptions across all constructs, with CSP rated highest, followed by CE and IOE, underscoring that impact-oriented entrepreneurship in Indonesia is viewed as both socially empowering and strategically valuable for enhancing organizational responsibility and performance.

4.2 Measurement and Structural Model Results

Data analysis using SEM-PLS 3 involved two stages: evaluation of the measurement model (outer model) to ensure construct validity and reliability, followed by the evaluation of the structural model (inner model) to test hypotheses and assess explanatory power. In the measurement model, validity and reliability were examined through indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. All factor loadings exceeded the recommended threshold of 0.70, ranging from 0.721 to 0.872, confirming that each indicator adequately represented its construct.

Furthermore, Cronbach’s Alpha and Composite Reliability (CR) values were also above 0.70, indicating

satisfactory internal consistency and reliability of the constructs.

Table 1. Validity and Reliability

| Construct | Cronbach’s Alpha | Composite Reliability (CR) | AVE |
|--|------------------|----------------------------|-------|
| Impact-Oriented Entrepreneurship (IOE) | 0.889 | 0.918 | 0.653 |
| Community Empowerment (CE) | 0.876 | 0.911 | 0.668 |
| Corporate Social Performance (CSP) | 0.902 | 0.930 | 0.687 |

Source: Results processing data (2025)

The reliability and validity results indicate that all constructs—Impact-Oriented Entrepreneurship (IOE), Community Empowerment (CE), and Corporate Social Performance (CSP)—demonstrate strong psychometric properties, with Cronbach’s Alpha values exceeding the recommended threshold of 0.70 (IOE = 0.889, CE = 0.876, CSP = 0.902), confirming high internal consistency. Composite Reliability (CR) values are also well above 0.70 (IOE = 0.918, CE = 0.911, CSP = 0.930), suggesting that the items reliably measure their respective latent variables, while Average Variance Extracted (AVE) values surpass the minimum criterion of 0.50 (IOE = 0.653, CE = 0.668, CSP = 0.687), indicating good convergent validity. These results confirm that the indicators for each construct share a substantial proportion of variance with their underlying latent variables, providing strong evidence that the measurement model is both reliable and valid, and can therefore be confidently used in the structural model evaluation to test the hypothesized relationships among variables.

All Average Variance Extracted (AVE) values were above 0.50, ranging between 0.653 and 0.687, confirming that each construct explained more than half of the variance of its indicators.

Using the Fornell–Larcker criterion, the square root of AVE for each construct was higher than the correlations with other constructs, ensuring discriminant validity. In addition, the HTMT ratio of correlations was below 0.85, confirming adequate discriminant validity among constructs. Thus, the measurement model demonstrated satisfactory reliability and validity, allowing for structural model testing.

a. Structural Model (Inner Model)

The structural model was evaluated using path coefficients, t-statistics, p-values, R² values, effect size (f²), and predictive relevance (Q²), with hypothesis testing conducted through a bootstrapping procedure involving 5,000 subsamples, and the results summarized in Table 2.

Table 2. Hypothesis Testing

| Hypothesis | Path Relationship | Path Coefficient (β) | t-Statistic | p-Value | Result |
|------------|-------------------|----------------------|-------------|---------|-----------|
| H1 | IOE → CE | 0.684 | 9.215 | 0.000 | Supported |
| H2 | IOE → CSP | 0.652 | 8.473 | 0.000 | Supported |

Source: Results processing data (2025)

Both hypotheses were supported, confirming that

impact-oriented entrepreneurship (IOE)

significantly influences community empowerment (CE) and corporate social performance (CSP). For H1, the path coefficient ($\beta = 0.684$) with a t-statistic of 9.215 and a p-value of 0.000 indicates a strong positive relationship between IOE and CE, suggesting that entrepreneurial practices integrating social and environmental objectives substantially enhance community capacity, participation, and self-reliance, thereby fostering inclusive grassroots development. Similarly, H2, with a path coefficient of 0.652, a t-statistic of 8.473, and a p-value of 0.000, provides robust evidence of a positive relationship between IOE and CSP, highlighting that socially and environmentally driven entrepreneurial activities not only empower communities but also strengthen corporate social performance through stakeholder trust, ethical responsibility, and sustainable practices. Together, these results underscore IOE's dual role as a strategic driver of both community empowerment and organizational legitimacy, advancing social value while ensuring corporate sustainability.

b. Coefficient of Determination (R^2)

The R^2 values indicate the proportion of variance explained by the independent variable, showing that Impact-Oriented Entrepreneurship (IOE) has a moderate explanatory power on both dependent variables. For Community Empowerment (CE), the R^2 value of 0.468 means that 46.8% of its variance is explained by IOE, while for Corporate Social Performance (CSP), the R^2 value of 0.425 indicates that 42.5%

of its variance is explained by IOE, demonstrating that IOE contributes significantly to both constructs though with moderate explanatory strength.

c. Effect Size (f^2)

Cohen's effect size (f^2) values indicated that IOE had a large effect on CE ($f^2 = 0.55$) and a moderate-to-large effect on CSP ($f^2 = 0.48$).

d. Predictive Relevance (Q^2)

Using the blindfolding procedure, Q^2 values were positive for both CE ($Q^2 = 0.33$) and CSP ($Q^2 = 0.29$), suggesting that the model has strong predictive relevance for endogenous constructs.

4.3 Discussion

a. Impact-Oriented Entrepreneurship and Community Empowerment.

The study confirms that Impact-Oriented Entrepreneurship (IOE) has a strong and positive effect on Community Empowerment (CE) ($\beta = 0.684$, $p < 0.001$), indicating that entrepreneurs who integrate social and environmental objectives into their business models are effective in fostering empowerment through greater participation in decision-making, improved access to resources, skills development, and enhanced self-reliance. This finding supports prior studies that highlight entrepreneurship as a powerful mechanism for social inclusion and poverty alleviation, particularly in Indonesia where rural and marginalized communities face limited opportunities, making IOE a key driver of sustainable development. Social entrepreneurship initiatives in Indonesia have empowered rural

communities by promoting community-driven approaches rooted in local values [24], while enterprises such as Kitabisa.com and Du Anyam have improved access to resources and skills development through innovative solutions to social challenges [25], and community-based enterprises have created self-supporting jobs that enhance economic independence [26]. Moreover, IOE has proven effective in promoting economic inclusion for marginalized groups, including women, low-income communities, and indigenous populations, through programs such as skills training and microfinance, enabling them to achieve self-sufficiency and sustainable livelihoods [6].

b. Impact-Oriented Entrepreneurship and Corporate Social Performance

The findings reveal a positive and significant relationship between Impact-Oriented Entrepreneurship (IOE) and Corporate Social Performance (CSP) ($\beta = 0.652$, $p < 0.001$), showing that entrepreneurs who prioritize social missions demonstrate stronger ethical responsibility, stakeholder engagement, and environmental stewardship, thereby enhancing corporate image and legitimacy. This supports the view that corporate social responsibility (CSR) practices improve stakeholder trust and long-term sustainability, which is especially critical in Indonesia where businesses are increasingly expected to address not only financial outcomes but also broader social and environmental impacts. CSR practices play a

vital role in building stakeholder trust through transparency, accountability, and environmental audits that strengthen sustainability practices [27], [28]. Furthermore, CSR has been shown to positively affect financial performance in Indonesian small and medium enterprises by improving operational efficiency and fostering long-term sustainability, while also developing social capital and ensuring both financial and non-financial returns [28], [29]. Beyond financial outcomes, higher levels of CSR are linked to improved environmental sustainability, particularly in sectors such as energy, influenced by institutional ownership and governance structures [30]. Many Indonesian companies have also adopted the concept of Creating Shared Value (CSV), integrating social and environmental goals into business strategies to support community development and environmental protection, thereby generating long-term benefits for both society and the economy [31].

c. Theoretical Contributions

This study contributes to the literature by providing quantitative evidence that links IOE with CE and CSP, areas that have often been explored conceptually but rarely tested empirically in emerging markets like Indonesia. The results strengthen the argument that entrepreneurship should be understood not only as an economic engine but also as a social institution capable of generating broader societal benefits. Furthermore, the study highlights the dual outcomes of

IOE—empowering local communities while simultaneously enhancing organizational social performance—bridging two important streams of research: social entrepreneurship and corporate social responsibility.

d. Practical Implications

For practitioners, the findings underscore the need for entrepreneurs to embed social missions into their core business strategies. IOE provides a pathway to achieve competitive advantage while contributing to sustainable community development. Policymakers should also recognize the value of IOE by creating enabling environments, such as access to funding, training, and partnerships, that support impact-oriented ventures. For communities, engagement with socially driven entrepreneurs offers opportunities for empowerment, capacity building, and long-term resilience.

5. CONCLUSION

This study set out to analyze the influence of impact-oriented entrepreneurship (IOE) on community empowerment (CE) and corporate social performance (CSP) in Indonesia, and the empirical results provide strong evidence that

IOE significantly and positively affects both. By embedding social and environmental objectives into business practices, entrepreneurs foster community participation, build skills, and enhance local capacity, directly contributing to empowerment. At the same time, IOE strengthens corporate social performance by promoting ethical responsibility, stakeholder engagement, and sustainable practices that enhance legitimacy and trust. Theoretically, this research extends the literature on entrepreneurship by showing the dual role of IOE in advancing both social and organizational outcomes, while practically it emphasizes the need for entrepreneurs to adopt socially driven business models, policymakers to create supportive frameworks and incentives, and communities to collaborate with entrepreneurs to maximize empowerment opportunities.

In the Indonesian context, where socio-economic and environmental challenges remain urgent, IOE emerges as a strategic pathway to align entrepreneurial innovation with sustainable development goals. Future studies could broaden this research by using larger samples, testing mediating or moderating variables, and conducting comparative analyses across sectors and regions to enrich understanding. Ultimately, the findings reinforce that entrepreneurship, when oriented toward impact, can simultaneously generate profitability, foster social empowerment, and enhance corporate responsibility—creating long-term value for both businesses and society.

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