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BRIDGING CSR AND SOCIAL ENTREPRENEURSHIP: A CASE STUDY OF COMMUNITY EMPOWERMENT IN INDONESIA'S MINING SECTOR

Harry Z Soeratin
Universitas Pembangunan Nasional Veteran Jakarta, Indonesia
hzss@upnvj.ac.id

Sakroni
Politeknik Kesejahteraan Sosial Bandung, Indonesia
sakroni2@gmail.com

Abstract
This paper explores the strategic linkage between Corporate Social Responsibility (CSR) and social entrepreneurship as an innovative approach to generating sustainable social impact. Employing a case-study method focused on a coal-mining company in Indonesia, the study illustrates how CSR functions not merely as a matter of compliance or philanthropy, but as a tool for community empowerment through capacity building and local enterprise development. The findings reveal that CSR initiatives oriented toward strengthening social entrepreneurship—such as skills training, micro-enterprise development, and women's empowerment—can create mutually reinforcing social and economic value. Nonetheless, challenges related to sustainability, program monitoring, and competency enhancement remain critical issues that must be addressed. The study recommends integrating social-entrepreneurship approaches into corporate CSR strategies and fostering multi-stakeholder partnerships to broaden their impact. Theoretical and practical implications are discussed, along with suggestions for future research aimed at bolstering external validity and the generalizability of findings within the context of sustainable development.
Keywords: CSR; social entrepreneurship; community empowerment; sustainable development; case study; multi-stakeholder collaboration.

Introduction

In contrast to Milton Friedman's classical view—which holds that a company's sole social responsibility is to maximize profits for its shareholders—an increasing number of business leaders now believe firms exist for more than the pursuit of profit alone. As noted by Sandiaga Uno, an Indonesian public official and leading social-entrepreneurship advocate, companies should ideally act as agents of social change capable of creating shared value for society, the environment, and a wide range of stakeholders (Uno, 2020).

Over the past two decades, Corporate Social Responsibility (CSR) has become a critical pillar of business sustainability in Indonesia. CSR is no longer regarded merely as philanthropy or image-building, but rather as a strategic component that supports business growth and strengthens brand value. Its importance becomes especially apparent when companies face unexpected circumstances such as natural disasters, environmental crises, social conflict, or public scrutiny over unethical practices. In such situations, corporate existence and reputation can be shaken, making the CSR response an indispensable instrument of social recovery (Ministry of State-Owned Enterprises, 2021).

The relevance of CSR in Indonesia can be understood in two principal forms. First, it poses a strategic challenge to build positive, long-term relationships between companies and communities. Both privately owned firms and state-owned enterprises are required to possess a robust social track record, as the continuity of their operations depends on support from both internal and external stakeholders. Hence, all corporate activities should reinforce this social track record—an approach referred to here as *CSR enforcement*. Second, CSR success is measured not only by routine programs but also by a company's ability to respond swiftly to critical incidents or unforeseen events. This necessitates a *CSR recovery mechanism*—an emergency response system that safeguards a company's social value while minimizing negative impacts on surrounding communities (WALHI, 2022).

Indonesian companies must balance CSR enforcement with CSR recovery if they are to operate harmoniously in both stable and socially challenging contexts. Achieving such balance is possible only when a firm understands and addresses the needs and aspirations of the communities in which it operates. One integrative approach that fosters harmonious relations is active social engagement—through community-empowerment programs, local capacity building, and support for social entrepreneurship.

Social entrepreneurship can serve as a strategic instrument for meeting social needs that are not adequately addressed by government or markets. Companies can play a pivotal role in supporting social entrepreneurship by forging partnerships, providing market access, offering training, and delivering sustained mentoring. For example, various energy and mining firms in Kalimantan, Sumatra, and Papua have facilitated community business units, women's cooperatives, and local food-production centers as part of their CSR programs. Supporting such social initiatives demands clear policy frameworks, adequate funding, and long-term commitment (Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, 2023; Ashoka Indonesia, 2022).

This paper seeks to explore the nexus between CSR and social entrepreneurship (SE) in Indonesia. The central research question is: *How can corporate entities in Indonesia fulfill their social responsibility through interventions that facilitate the development of social entrepreneurship within local communities?* The relationship between CSR and SE represents an innovative domain with significant potential to drive social change and open collaborative opportunities for creating sustainable shared value.

The paper is organized as follows. Section 2 presents the theoretical foundations and literature review on CSR and social entrepreneurship in Indonesia. Section 3 elaborates the conceptual relationship between CSR and SE on the basis of empirical and normative studies. Section 4 offers a case study of a CSR initiative grounded in social entrepreneurship undertaken by a coal-mining company in East Kalimantan. The discussion then examines CSR's role in promoting social entrepreneurship and identifies mechanisms for advancing similar initiatives. The paper concludes with policy implications and strategic recommendations for companies, policymakers, and social-entrepreneurship practitioners in Indonesia.

2. Theoretical and Conceptual Review

2.1 Corporate Social Responsibility (CSR)

The evolution of Corporate Social Responsibility (CSR) reflects society's growing awareness of the social and environmental impacts of business activities. In an era of globalization and increasingly complex development challenges, companies are evaluated not only on their financial performance but also on their contributions to social welfare and environmental sustainability (World Business Council for Sustainable Development, 2000).

Elkington (1997) situates CSR within the Triple Bottom Line framework, which highlights three core dimensions—profit, people, and planet. This perspective challenges the classical economic paradigm that focuses exclusively on shareholders, encouraging firms to transform into entities that are also socially and ecologically responsible.

In Indonesia, CSR regulations gained prominence following the enactment of Law No. 40/2007 on Limited Liability Companies, which explicitly obliges businesses—especially those operating in natural-resource sectors—to fulfill social and environmental responsibilities. CSR is defined as a corporate commitment to contribute to sustainable development by providing economic, social, and environmental benefits to all stakeholders (National Committee on Governance Policy, 2006).

Theoretically, CSR can be viewed through multiple lenses. Schwartz and Carroll (2003) identify three principal domains: the economic domain (the obligation to generate profit), the legal domain (the duty to comply with laws and regulations), and the ethical domain (the responsibility to act fairly and morally). These domains intersect to form a conceptual framework that explains how companies balance their social roles.

In practice, CSR has evolved from ad-hoc philanthropic activities into an integrated corporate strategy. Porter and Kramer (2011) introduced the Creating Shared Value (CSV) approach, whereby CSR is seen not as a cost or obligation but as a strategic opportunity to generate mutual value for both the company and society. For example, an agribusiness firm might enhance local farmers' productivity through training and technical assistance while simultaneously ensuring a high-quality, sustainable supply of raw materials for its operations.

Modern CSR also addresses issues such as fair labor practices, social inclusion, women's empowerment, preservation of local culture, and climate-change mitigation. In the post-pandemic era, CSR emphasizes community resilience, including strengthening micro- and small enterprises, expanding access to online education, and supporting community-based public-health programs (UNDP Indonesia, 2021).

Given its expanding scope and society's rising expectations, effective CSR implementation requires transparent, accountable, and participatory governance. Companies cannot conduct CSR unilaterally; instead, they must involve local stakeholders in program planning, execution, and evaluation. This need underscores the importance of cross-sector synergy, including collaboration with civil-society organizations, academics, and local governments.

CSR is no longer merely a matter of compliance or reputation management; it has become a foundational pillar of corporate sustainability strategy and social legitimacy. Its success is measured not only by program outputs but also by the tangible, long-term impact experienced by communities and the environment.

2.2 Social Entrepreneurship

Over the past few decades, social entrepreneurship has emerged as an innovative response to the limitations of conventional approaches in addressing social issues. This phenomenon arose when actors in both the non-profit and business sectors began adopting entrepreneurial methods to create sustainable social impact. Social entrepreneurship is not merely oriented toward generating economic value; rather, it seeks to solve social problems such as poverty, unemployment, gaps in health-care provision, and limited access to education (Nicholls, 2006).

According to Dees (2001), social entrepreneurship involves creating systemic change through innovation grounded in a social mission. Social entrepreneurs act as change agents in the social sector, identifying new solutions to persistent problems that are often left unresolved by government interventions or market mechanisms. In this view, social entrepreneurs are not simply business operators but visionaries capable of combining social concern with business logic.

In Indonesia, social entrepreneurship has gained increasing attention—especially in the wake of the COVID-19 pandemic, which highlighted the need for more inclusive and participatory development approaches. Numerous initiatives have appeared, ranging from community-based cooperatives and social MSMEs to technology start-ups for persons with disabilities and digital-economy platforms that empower small-scale farmers and fishers. Movements such as Sociopreneur Indonesia and GandengTangan demonstrate that mission-driven businesses can attract investment, build collaborative networks, and deliver measurable impact.

In terms of structure, social enterprises often take hybrid forms that blend profit and non-profit elements. This model enables organizations to sell products or services as a self-sustaining revenue source while maintaining a social mission as their primary goal. Bacq and Janssen (2011) note that social-enterprise structures can include cooperatives, foundations with business units, village-owned enterprises (BUMDes), and community-based micro-businesses operating in strategic sectors such as food, education, health, and renewable energy.

A key aspect of social entrepreneurship is social innovation—the capacity to devise new approaches to complex social problems. Westley and Antadze (2010) argue that social innovation involves changing how people think, organize, and act in ways that generate systemic impact within society. Consequently, social entrepreneurship is relevant not only at the local community level but also as a development strategy with potential nationwide influence.

Operationally, social-enterprise organizations typically perform core functions such as skills training, business mentoring, micro-finance provision, and the creation of community-based marketing networks. Research by Spear and Bidet (2005) found that the success of social enterprises heavily depends on their collaborative capacity with other actors—such as local governments, private companies, academics, and donor agencies.

Social entrepreneurship is a strategic approach that integrates social objectives with economic efficiency. More than merely an alternative solution, it can serve as a foundational pillar for achieving the Sustainable Development Goals (SDGs), particularly in eradicating poverty, creating decent work, and strengthening local economic resilience. Amid fiscal constraints and market fluctuations, the role of social entrepreneurship is increasingly urgent in supporting development that is equitable, participatory, and sustainable.

3. Bridging CSR and Social Entrepreneurship: Building Synergy for Sustainable Development

Social challenges such as extreme poverty, unequal access to health services, structural unemployment, and limited educational opportunities remain heavy burdens for many developing countries, including Indonesia. Faced with these realities, conventional approaches that rely solely on government intervention or donor assistance are increasingly questioned for their effectiveness. By contrast, the rise of social-entrepreneurship practices offers an alternative solution that is more participatory, innovative, and context-specific. Rooted in local needs and grounded in community-based solutions, social entrepreneurship has demonstrated its capacity to address social problems through market mechanisms that serve social goals (Mulgan et al., 2007).

Yet in their formative and expansion phases, social enterprises often encounter obstacles in financing, technical support, and institutional strengthening. Here, synergy with the business sector through the framework of Corporate Social Responsibility (CSR) becomes highly strategic. CSR can function not merely as a channel for philanthropic aid but as a collaborative platform that links corporate resources with grassroots social innovation (Bitzer et al., 2012).

Collaboration between companies and social entrepreneurs not only creates social value but can also broaden inclusive economic value. Within the shared-value approach advanced by Porter and Kramer (2011), companies contribute to society while simultaneously opening new markets that were previously overlooked. Such collaboration enables firms to understand community needs more deeply, develop socially relevant products or services, and enhance brand reputation through social legitimacy.

Moreover, corporate engagement in supporting social entrepreneurship can extend CSR from simple donation programs to measurable social investment. Through these partnerships, companies can provide seed funding, managerial mentoring, and access to networks and technology—resources that social enterprises urgently need (Nicholls & Pharoah, 2008). For instance, a food-sector company might partner with local farmer cooperatives to develop a sustainable, agriculture-based supply chain.

Research by Kerlin (2010) indicates that corporate support for social enterprises not only increases the competitiveness of the social sector but also strengthens cross-sector collaborative governance. While social entrepreneurs excel at understanding local dynamics and building community trust, companies possess advantages in scale, efficiency, and resources that can accelerate program replication and growth.

Thus, the relationship between CSR and social entrepreneurship is not merely transactional but transformational. It is a form of partnership capable of driving social development that is more inclusive, sustainable, and systemically impactful. In Indonesia—where social challenges are highly complex and diverse—the integration of CSR and social entrepreneurship is a crucial strategy for fostering development that prioritizes the people and optimally empowers local potential.

4. Fruit of Distinctive Efforts—Advancing Social Entrepreneurship: A Case Study of PT Bukit Asri Energi

This section presents a case study of a large-scale Indonesian coal-mining company as a concrete example of how social-entrepreneurship principles can be strategically integrated into a firm's Corporate Social Responsibility (CSR) program.

4.1 Company Overview

PT Bukit Asri Energi is a national enterprise engaged in natural-resource management, specifically coal mining, with its main operations located in Paser Regency, East Kalimantan. The company is one of Indonesia's significant domestic energy suppliers and conducts its activities under a mining business license approved by the local government and the Ministry of Energy and Mineral Resources (ESDM).

PT Bukit Asri Energi bases all corporate policies and activities on five core values:

1. Creating benefits for all stakeholders
2. Community-based inclusive development
3. Ecological responsibility
4. Social concern
5. Operational efficiency

The principle of social concern underpins the firm's CSR strategy, which prioritizes local empowerment and sustainable development.

4.2 Social-Entrepreneurship Initiatives and Capacity Building

Since its inception, PT Bukit Asri Energi has demonstrated a strong commitment to fostering harmonious relations with local communities. According to the Environmental Impact Assessment (AMDAL), only three villages—home to roughly 4,500 residents—are indirectly affected by mining activities. Instead of pursuing relocation, the company has focused on capacity building and developing local entrepreneurial skills.

Flagship program: Women's Independent Sewing Center

This women's-empowerment initiative teaches basic sewing and household-product craftsmanship. Conducted over four months, the training has produced dozens of women who now earn daily incomes of IDR 50,000–100,000. Beyond creating economic opportunities, the program has reshaped women's social roles within their families and communities.

Eco-Friendly Cloth Sanitary-Pad Unit

Managed entirely by village women, this unit produces reusable cloth pads. In addition to providing training in production and enterprise management, the company facilitates reproductive-health and personal-hygiene education campaigns. The products are sold locally at affordable prices, offering a sustainable alternative income source for the participants.

Programs for youth and men

PT Bukit Asri Energi also offers skills training for unemployed youth and adult men, including security-guard certification, heavy-equipment driving, and oyster-mushroom cultivation. These courses are delivered in partnership with the regional job-training center and other training institutions. Most participants have secured employment or launched micro-enterprises based on the skills acquired.

Through this approach, the company has opened new avenues for local economic development, creating a community-based social-entrepreneurship model integrated into its CSR agenda. The key to success lies in combining local capacity building with technical and financial support from the company, while prioritizing vulnerable groups in villages surrounding the mine.

5. Discussion

In recent years, public expectations of the corporate role have shifted markedly. Companies are no longer viewed merely as economic entities responsible for "doing no harm," but also as social actors expected to serve as positive forces within their surrounding environments (Zadek, 2004). These demands come from a wide array of stakeholders—local communities, government agencies, impact-driven investors, and increasingly sustainability-minded consumers. To make a tangible contribution, firms must first understand the social, economic, and environmental challenges faced by the communities around their operations.

Achieving sustainable and replicable development requires active collaboration between companies and communities. One approach gaining prominence is the integration of Corporate Social Responsibility (CSR) and social entrepreneurship. By supporting social-enterprise initiatives, firms not only help individuals overcome economic constraints but also broaden their social impact through empowerment rooted in local innovation (Defourny & Nyssens, 2010). This approach has proven to increase CSR effectiveness because it is more contextual, participatory, and oriented toward long-term impact.

The PT Bukit Asri Energi case study indicates that community empowerment through skills training, seed-capital facilitation, and micro-enterprise mentoring can yield CSR strategies with high added value. The company not only creates jobs, but also nurtures local entrepreneurs who, in turn, employ other residents and bolster the community's economic resilience. Such an approach avoids the dependency trap of purely charitable projects and instead fosters socio-economic autonomy (Sen, 1999).

Unlike strategies that simply absorb a limited local workforce, CSR programs focused on strengthening community capacity are far more inclusive. When a company relies solely on hiring, the benefits accrue only to individuals who already possess specific skills. In contrast, training- and incubation-based approaches give a broader segment of the population opportunities to grow and contribute to the local economic ecosystem. This reflects a shift from passive responsibility to active responsibility, positioning the firm as a facilitator of social transformation.

Stakeholders today also pay close attention to a company's concrete contributions to national and global development agendas. Within the framework of the Sustainable Development Goals (SDGs), businesses are encouraged to become development partners that advance objectives such as poverty eradication (SDG 1), decent work and economic growth (SDG 8), and gender equality (SDG 5). By supporting social entrepreneurship, companies not only meet these expectations but also strengthen their social legitimacy in the public eye (UN Global Compact, 2021).

From this discussion, it is evident that firms integrating sustainability principles and social empowerment into their CSR strategies have greater opportunities to build healthy, long-term relationships with communities. Support for social entrepreneurship stands out as one of the most relevant and impactful interventions for developing areas surrounding corporate operations—particularly in high-social-risk sectors such as mining and energy.

6. Implications and Recommendations

As discussed earlier, corporate involvement in supporting and developing social entrepreneurship not only reflects progressive CSR practice but also yields significant mutual benefits for both companies and communities. Assistance for social entrepreneurship can serve as a vehicle for community empowerment, capacity building, and the creation of a more resilient, locally competitive economic ecosystem (Mulgan et al., 2007).

In the highlighted case study, PT Bukit Asri Energi's interventions—skills training, job-access facilitation, and micro-enterprise mentoring—proved capable of enabling local residents to achieve economic self-reliance. This practice exemplifies how CSR can evolve beyond philanthropy into a transformational strategy that embeds long-term value in surrounding communities.

Nevertheless, several critical challenges must be addressed to ensure that such initiatives remain sustainable and adaptable to changing circumstances. **First**, an ongoing monitoring-and-evaluation system is required—one that measures success not only quantitatively (e.g., number of participants, products generated) but also qualitatively (e.g., capacity changes, household economic resilience, and increased self-confidence). Without consistent monitoring, the risk of program stagnation and failure rises.

Second, strengthening social entrepreneurship demands periodic upskilling so that participants keep pace with market and technological dynamics. Partnerships with vocational institutes, polytechnics, and regional business incubators are vital for systematically updating social entrepreneurs' competencies. **Third**, companies need to broaden collaborative partnerships with local governments, village-owned enterprises (BUMDes), local cooperatives, and civil-society organizations through multi-stakeholder platforms. Such collaboration will reinforce cross-sector support and facilitate the integration of CSR programs into village and regional development plans.

Strategic recommendations for companies include:

1. Establishing a dedicated CSR unit focused on social entrepreneurship, mandated to identify, mentor, and develop local entrepreneurial potential in a structured, long-term manner.
2. Setting Social Impact Indicators that measure the changes produced by CSR interventions, rather than merely the outputs of activities.
3. Developing a local entrepreneurship ecosystem by creating markets for community products, assisting with business legalization, and facilitating the digitalization of enterprises.
4. Creating adaptive, locally based post-training mentoring programs to ensure that success extends beyond the initial training phase.
5. Facilitating the replication of the model in other areas with similar contexts to disseminate CSR impact on a national scale.

By adopting these approaches, corporate CSR will become not merely a legal obligation or corporate formality but a genuine force for social transformation capable of accelerating the achievement of inclusive and sustainable development in Indonesia.

7. Conclusion

In recent years, Corporate Social Responsibility (CSR) has become an integral, non-negotiable element of modern business strategy. Pressure from regulators, financial institutions, consumers, and local communities has pushed companies to move beyond the single pursuit of profit and to act as responsible corporate citizens that contribute to social and environmental development (UNESCAP, 2018).

The old paradigm—"business is business" and economic growth will automatically "trickle down" to the poor—has proved insufficient in many contexts, including Indonesia. Instead, an inclusive-development approach that positions CSR as a vehicle for creating shared value is increasingly necessary to bridge social gaps and strengthen the resilience of local communities.

Although not without its shortcomings, the company profiled in this case study offers important lessons for other firms in resource-extractive sectors. Skills training, social-enterprise capacity building, and women's empowerment represent concrete steps toward equitable development. Still, sustainability challenges remain critical. Short-term, ceremonial CSR will not deliver structural change. Initiatives must have sustainable management, financing, and evaluation systems if they are to provide long-term benefits for vulnerable groups.

To ensure CSR effectiveness, an integrated and holistic approach must be adopted. CSR should be mainstreamed throughout the entire business process—from planning to execution, from production to the supply chain, and from internal policy to external engagement. In doing so, companies can not only reinforce their social legitimacy but also make tangible contributions to achieving the Sustainable Development Goals (SDGs).

Ultimately, CSR success is not measured by the amount of money spent or the number of activities carried out, but by the depth of social impact achieved and the strength of partnerships forged between companies and communities. Inclusive, collaborative, and empowerment-based CSR is the key to a just and sustainable development future in Indonesia.

7.1 Research Limitations

This study adopts a single-case design with a specific focus and scope. As Yin (2018) notes, case studies possess inherent limitations because they are bound to particular contexts—whether in terms of location, time, or organizational characteristics. Consequently, the findings of this research cannot be statistically generalized to the entire population of natural-resource companies.

Even so, the case-study approach remains highly valuable for exploratory and theoretical purposes, as it can provide deep insights into complex social dynamics and contribute to the development of new theories and hypotheses (Flyvbjerg, 2006). The present study does not position the featured company as an ideal model; rather, it serves as an empirical illustration of how the relationship between CSR and social entrepreneurship can be developed contextually and adaptively.

7.2 Directions for Future Research

Building on the findings and reflections of this study, several avenues for future inquiry emerge. **First**, efforts should be made to replicate this research with other firms—whether in similar or different industries—that likewise adopt social-entrepreneurship approaches within their CSR programs. Cross-case analyses involving multiple companies would enhance external validity and enrich the conceptual framework. **Second**, large-scale quantitative studies could be undertaken to investigate the causal relationships among corporate performance, CSR investment levels, and social-entrepreneurship indicators. Such studies might employ survey methods or secondary data to establish stronger statistical generalizations, while still attending to construct validity and data quality (Bryman, 2016). **Third**, future research could explore the roles of non-corporate actors in strengthening social entrepreneurship within the CSR ecosystem—such as local governments, micro-finance institutions, social incubators, and civil-society organizations. A multi-stakeholder analysis would offer a broader picture of cross-sector synergy in creating shared value at both local and national levels.

Follow-on studies are expected not only to broaden conceptual understanding of the CSR–social-entrepreneurship nexus, but also to provide practical contributions to formulating sustainable-development policies based on collaboration between the private sector and communities.

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