

Empowering MSMEs through Corporate Social Responsibility Programs at PT Pertamina Marketing Operation Region in Indonesia: Advancing Sustainable Development Goal 8

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ABSTRACT

Objective: To examine the role of the digital economy in empowering Micro, Small, and Medium Enterprises (MSMEs) and to identify the contribution of corporate social responsibility programs implemented by PT Pertamina Marketing Operation Region in supporting community economic empowerment and Sustainable Development Goal 8. **Method:** Qualitative approach using content analysis. Data were obtained from relevant literature, institutional documents, reports, and published information concerning the digital economy, MSME development, digital marketing, and corporate social responsibility programs. The data were classified, interpreted, and analyzed to identify the relationship between digital economic activities, community empowerment, and MSME development. **Results:** The findings show that sharing-economy business models and digital platforms, including Gojek, Traveloka, Tokopedia, and Bukalapak, contribute to Indonesia's economic activities by expanding market access and creating new business opportunities. Social media is also widely used by millennials to exchange information and support digital marketing activities. Furthermore, PT Pertamina's partnership-based CSR programs contribute to strengthening community economic activities and encouraging MSMEs to become more independent. Digital marketing training may enhance the information technology competencies of millennials and MSME actors while creating opportunities to generate income. **Novelty:** The study integrates the perspectives of the digital economy, MSME empowerment, and corporate social responsibility within a single framework and highlights their contribution to inclusive economic growth and the achievement of Sustainable Development Goal 8.

INTRODUCTION

Indonesia has many companies that can provide opportunities to the community through partnership programs for Corporate Social Responsibility (CSR) programs. To maximize the program CSR, companies have a moral responsibility or obligation that must be implemented by the company to the community based on Limited Company Law Number 40 of 2007. Through this law, companies are required to implement it. In addition, CSR can provide added value for the company by informing profit as a company's performance based on Law Number 19 of 2003 concerning BUMN in realizing a sustainable business. In running a business, management is the most important factor because without management the business will not be managed properly. Many business people open up opportunities for entrepreneurship for Micro, Small and Medium Enterprises (MSMEs) that can increase economic independence. MSMEs can have an impact on increasing economic growth. In addition, MSMEs are proven to be resistant to crises and are able to survive. First, do not have foreign debt. Second, there is not much debt to banks because they are considered unbankable. Third, using local and export-oriented inputs. MSMEs are used as a driver of economic growth.

Economic growth is the development of activities in the economy which causes the goods and services produced in the community to increase and the prosperity of the community to increase (Sukirno, 2010). Increasing economic growth has an impact on people's lives through the partnership CSR program, namely Micro, Small and Medium Enterprises (MSMEs). MSMEs have experienced a decline in income since the impact of the COVID-19 pandemic. Many MSMEs take advantage of advances in information technology, because MSMEs can optimize and generate a large sales turnover. In addition, advances in information technology can change civilization, including economic digital activities. Application of digital economy such as Gojek with MSMEs Partners. According to the UI Demographic Institute (2018), Gojek and MSMEs Partners contributed to the transaction volume of IDR 1.7 trillion in 2017. Business in the digital era is experiencing a shift from offline to online so that online business in the MSMEs sector has great potential to be improved. MSMEs and the economy are able to carry out the development stage because the economy has improved with various kinds of community activities, both economic, health, educational, and socio-cultural activities. It is hoped that Indonesia can reach the growth phase, namely the stage where the economy grows and recovers so that Indonesia can rise again.

According to the theory of CSR, it is said that companies in running business are based on a social context, namely interacting with each other and having responsibilities to stakeholders because one organization can not pursue the goal of "economic balance over time", but at the same time must seek the conditions of social equilibrium. According to John Elkington (1997) state that "Cannibals with Forks, the Tripple Bottom Line of Twentieth Century Business" who expanded the triple bottom line concept, namely economic prosperity, environmental quality, and social justice. Through this book, Elkington gives the view that a sustainable company must pay attention to the 3Ps, namely profit, people and planet. Companies that run their business is not justified only pursue profits alone (profit), but they also have to be involved in meeting the welfare needs of society (people), and participates actively in protecting the environment (planet). These three principles support each other in the implementation of CSR programs. CSR programs are carried out by companies to improve social and environmental issues from the company's existence in improving community welfare and improving the environment.

PT.Pertamina (Persero) Marketing Operation Region (MOR) CSR activities are carried out for MSMEs fostered partners. MSMEs fostered partners PT. Pertamina (Persero) have experienced a decline in income since the impact of the covid-19 pandemic. The decrease in revenues received by the Small Micro Enterprises amounted to 84.20 %, whereas in Large Medium Enterprises there is a decrease in revenue of 82.29%. This certainly increases the number of unemployed by 2.67 million people. The impact a barrage finally make the aggregate demand declining and economic growth in Indonesia to minus 3.49 % in the third quarter of 2020. This reason made me interested in carrying out research at PT. Pertamina. So, this research tries to fulfill this gap by answering the following main research question : " How is the role of the digital economy on MSMEs and CSR programs of society in Indonesia?

This study aims to explore the role of digital economy for MSMEs and identify CSR programs in the community. This research contributes for academics and practitioners, namely to give knowledge about the role of digital economy and Corporate Social Responsibility (CSR) in the MSMEs sector. In addition, the MSMEs do not depend on moneylenders and bring buyers closer to sellers.

Legitimacy theory

The theory used in Corporate Social Responsibility (CSR) is Legitimacy. Legitimacy theory states that the company has a contract with the community to carry out its activities based on the values of justice, and how the company responds to various interest groups to legitimize the company's actions (Oktina et al., 2020). If there is a misalignment between company values and community values, the company will lose its legitimacy, which in turn will threaten the survival of the company. In addition, managers must determine how companies can become more socially responsible, ecologically sustainable, and economically competitive.

Definision and Characteristics of CSR

Corporate Social Responsibility (CSR) is a mechanism for an organization to voluntarily integrate social and environmental concerns into their operations and their interaction with stakeholders, which exceeds organizational responsibilities in the field (Anggriani, 2006). According to John Elkington, the objectives of CSR as the Triple Bottom Line are Profit, People, and Planet. This means that it must be able to increase company profits, improve employee and community welfare, as well as improve environmental quality. Socially responsible companies can implement CSR costs for social programs through a partnership program, namely MSMEs. Because MSMEs can be an important link in the production chain for business competitiveness. In addition, MSMEs is important in Indonesia as an economic structure and employment.

Later Whetten et al. (2002) defined CSR as societal expectations of corporate behaviour and stakeholder expectation. In addition, the CSR definition on the one hand expanded and covered more corporate behavior and stakeholder expectation, especially society. The socially responsible corporation, a company must be more than a legal and ethical person also. CSR is not always a legal necessity ; increasingly it is an obligation. However, a company has to be socially responsible even though it is not a legal obligation (Seifi and Crowther, 2014) which is one of the most important characteristics of CSR.

Corporate Social Responsibility (CSR) has become an important aspect of businesses wishing to remain relevant in today's global environment (Wirba, 2023). In Indonesia, CSR activities are not mandatory for all companies doing business in the country, however, for certain companies such as those in the mining sector that exploit natural resources, CSR has become compulsory in accordance with the Indonesian Government Regulation No. 47/2012. In fact, regardless of the presence or absence of regulations, CSR becomes very important when a company is aware and is committed to maintaining its survival, both from the economic or social and environmental aspects (Horrigan, 2010). Companies in Indonesia should not only think of corporate responsibilities as mere economic performances offered to its shareholders in terms of profit and share price, or as legal responsibilities to the government of having to pay taxes or as compliance with environmental impact assessment" requirements. It is more than that. If companies wish to be acknowledged and accepted, they should also pay attention to their social responsibilities.

Responsibility to the environment can be realized by reporting the company's activities through a sustainability report. A sustainability report contains information on CSR activities in the social, economic and environmental fields. It also maintains the company's commitment to sustainability and minimization of risks. This report is important for stakeholders so that an overview of the company's CSR activities as well as its strategies in maintaining sustainability, both internally and externally.

In Indonesia, there is form of reports describing companies' CSR activities, for example : Social and environmental reports, norannual reports. CSR activities that have been undertaken by the company should be disclosed in the sustainability report, as well as when the activity has to end. Challenges or barriers faced by the company that result in suspended CSR programmes should also be disclosed in the report along with their impact on sustainability. Furthermore, the company is expected to inform about its commitment in ensuring sustainability that includes economic, social and environment in the sustainability report.

The concept of CSR goes beyond the juridical concept of imputation and adds that the corporation is a political and moral actor that has to respond to its duty to live as a good citizen with respect for its collective duties. The social responsibility of the corporation includes for sustainable development, nature and future generations. Micro, Small and Medium Enterprises (MSMEs) Sector According to Hitchens et al. (2003) states that " MSMEs offers several advantages compared with large companies such as size and adaptation MSMEs can be changed". In addition, market oriented for MSMEs more sensitive in competition and more innovative. There is a positive relationship between environmental performance and small and medium sized companies in other sectors. In addition, there is a statistically significant positive relationship between the environmental and financial performance of MSMEs in general. The dependence relationship between market conditions and industry sectors considered. There are two (2) main objectives namely: a) the relationship between environmental performance and the size of the MSMEs in the textile sector and, b) the relationship between the environment and financial development in the same kind of company.

Industry 4.0

Industry 4.0 like cyber physical systems, internet of things, industrial internet of things, big data analytics, virtual reality, augmented reality, robotics and other advanced technologies offer tremendous scope on significantly contributing to sustainability along with environmental protection. According to Semel et.al. (1996) state that the fourth industrial revolution has transformed the industrial production sector leading to digitalization, intelligent decision making and technological reconnected decentralized manufacturing. The contribute of industry 4.0 to the sustainable development goals impacting industrial production systems and processes like conservation of raw material and resources, reduction of waste and costs associated with waste disposal, energy conservation, increasing efficiencies by automated and decentralized. Industry 4.0 based philosophy will allow transformation of industrial business processes, making them a resource that is more efficient, conservative and cost effective. In addition, industry 4.0 based decision-making processes, can increase the overall efficiency with reducing costs. This matter can help the industrialists, employees, stakeholders, society and government to achieve sustainable development goals. According to Wang et.al. (2015) state that the philosophy of industry 4.0 revolves around the theme of operational flexibility in manufacturing efficiency and sustainability, ensuring constantly high quality with low cost along with profits offering customised eco-friendly products and services to the customers.

Technologies have the value chain like autonomous robots, industrial IoT, cybersecurity, simulation, cloud additive manufacturing, big data, augmented and virtual reality. In addition, Industry 4.0 has technological advancements like cyber-physical systems with IoT representing smart factories, products, and integration of

vertical and horizontal business processes (Wang et al., 2016). According to Wang et al. (2016), virtual industrial manufacturing practices and real-time decision-making can support sustainable manufacturing goals with increasing autonomy and flexibility. Industry 4.0 is a philosophy of sustainable development (Ghobakhloo, 2020) which shows the link between Industry 4.0 technologies and industrial sustainability. According to Ghobakhloo (2020), Industry 4.0 has business processes that support sustainability in power use. In addition, Industry 4.0 also provides business models, which are primarily based on sustainability and resource conservation. According to Kamble et al. (2020), Industry 4.0 is related to manufacturing practices sustainability and has various common considerations in the value chain. These may include practices like design for manufacturing, life cycle management, and green management with safe working conditions, eliminating waste, and improving efficiencies (Kamble et al., 2020). Industry 4.0 has significant potential for contributing to sustainable development goals by creating smart business models, additive manufacturing-powered products, and sustainable process design. It can take decisions in quick time and provide resource efficiency, creating positive impacts on product life cycles and in general creating synergies in all activities (Stock & Seliger, 2016).

RESEARCH METHOD

The population in this study were all partners of Micro, Small and Medium Enterprises at PT. Pertamina (Persero) Marketing Operation Region (MOR) in Indonesia. Data collection techniques in this study is observation which carried out by researchers directly at the research location to observe the social situation of all events that occur. In addition, documentation namely data collection activity that has been documented by companies related to this research. The data analysis in this study uses content analysis approach. Content Analysis namely research that is indepth discussion of the content of written or printed information in the mass media. Content Analysis is usually used in qualitative research.

RESULTS AND DISCUSSION

Results

Advances in digital technology

Progress technology digital to have a smartphone and access to the internet. This is shown by the results of a survey by the Association of Indonesian Internet Service Providers (2019), which reported that the number of internet users in Indonesia was 171.17 million internet users in 2019, meaning that more than half of Indonesia's population in 2019 was projected to reach 266.91 million people (BPS, 2019) and had used the internet for online shopping. The Indonesian Internet Service Providers Association Survey (2019) reports that internet users in urban areas reach 43%, in rural areas 28%, and as many as 94% of internet users access via smartphones. Digital technology is used for marketing, shopping, and selling retail goods and services online. In the context of online sales, MSMEs contributed 57.84% of all transactions (Association of Indonesian Internet Service Providers, 2019).

The sharing economy business model has contributed to the Indonesian economy such as digital startups. Based on the Investment Coordinating Board (2019) stated that there are 4 startups which have unicorns, namely Gojek, Traveloka, Tokopedia and Bukalapak. The innovation of the growth of e-Commerce creates technopreneurs in Indonesia (Sidharta et al., 2013). The growth of eCommerce can increase the potential market size of digital consumers. Digital consumer eCommerce has advantages,

namely: (1) convenience of shopping, (2) ease of access, (3) credibility of startup sites, (4) security of delivery of goods. Technology-driven Industry 4.0 is looked upon by almost all stakeholders as solution for all these needs. The long-term benefits of Industry 4.0, there are three pillars of sustainability namely economic, social and ecological. Economically, Industry 4.0 is expected to reduce the pressure on the raw material used, reduce the times and create sustainable production systems based on efficient use of energy. On the social side, Industry 4.0 is expected to create a healthy and safe working environment. In addition, Industry 4.0 can increase learning culture, and upgradation of skills of the workforce. On the ecological, the major issues are use of raw material, waste material and efficient use of non-renewable sources, especially energy.

Technology Industry 4.0 have benefits which expected for creating strategic competitive to the businesses. In addition, the other benefits namely in terms of costs savings on raw material and energy conservation, legal compliance and improved processes quality and customer satisfaction. These benefits can be seen from another perspective. The implementation of industry 4.0 has various advances that must be studied. In the economic field, industry 4.0 is an effort to intensify costs. It also requires a high level of technical expertise at all levels of the employee hierarchy and needs to be supported by coordination in the value chain technology.

Cyber physical systems and other pillars of Industry 4.0 based on the latest technology present cost considerations from the start. On the environmental platform, Industry 4.0 will do purchases of new technology factories and machines including investment in software technology which further make pressure on the use of natural resources. It can cause factory and machinery obsolescence which can make to waste disposal and e-waste disposal, the results of which will be utilized for the intensive use of computer technology. Socially, the concept of industry 4.0 is based on the interaction coordination and synchronisation between the effect of technology and humans. it can cause threat to the employees with low skill levels and creates fears about loss of jobs. Another aspect which affecting the social acceptance of this technology is the data security and privacy issues.

Site information source

Online activities on social media via smartphones to find information in online shopping from applications are Instagram (50%), Facebook (28.5%), Twitter (5.7%), Line (4.4%), WhatsApp (4.3%), Youtube (2.5%), and Google Search (1.5%). This comes from the millennial generation who are known to use social media a lot to exchange information. These conditions indicate that Mark Zuckerberg's social media company dominates. Sequentially are Instagram, Facebook, Twitter and social media made in South Korea, Line ranks fourth as seen in the following table below:

Table 1. Site information source

No.	Category	Frequency	(%)
1.	Instagram	360	50
2.	Facebook	205	28.5
3.	Twitter	41	5.7
4.	Line	32	4.4
5.	WhatsApp	31	4.3
6.	Youtube	18	2.5
7.	Google Search	11	1.5

Based on the choice of site web for online shopping is Tokopedia (64,9%), Shopee (19.4%), Lazada (8.1%), bukalapak (5.8%), and other online shopping sites (1.8%).

Table 2. Online shopping app

No.	Category	Frequency	(%)
1.	Tokopedia	467	64.4
2.	Shopee	140	19.4
3.	Lazada	58	8.1
4.	Bukalapak	42	5.8
5.	More Online Shopping	13	1.8

The Implementation of Corporate Social Responsibility Program at PT. Pertamina PT. Pertamina (Persero) established since the year 1957 ago. From year to year PT. Pertamina (Persero) grow, develop and achieve extra ordinary progress as a national energy company. PT. Pertamina (Persero) realizes that these advances can not reached by its own efforts, but through good synergy with various elements of society. Through its business, PT. Pertamina (Persero) is not only committed to creating added value for the company but also for the wider community.

BUMN Minister Regulation No.4 in 2007, namely CSR fund obtained from the company's profit of 4% after tax is determined in the General Meeting of Stakeholders. CSR fund is used for partnership programs of 2% and community development of 2%. The Partnership Programs are used to increase the economic activities of small businesses and social empowerment of the community so that they become strong & independent. The Partnership Programs are real embodiment of the synergy's results from empowerment and independence of community. In addition, Pertamina provides loans or revolving fund to Pertamina's partnership, namely individuals with category given capital to SMEs. The capital can be used for many activities such as exhibition activities, training, and workshops. Pertamina has applicationed the partnership programs in the year of 1993.

Community Development is intended to provide logistical fund to community which affected by the earthquake that occurred on 5 August 2018 in Lombok. These natural disasters have great impact on the surrounding community. One of Pertamina's programs in increasing the quality of education for the younger generation is Sobat Bumi scholarships which is given to the student clever. In addition, Sobat Bumi scholarships are given to athletes, people with disabilities, children whose parents have had work accidents and recipients in Eastern Indonesia. One of Pertamina's health programs is Pertamina Sehati which includes the revitalization of posyandu that aimed for pregnant, breastfeeding, infants and toddlers. Pertamina Sehati has a target of 0.08 % to maternal mortality ratio in 2020.

There are two (2) programs carried out by Pertamina in implementing nature conservation, namely the Mangrove and Biodiversity Planting Program. The well Mangrove Planting Program can be used as a source of livelihood for citizen around the area and agrotourism. Another program is Biodiversity which aims to preserve and increase natural wealth in the form of flora and fauna in Indonesia.

Increasing economic growth has an impact on people's lives through the CSR partnership program, namely Micro, Small and Medium Enterprises (MSMEs) (Srinita & Saputra, 2023). The Partnership Program aims to increase economic activities and social empowerment of the community to become strong and independent which is a

real manifestation of the results of the synergy of community empowerment and independence (Pratama, 2015).

In addition, Pertamina provides loans or revolving funds to Pertamina's foster partners, namely individuals with category for MSMEs capital. Fostering partners are given through national and international exhibitions, training, import-export workshops and other activities.

Tasks marketing operation region planning tasks

1. Lanning for the development of an integrated production marketing strategy and efficient workmanship by taking into account the Company's Resources.
2. Planning a work program for the short and long term to support the implementation of the objectives.
3. Plan and budget benefits/marketing as efficiently as possible with superiors.

Implementation tasks

1. Work and division / delegation of tasks and responsibilities in an internship environment in Marketing to produce a better work pattern.
2. Work with other departments to support the smooth working process in the company.
3. Establish good relations and cooperation with consumers.
4. Perform applicable analysis in Marketing as material for the process.
5. Conducting condition analysis and controlling the market including competitor analysis.
6. Determine the calculation of the selling price as a benchmark price offered to the market / customer.
7. Submit reports on work results to the Marketing Manager for evaluation and analysis.
8. Coordinate with the PPIC and Production in relation to planning, and the production process.
9. Monitor the potential of subordinates for coaching to be better.
10. Checking the documents / forms / data that discuss the tasks of the Marketing section.
11. Carry out tasks ordered by superiors in connection with work functions in the Marketing Department

Supervisory tasks

1. Supervise and process the marketing process.
2. Doing marketing in the Marketing Department. It can work according to company regulations.
3. Supervise the work discipline and order of subordinates both operational and unable to work in accordance with the duties and responsibilities of the Marketing department.
4. Supervise and control the implementation of the 5 R (Concise, Neat, Clean, Treat, Diligent) in the Marketing department.

Identify corporate social responsibility program to society

The result of this research presents a contextual description of the data, namely the CSR program implemented by PT. Pertamina (Persero). It can improve the community's economy, build infrastructure, create jobs, help in the productive economy, education,

health and religion. PT.Pertamina (Persero) needs Corporate Governance in running its business which related with honesty, truth or fairness , justice, transparency and accountability.

The results of this study are described in tabular form for the social responsibility programs implemented at PT. Pertamina (Annual Report PT Pertamina (Persero), 2018) as follows:

Table 3. Corporate Social Responsibility (CSR) program

No.	Description	Mean	Theme
1.	CSR program implemented by PT. Pertamina (Persero) which can improve the community's economy, build infrastructure, create jobs, help in the productive economy, education, health and religion.	PT. Pertamina (Persero) provides the welfare to Pertamina's development communities.	The existence of PT. Pertamina (Persero) in the CSR Program
2.	CSR programs implemented by PT. Pertamina which is collaboration between PT. Pertamina (Persero) with the community.	The government makes regulations about CSR programs in companies.	Planning CSR program
3.	Building good cooperation or coordination with PT. Pertamina (Persero) and Pertamina's development communities in implementing the CSR Program which is the key of successfull.	Building cooperation is the key of successfull in implementing the CSR program.	CSR Program Coordination
4.	Many communities do not know the benefit of the CSR program so required programm and schedule socialization.	The benefit of the CSR program requires programme socialization for the community.	Socialization of the CSR program.
5.	Benefit of the CSR program can build cooperation between the community and employees of PT. Pertamina (Persero). The cooperation can create a harmonious relationship.	Build cooperation which benefit through the CSR Program.	Benefit of the CSR Program.

Table 3. Corporate social responsibility (CSR) program

No.	Description	Mean	Theme
1.	There is training for the community so that they can be taught the importance of CSR programs so that they can be understood starting from the planning, implementation, coordination and results of the CSR program.	The community needs knowledge about the benefit of CSR program.	Knowledge and Training of CSR program .
2.	The CSR program which is implemented by PT. Pertamina (Persero) with the Pertamina's development community can change people's life.	CSR programs can change people's life.	Communiti Life

This study is made in the form of a proposition. A proposition is a statement in the form of a sentence which has full meaning and has true or false values and cannot be both (Ducasse, 1940). Discussion about the major proposition namely the existence of PT. Pertamina (Persero) is a national energy company that grows, develops, and achieves extraordinary progress to create added value for the company so that it can improve the community's economy, create jobs that can improve people's life through CSR programs with community participation. PT. Pertamina (Persero) conducts good CSR program planning, coordinates CSR programs, and disseminates CSR programs so that the CSR program can provide benefits to the community. The existence of the CSR program, public knowledge has increased so that the community has an active role as expected by the company, which can improve people's life to become independent and prosperous.

Discussion

The findings of this study indicate that digital economy development plays an important role in improving the capacity and competitiveness of Micro, Small, and Medium Enterprises (MSMEs) through wider market access, digital marketing adoption, and the utilization of online platforms. The use of digital platforms such as Gojek, Tokopedia, Bukalapak, and other social media platforms provides opportunities for MSMEs to overcome traditional market limitations and reach broader consumers. This finding is consistent with Mukherjee (2018), who stated that digital entrepreneurship contributes to economic development by creating new business opportunities and improving entrepreneurial capabilities through technology utilization. Furthermore, digital transformation enables MSMEs to optimize business processes, improve customer interaction, and increase efficiency in managing products and services (Srinita & Saputra, 2023). Therefore, the adoption of digital technology is not only a marketing strategy but also an important mechanism for strengthening MSME resilience in facing economic challenges.

The results also demonstrate that the Corporate Social Responsibility (CSR) program implemented by PT Pertamina Marketing Operation Region contributes significantly to community economic empowerment, particularly through partnership programs involving MSMEs. The CSR initiatives, including financial assistance, training, exhibitions, and business development activities, support MSMEs in becoming more independent and sustainable. This finding supports the stakeholder perspective of CSR, which emphasizes that companies have responsibilities beyond economic objectives by considering the interests and welfare of communities surrounding their operations (Oktina et al., 2020). In addition, CSR implementation reflects the triple bottom line concept, where sustainable business performance should consider economic prosperity, social welfare, and environmental responsibility (Elkington & Rowlands, 1999). Thus, PT Pertamina's CSR program demonstrates that corporate involvement can function as a strategic instrument for creating shared value between companies and communities.

Furthermore, this study highlights that the integration between digital economy initiatives and CSR programs provides a strategic pathway to support Sustainable Development Goal 8, particularly in promoting inclusive economic growth and productive employment opportunities. Digital training provided through CSR programs can improve the technological competencies of MSME actors, enabling them to participate more effectively in the digital economy. This finding supports Ghobakhloo (2020), who explained that digital transformation through Industry 4.0 and related technologies can contribute to sustainability by improving resource efficiency,

innovation capability, and business competitiveness. Moreover, CSR-based empowerment programs combined with digitalization can strengthen social legitimacy because companies demonstrate their commitment to addressing community needs and supporting sustainable development (Haniffa & Cooke, 2005). Therefore, the collaboration between corporate responsibility and digital economic development represents an effective approach to achieving sustainable MSME empowerment and advancing SDG 8 in Indonesia.

CONCLUSION

Fundamental Finding: This study concludes that the digital economy plays an important role in empowering Micro, Small, and Medium Enterprises (MSMEs) through improved market access, digital marketing adoption, and the development of new business opportunities. Sharing economy business models and digital platforms, such as Gojek, Traveloka, Tokopedia, and Bukalapak, contribute to Indonesia's economic growth by supporting entrepreneurial activities and expanding interactions between sellers and consumers. Furthermore, PT Pertamina Marketing Operation Region's CSR partnership programs contribute to strengthening community economic activities by encouraging MSMEs to become more independent and resilient. These findings highlight the contribution of digital transformation and CSR initiatives in supporting the achievement of Sustainable Development Goal 8. **Implication:** This study provides implications for academics and practitioners by demonstrating that the integration of digital economy initiatives and CSR programs can create economic value for companies and communities. Digitalization enables MSMEs to reduce dependence on informal financial sources, expand customer networks, improve business competitiveness, and create employment opportunities. In addition, CSR programs that involve active community participation can enhance social empowerment and support sustainable economic development. **Limitation:** This study has limitations related to the application of the findings due to differences in environmental conditions and firm-specific factors. The effectiveness of digital economy adoption and CSR implementation may vary depending on organizational capabilities, community characteristics, technological readiness, and external business conditions. **Future Research:** Future research is encouraged to investigate the mediating role of environmental and firm-specific factors in creating value through digital economy adoption and CSR programs. Further studies may also employ empirical approaches with broader samples to examine how digital transformation and CSR initiatives influence MSME performance, economic inclusion, and sustainable development outcomes in Indonesia.

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AUTHOR CONTRIBUTIONS

Each author contributed to the development and completion of this research article. **Lili Wardani Harahap** contributed to the conceptualization, research design, methodology, data collection, analysis, interpretation of findings, and preparation of the initial

manuscript draft. **Rahmawati** contributed to the theoretical framework development, literature review, validation of research findings, and critical revision of the manuscript. **Nurmadi Harsa Sumarta** contributed to data analysis, research methodology evaluation, manuscript review, and refinement of the discussion section. **Ari Kuncara Widagdo** contributed to supervision, academic guidance, validation of the research outcomes, and final manuscript editing. All authors have reviewed and approved the final version of the manuscript.

CONFLICT OF INTEREST STATEMENT

The authors declare that there are no conflicts of interest, whether financial, personal, or institutional, that could have influenced the research process, analysis, interpretation, or publication of this article.

ETHICAL COMPLIANCE STATEMENT

This study was conducted in accordance with academic research ethics and principles of responsible research practices. The authors confirm that the research process was carried out with integrity, transparency, and respect for ethical standards. All information and data used in this study were obtained and analyzed responsibly for academic purposes. The authors also confirm that this manuscript is original and does not contain plagiarism or unethical research practices.

STATEMENT ON THE USE OF AI OR DIGITAL TOOLS IN WRITING

The authors acknowledge the use of digital tools, including artificial intelligence (AI)-based technologies, as supporting tools during the research and manuscript preparation process. These tools were used only to assist with language improvement, writing organization, and technical refinement. All generated outputs were critically reviewed, verified, and revised by the authors to ensure academic accuracy, originality, and compliance with ethical publication standards. The authors remain fully responsible for the content, arguments, and conclusions presented in this manuscript.

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