

CSR digitalization: Empowering women MSMEs by Indonesian Telco

Enjang Pera Irawan¹

¹Communication Studies Program, Universitas Mercu Buana, Jakarta, Indonesia
Corresponding Author, ✉ enjang.irawan@mercubuana.ac.id

Article History:

Received 2024-07-29.

Revised 2024-10-08.

Accepted 2025-07-06.

Published 2025-07-08.

Keywords:

CSR Digitalization, Women MSMEs, Indonesian Telco, Empowerment, Collaboration.

Abstract

Many companies have accelerated the implementation of CSR digitalization, especially in helping Indonesia's SME sector, due to the rise of the digital era. This explores the steps taken by telecommunications giants to support the empowerment of female small business owners through digitalization. This research aims to analyze how digitalization can help these women become more capable, access new markets, and ultimately improve their financial independence. The theory of communicative action serves as the guide in exploring this research. A total of 11 informant representing XL Axiata, partners, and SMEs participated in this study through in-depth one-on-one qualitative interviews. The research results indicate that CSR digitalization initiatives can represent the organization's ethical responsibility to support positive social reform in addition to economic contributions. However, inadequate ICT infrastructure needs to be addressed through cross-sector collaboration. Effective messaging, high levels of stakeholder participation, and the demand for two-way communication must collectively address this issue. Cross-sector collaboration can pave the way for a more sustainable and inclusive digital economy in Indonesia).

Introduction

The empowerment of Indonesian women has emerged as an urgent issue for sustainable socio-economic progress. Given women's significant contributions to national GDP and employment figures, women micro, small and medium-sized enterprises are integral to Indonesia's economic growth. Despite attempts to foster gender parity, disparities in entrepreneurial endeavors and other domains persist. Access to financing, training, digital technologies, and adequate marketing can be challenging for women-led MSMEs, potentially hindering their capacity to expand and compete (Reni et al., 2023; Riswandi & Permadi, 2022).

Information and communication technologies have created fresh avenues for empowering women MSMEs in today's digital era. Traditional barriers like constrained managerial abilities, lack of business networks, and restricted market access can be creatively addressed through digitization. With technological transformation's arrival,

corporate social responsibility has broadened to incorporate strategic initiatives employing technology to achieve beneficial social and environmental outcomes in addition to charitable deeds (Awwal et al., 2023; Hanggraeni, 2021). With their widespread reach and advanced technological capabilities, Indonesian telecommunications firms are well-placed to tackle these matters by implementing CSR programs centered on digitization (Kurniawati et al., 2021).

An exemplary CSR program administered by XL Axiata, one of Indonesia's top telecommunications providers, effectively fosters digital proficiency for local companies' benefit. SISPRENEUR, its major CSR initiative, allows women MSMEs to transition to digital platforms. Pre-incubation classes (product readiness, market readiness, digital and marketplace readiness), incubation classes (mentoring), and acceleration classes (ecommerce marketing practice with Bukalapak) comprise the three-phase training program undertaken by CSR grant recipients (MOWECP, 2020).

XL Axiata's innovative CSR program is notable for its entirely digital implementation process—from initially socializing the concept and recruiting participants to subsequently training and mentoring them and continuously monitoring and evaluating progress. A wide array of digital services support each stage, including dedicated websites, active WhatsApp groups, engaging Zoom meetings, and far-reaching social media campaigns. At the heart of XL Axiata's CSR program lies the belief that a company can only thrive when the community surrounding it flourishes as well (MOWECP, 2020). Consequently, CSR has been customized to directly align with the company's core operations in the digital sphere. It is posited that as more individuals become aware of and involved in building up the digital business ecosystem via the promotion of this CSR program, public engagement in the digital sector will correspondingly increase. Therefore, these CSR initiatives serve a dual purpose not only demonstrating the company's commitment to society but additionally forming an integral component of its overarching corporate sustainability strategy (Carvalho et al., 2021).

Previous research corroborates that in the aftermath of the pandemic, peoples' behaviors notably migrated from offline to online activities like shopping, education, and other pursuits. Micro, small, and medium-sized enterprises able to skillfully market their products digitally stand to substantially benefit from this shift (Azizah, 2022; Ibn-Mohammed et al., 2021; Nugroho, 2021). Consequently, digitally-focused or technology-enabled CSR programs are becoming ever more pivotal for long-term corporate viability.

CSR digitalization is a strategy increasingly adopted by telecommunications companies in Indonesia and beyond to modernize their initiatives for good. These digital platforms are leveraged in innovative and impactful ways to promptly handle all consumer feedback, demonstrating the industry's adaptability to changing times. To preserve their reputation and satisfy customers effectively, businesses must embrace this new virtual approach.

Telkom Indonesia and Indosat Ooredoo showcase their technological foresight and competitiveness through employing digital channels for community service projects. A company's long-lasting success depends on corporate responsibility serving not just profits but also society and the environment. For acceptance and local benefits, CSR works as communication tool to be deliberately planned, performed, and reviewed from an outreach perspective. Maintaining open relationships necessitates regular digital dialog between the company and populace supporting all initiatives.

This research investigates the CSR program of XL Axiata in an effort to empower women entrepreneurs in MSMEs through digital marketing training. This research is

groundbreaking because it combines three main components: automation, capacity building for women-owned MSMEs, and CSR activities of telecommunications companies. While previous research has been conducted on women's business empowerment (Bachri et al., 2022; Banihani, 2020; UNIDO, 2014) and MSME digitalization (Ozturk et al., 2024; Radicic & Petković, 2023), this study offers a new perspective by highlighting the role of telecommunications companies in advancing the capacity building of women-owned MSMEs through digital-based CSR activities. This research is guided by Habermas's theory of communicative action to explore the occurring phenomenon. This study addresses the literature gap regarding the role of telecommunications companies in the digital transformation of women-owned MSMEs through CSR, an aspect that has not been extensively researched previously despite numerous studies on MSME digitalization and women's empowerment (Wahyudi & Adim Pradana, 2023). The theory of communicative action is relevant for analyzing how program facilitators use simple language and easily understood symbols as learning media, as found in training practices where materials are delivered participatively according to the individual needs of participants (Sari Fitri Indah et al., 2020; Setyowati, 2019). This theoretical approach not only serves as a lens to understand communication interactions in training but also builds a conceptual framework for how companies, through their CSR, can create empowering discursive spaces.

Regardless This study offers a new perspective by elaborating on three distinctive elements: (1) gender-based digital transformation of MSMEs that has received little attention so far (Laksmanawati & Yuniawan, 2021), (2) the strategic role of telecommunications companies as providers of digital infrastructure in empowerment programs, and (3) the integration of digitalization components in CSR schemes that are still rarely studied. The theory of communicative action serves a dual role: methodologically, it guides the design of data collection instruments (training interaction observations, in-depth interviews about participants' communication experiences) and analytically, it helps unravel how the communication process in training builds a shared understanding of the use of digital technology. Thus, this theory provides a conceptual foundation for exploring the impact of participatory communication in CSR programs on the enhancement of digital competencies among women-owned MSMEs, while also addressing the criticism regarding the need for a specific theoretical approach in technology-based empowerment research.

The aim of this research is to investigate the digitalization CSR initiatives taken by Indonesian telecommunications companies to empower women-owned MSMEs. Telecommunications companies have launched various programs that leverage technology to provide market access, skills training, and financial resources to women entrepreneurs. Thus, this research can understand and analyze how the company's initiatives in promoting digital literacy and e-commerce platforms can significantly enhance the capabilities of women-owned MSMEs to increase profits and achieve economic independence. The study will explore successful efforts facilitating online sales and payments and challenges incorporating digital tools into CSR programs. It seeks to identify best practices that may help other industries and policymakers craft potent plans to maximise digitization's potential to strengthen women's empowerment through entrepreneurship.

This investigation addresses gaps in understanding how telecommunications companies might most effectively structure digitalization efforts within their corporate social responsibility agendas to empower women small business owners. Conclusions will offer academics, practitioners, and leaders valuable new perspectives for formulating impactful strategies harnessing technology's opportunities to promote women's economic participation and prosperity through small-scale enterprises.

Method

This research uses a qualitative approach with a case study method to explore the deep meanings of social phenomena experienced by individuals or groups. The research process with a qualitative approach includes data collection from participants, inductive analysis, and interpretation of the meaning of the findings (Creswell & Creswell, 2018). The case study method is used to understand how and why contemporary events occur (Yin, 2018). This research examines the CSR initiatives implemented by XL Axiata to support female MSME owners. What sets its CSR program apart is that every step of the process has been fully digitized. This is very interesting because digitizing CSR is likely to present various unexpected challenges.

Documents, archival records, and semi-structured in-depth interviews served as research data sources. This strategy aimed to enable the researcher to obtain specific information from informants while also facilitating flexible discussions. The chosen informants met the criteria of being well-informed, understanding, and actively engaged in the research activities, as well as having sufficient time to provide information and an openness to novel ideas (Moleong, 2018). The determination of informants in this study was conducted using purposive sampling techniques, based on certain considerations and criteria. Informants were selected as data sources if they met several conditions, namely having a deep understanding through the process of enculturation, still actively involved in the activities being studied, having sufficient time to provide information, and being able to convey information authentically without fabrication (Rahawarin et al., 2020).

The study was conducted in 2021 and 2022. Details on the informants are provided below (refer to Table 1).

Table 1. List of informants and informant criteria

Informant	Criteria	Quantity
<i>Head of Sustainability and Internal Communication</i>	<ul style="list-style-type: none"> • PIC of CSR program at XL Axiata • Directly involved in the planning, implementation, and evaluation of the CSR program • Having a deep understanding (enculturation) 	1 person
<i>Head of External Communications</i>	<ul style="list-style-type: none"> • PIC of communication and publication of CSR program at XL Axiata • Active in the publication and dissemination of CSR program information • Able to provide authentic data on communication strategies 	1 person
<i>Marketing Development</i>	<ul style="list-style-type: none"> • Chief Executive Officer of CSR program • Having a comprehensive strategic insight into CSR programs • Active in decision-making for the CSR program 	1 person

Informant	Criteria	Quantity
<i>Facilitator Leader</i>	<ul style="list-style-type: none"> • XL Axiata's Partner and Founder of Indonesian Digital Creative Hub (DKH) • External partners involved in the implementation • Understanding the digital training process • Directly involved with participants 	1 person
Staff of the Deputy for Policy Formulation for Gender Equality, Ministry of Women's Empowerment and Child Protection	<ul style="list-style-type: none"> • XL Axiata's Partner from the Ministry of Women's Empowerment and Child Protection • Actively formulating gender equality policies • Can provide an institutional perspective on women's empowerment through CSR programs 	2 person
Women UMKM Actors	<ul style="list-style-type: none"> • Participants directly received digital training through the CSR program • Experiencing the entire series of CSR programs • Able to convey authentic experiences 	5 person

Five research questions were formulated to gather pertinent insights: the nature of CSR digitalization initiatives targeting women MSMEs; their impact; difficulties in adopting digital solutions; first-hand views and experiences of women business owners; and exemplary practices with transferable lessons. Data collection adhered to established qualitative research protocols. After being obtained, the data set was analyzed using the methods that Miles et al. (2014), recommended: recognizing important ideas, organizing them for clarity in narratives, tables, or diagrams, and cross-referencing results with data from other sources, such as social media, the official company website, and CSR documents. Member validation and triangulation techniques determined the credibility of emerging perspectives and conclusions. The nuanced understandings that emerged from locally-situated stories were then compiled to discern overarching themes with theoretical and practical import, highlighting both persistent challenges and pathways forward for empowering women entrepreneurs through strategic integration of social responsibility mandates and technology. All research series have passed the ethics committee review at the university where the researcher works. This stage begins with the proposal review process and ends with the research reporting.

Results and Discussion

The CSR initiative of XL Axiata aims to empower women entrepreneurs of MSMEs through two-way communication in the implementation of CSR. As explained by Nurjanah (2022), the role of Public Relations (PR) is very important in bridging the internal interests of the company and the external needs of the community. Effective communication allows CSR programs to not only serve as tools for image building but also as means to foster trust

and collaboration. In this context, PR must be able to identify the aspirations of stakeholders and ensure that the initiatives undertaken truly address their needs, in this case, women entrepreneurs in MSMEs. If communication is one-way and too focused on reputation, CSR risks becoming symbolic. Therefore, two-way communication is key for CSR to have a real impact and strategically support social sustainability, particularly in empowering women entrepreneurs in MSMEs.

Furthermore, PR is customarily intertwined with outreach meant to solidify and maintain a favorable view between the public and a firm, as Nurjanah et al. (2023) explored. Conceptually, PR initiatives incorporate CSR, aiming to support communities requiring assistance improving well-being and autonomy through an array of CSR pillars spanning health, security, education, economics, environment, human resources, and culture and religion. According to Harayati (2019), empowering individuals is central to these efforts.

The empowerment pillar of human resources takes center stage in the study “Digitalization of CSR: Empowering Women MSMEs by Indonesian Telco”. Particularly, this investigation unveils how XL Axiata’s initiatives enable women small and medium enterprise owners to develop their digital marketing acumen through a digitally focused corporate social responsibility program. The SISPRENEUR CSR initiative itself is digitally based. An incubator workshop called SISPRENEUR is intended to aid women small business entrepreneurs transitioning to the digital realm. Recruitment and mentorship for the program occur entirely online. Three phases comprise the SISPRENEUR program: pre-incubation, incubation, and acceleration. The pre-incubation online course covers digital skills, market preparation, and product preparation. The incubation course highlights branding and business management. Focusing on digital marketing through e-commerce platforms like Bukalapak, the acceleration course provides comprehensive coaching and support at every level to cultivate business growth.

Initiative of Women’s MSMEs Digitalization CSR Program

Leading Indonesian telecom provider XL Axiata offers convergence services to advance everyday living and accelerate Indonesia’s digital transformation. The corporation’s utilization of digitally-based corporate social responsibility initiatives represent a tangible stride in realizing this vision. According to the Head of Sustainability and Internal Communication at XL Axiata, recognizing the interdependence between business and society lays the groundwork for executing CSR. The business understands that its success relies upon society’s success. Consequently, XL Axiata strives to enhance community members’ digital proficiencies, especially among women entrepreneurs managing micro, small, and medium enterprises. This guiding philosophy underpins applying CSR.

The Head of External Communications at XL Axiata concurs, asserting the company has an ethical duty to champion empowerment efforts for women MSME business owners to enhance their well-being. Frequently, these women lack digital expertise. Moreover, the government’s attempts to hasten Indonesia’s digital transformation are reinforced through this CSR program. The company believes that when both the economy and MSMEs flourish, broader prospects for the community emerge, ultimately leading to the company’s success. In addition, the business feels engaging in CSR would help strengthen its reputation and image.

XL Axiata’s decision to offer digital-based CSR initiatives for women-owned micro, small, and medium enterprises (MSMEs) stems from three factors supported by research findings: 1) Sustainability, or meeting current needs without compromising future needs; 2) Moral obligation to achieve commercial success while upholding ethical principles; and 3) Reputation, aimed at enhancing brand and position in the eyes of customers, investors,

and staff. These three factors are among the motives behind the implementation of CSR programs (Ahmad et al., 2024; Sharma, 2023).

The early sustainability efforts support XL Axiata's conviction that a business can only prosper when the community around it advances as well. As prior research findings (Ahmad et al., 2024) show that sustainability is one of the crucial variables taken into consideration by the firm, this concept essentially symbolizes the company's sustainability aims. These initiatives support XL Axiata's business emphasis on technology and digitization and are in line with the government's objectives for Indonesia's digital transformation. Businesses are able to reach a wider audience and contribute to a larger community as a result of their growing digital connectivity, which also speeds up their shift to digital transactions.

The business emphasizes that corporations must leverage digital technology to gain a competitive advantage and acknowledges that the post-COVID period has accelerated the adoption of digital platforms (Ibn-Mohammed et al., 2021). Furthermore, Indonesia exhibits much prospective in the digital economy, projected to achieve USD 100 billion by 2025, with 132.7 million internet users out of a complete population of 265.4 million (Permana, 2018). According to other research, digitization is essential for small and medium-sized enterprises to thrive (Prastya et al., 2017). XL Axiata capitalizes on this finding to support the nation's economy recuperate from the COVID-19 pandemic.

Undoubtedly, XL Axiata's diligent initiatives to bolster Indonesian women entrepreneurs exemplifies their commitment to moral duty and accelerating digital progression. Conceptually, this echoes prioritizing righteousness alongside returns. Though internet availability increases, sizeable gender disparities in accessibility linger. Data validates targeting underserved groups through competence-building programs.

XL Axiata's CSR initiative in supporting the empowerment of women entrepreneurs in MSMEs has genuinely reflected the company's commitment to moral responsibility and efforts to accelerate digital transformation in Indonesia. This is not only evident from the SISPRENEUR program through digital training targeting underserved women groups but also from the widespread recognition the company has received through various national awards such as Best CSR Indonesia 2021 and Top CSR Awards 2021. The CSR strategy implemented by the company conceptually shows a balance between profit orientation and social concern. However, research findings indicate that behind the success of the program, there are strategic motives to build image and reputation, which indirectly show the tendency of CSR as an institutional legitimization tool.

Although XL Axiata has successfully strengthened relationships with stakeholders and increased public trust, researchers still find significant gaps in gender-based access and digital literacy between urban and rural SMEs. This indicates that this CSR program needs to be pushed harder to address the root of the digital inequality issue. Additionally, XL Axiata needs to increase publicity related to the CSR program to build transparency regarding measurable impacts and indicators, as the risk of CSR becoming symbolic or merely a facade (CSR-washing) remains open.

Nevertheless, the respondents in this study acknowledge that CSR XL Axiata, if implemented consistently and communicatively, is capable of building mutually beneficial relationships between the company and the community. Support from consumers, investor interest, and appeal to potential employees become added values that strengthen the company's competitiveness in the digital era. Therefore, in order for CSR to truly create substantive social change and not just serve corporate interests, XL Axiata needs to continuously critically evaluate its approach, strengthen integration with community needs, and enhance accountability and impact-based reporting.

Perspectives and Experiences of Women MSMEs

The role of women MSME owners in addressing the problems of digitization is crucial within the dynamic business environment. According to research findings, XL Axiata's CSR program aided women MSME owners in comprehending how to tailor consumer behavior and employ digital marketing techniques. They recognize growths in their skills and awareness of online selling, feeling grateful for the program's advantages and thorough mentoring. Through this curriculum, they can better grasp digitization's value and actualize it within their companies.

The perspective of women MSME entrepreneurs regarding participating in this CSR digitalization program is influenced by social construction, as per theoretical examination. As per Peter L. Berger, social construction theory illustrates how individuals interact with society during daily life and obtain reliable information (Al Hourani, 2021). There are three stages to this dialectic: 1) Objectification, wherein women MSME entrepreneurs more often use online marketing platforms in reaction to shifts in consumer shopping patterns; 2) Externalization, wherein women MSME entrepreneurs begin taking online classes to adjust to shifting digital marketing trends; and 3) Internalization, wherein women MSME entrepreneurs start assimilating these changes into their consciousness and identity, viewing online shopping as a more practical and effective choice.

Their engagement in online training not only exhibits the flexibility needed to take on fresh challenges, but also their dedication to personal growth and business progression. Their experience illustrates an ongoing process of learning within the context of improving digital marketing competencies, where technology usage becomes essential to reaching novel markets and boosting competitiveness. By comprehending the viewpoints and encounters of women MSME proprietors, we can fully leverage the potential of CSR digitization to propel equitable and lasting financial expansion.

After participating in the CSR program, women MSME entrepreneurs have come to understand they must stay abreast with technical advancements to compete and survive in an increasingly competitive market (Ibn-Mohammed et al., 2021). Due to the impact of habits during the COVID-19 pandemic, future marketing strategies, such as CSR, must consider and preserve utilizing digital technology (He & Harris, 2020). They are pleased to participate in free training sessions like those provided by XL Axiata since it offers them the chance to improve their abilities and grow as digital platform users.

The notion that digitization is an essential and unavoidable trend for company growth and sustainability in the present period is hence empirically supported by these research findings (Prastya et al., 2017). Maintaining competitiveness and meeting the challenges presented by the rapid changes in the business environment necessitate knowledge of and proficiency with digital technology (Prasetyo & Sutopo, 2018).

The Impact of CSR Digitalization: Market Access, Efficiency, and Digital Skills

Technology-based CSR initiatives open promising avenues for women MSME owners in today's digitally-driven landscape. Research findings reveal how they now leverage online platforms to access broader markets beyond geographic constraints. Furthermore, automating routine company tasks such as marketing and inventory using digital tools streamlines operations. This allows MSMEs to dedicate more effort innovating products and customized services. Adopting digital strategies through CSR enables women entrepreneurs to develop relevant technical expertise. Equipping themselves for continual technological change ultimately strengthens their role in digital economies.

CSR digitalization undoubtedly yields considerable impacts, most notably in enhancing efficiency, strengthening digital acumen, and expanding commercial avenues. Through virtualizing CSR endeavors, corporations can broaden the marketplace obtainable to women micro, small, and medium-sized venture collaborators. As former probes propose, schooling in electronic proficiency grants businesspeople the means to craft computerized materials which stimulate their economic systems. It is imperative that electronic literacy and competency be extensively advocated and presented community-broad since MSEs shifting their sales techniques on the web come nearer to their clientele (López-Meneses et al., 2020). Meanwhile, some argue that while digitization can level organizational performance and outreach, traditionally marginalized groups may face persistent barriers or require tailored support to fully access and leverage virtual opportunities. Overall, strategically incorporating technology into social responsibility programming demonstrates potential to empower diverse stakeholders, though close attention to accessibility and inclusion remains vital (Arianto, 2021).

In addition, since empowerment-based CSR digitization is user-friendly and cost-effective; women MSMEs feel that it would be more successful. This finding is in line with research that reveals how firms become more effective and efficient by using digital technology (Daniel, 2020; Gladden, 2019). Also, consumer online transaction behavior has increased since the pandemic (Ibn-Mohammed et al. Several studies illustrate the different ways that companies benefit from the digitalization of CSR, such as the increased efficiency in targeting a larger number of beneficiaries (Janani and Gayathri 2019), new possibilities for open engagement with society, or improved public relations performance. In addition, when looking at a company's performance in younger consumers digital or social media presence is more important (Wella & Chairy, 2020).

Women MSME entrepreneurs benefited from the realised improvement in their digital competencies involving a CSR initiative on going Digital. Moreover, stakeholders gain and might go through performance improvement easily by optimization of this skill from CSR digitization participants. In research, it was noted that firms which use digital assets most effectively typically grow and survive long term (He & Harris, 2020). In addition, to enable the selection and understanding of different desires in an efficient way (Santos & Serpa- 2017). Those that have digital competence are being able to, which will allow users of the internet more ways and methods in which way they could navigate tasks/issues Send things over virtual lines organize information work collaboratively with themselves or with other create content distribute understandings (Klassen, 2019).

Challenges in Digital Technology Adoption

In fact, it does not only mean you are dealing with what we call integration of digital technology to CSR programs for digital transformation. One of the challenges is internet infrastructure constraints especially in large geographical areas as mentioned by Head of Sustainability and Internal Communications of XL Axiata.

Digital infrastructure-related troubles are one of the challenges which most developing countries have to cope up. This echoes previous research that identified poor and inadequate infrastructure as a major challenge to mobile technology usage, which could lead to non-use of e-commerce in many rural hinterlands within low-income countries (Hendricks & Mwapwele, 2024). According to Mthembu et al (2018). According to the International Telecommunication Union and United Nations Conference on Trade and Development, e-commerce has three primary hurdles for development adoption by developing nations: unreliable or low-quality internet networks; limited connectivity; slow speeds of connections in addition to high costs related with access. The third bottleneck many SMEs

is the expensive upfront e-commerce technology costs. The high costs associated with the adaptation of e-commerce are due to scarcity financial resources in developing countries as well (Mohtaramzadeh et al., 2018; United Nations Conference on Trade and Development, 2019).

PR Issue: Possibly PR issue if any as the communication model of internet building engagement with partners is larges over online medium. Based on PR, commitment is key to having a conversation within the Indonesian public communication scene. The sentiment was echoed by The Head of External Communications XL Axiata.

Policy research indicates that when a company adopts digital CSR, the resulting engagement with development partners becomes a challenge it must address. According to PR XL Axiata, collaboration is a good idea. In theory, this phase is referred to as stakeholder engagement (Song & Wen, 2020) where they conduct conversation for collaboration. Cooperation is often described by the speakers that it required with government, training program under Digital Creative Hub (DKH) and institute of higher education to be able implement this CSR programme.

According to ZTE sources, XL Axiata and facilitator partners of the Digital Creative Hub (DKH) have been in good communication technically. Even they have communication problems while sending messages to the participants, who are female MSME entrepreneurs. Communicating with participants who have varying degrees of digital literacy is difficult for facilitators. They enjoy assessing participants and assigning them to various courses according to their ability levels.

The use of examples can be effective approach used by the facilitators to relate in common language for poor understanding among participants. This is where the state of Communicative action theory (Sari Fitri Indah et al., 2020) in which communicators communicate with an to express their goals or ideas communicated participants. Therefore, symbols especially common language should be thought about within the connection process like a vehicle for action (Setyowati, 2019). Results of the study indicate that facilitators try to explain the training materials in simple, comprehensive language according individuals needs.

At the same time, it serves to highlight that many of these women entrepreneurs in MSME may find themselves under a variety of struggles when it comes to their digital literacy capabilities as indicated by the CSR program's participants specifically. Moreover, the people are not well-aware of several foreign terms which we usually use when working on different internet mediums. Even so, network bottlenecks still abound and are part of the ICT infrastructure restrictions.

Its results revealed that the training subjects were particularly bad at following procedures, especially under circumstances of wobbly signal. This is common within the developing countries (Hendricks & Mwapwele, 2024). However, this help is moderated by the hints provided from facilitators and direct activities. These results show that network infrastructure needs to be upgraded in order to ensure a reliable signal is accessible during training. Moreover, it can retain or enhance the delivery style using direct practices and slow explanation to help people understand the topic. Having training videos and mentors outside of classroom that should be kept available as a helpful resource for those who need some help.

Best Practices and Lessons Learned

The literature on CSR digitalization could be enriched through increased focus on best practices, and lessons from specifically-digital-based programs. A few of these factors are

outlined here that have to be taken care in detail from program design stage till execution and follow-up if it has been done well at a place like the digitally native CSR programs or not. Stakeholder involvement Active stakeholder participation is an ubiquitous best practice. In this section, we will discuss how the different stakeholders get into action while implementing CSR. A detailed examination of supporting components should uncover beneficial patterns that can be reused while creating similar initiatives in the future.

Below explains on digitalization of CSR procedures by the XL Axiata CSR team. XL Axiata Head of Sustainability & Internal Communication stated, in general our CSR team executes the strategy, that is a two-way communication with partners. First, by creating relevant and compelling messages - ideally focused on the needs or interests of your audience in language that matches their stakeholder profile. It then gets reported by media partners

In the mean time, Marketing Development as head of the CSR program execution noted that it should follow through company objectives & vision and all staffs awareness with stakeholders be brought in. As a consequence, the communication messages must be very focused on the right target group The Facilitator Leader concurred, adding that the company must partner with communities, educational institutions and government in everything from design of CSR programs to evaluation. This is all beneficial to the company who in future can benefit from improved communicational reputation. Secondly, the method of communication should be convincing rather than imposing. We aim more people also by the traditional and digital media diversifying, reinforcing further the reputation of our company.

Research findings indicate four suggested points that can explain how strategic values align with CSR performance for success in digitalization, as observed from our study. Details of the CSR communication strategy are provided below (refer to Table 2).

Table 2. Four Strategic Points in CSR Communication for Digitalization Success

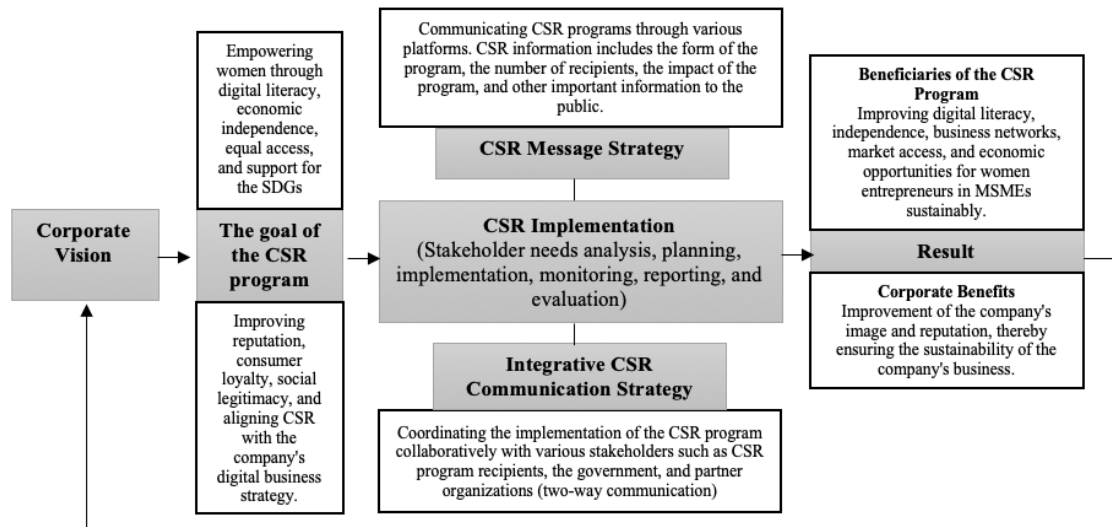
No.	Strategic Points	Explanation
1	Building cooperative and two-way relationship communication	Creating mutually beneficial interactions between the company and stakeholders to build trust, engagement, and loyalty that support the success of CSR programs in the context of digitalization.
2	Designing an outline for an engaging message	The message must emphasize emotional appeal relevant to the audience's desires and lifestyle, conveying meaningful and appropriate content based on a deep understanding of the audience's needs and connotative associations.
3	Measuring and using audience insights	The CSR message conveyed must be based on data and an understanding of the audience's values. This includes the use of appropriate, regular, and easily accessible media to effectively reach the target group.
4	Using various modes of communication familiar to the audience	Utilizing various platforms and digital communication channels in an integrated manner, involving internal audiences (such as employees) at every stage of communication to ensure message consistency and strengthen engagement.

XL Axiata adopts an integrative CSR communication strategy (Song & Wen), emphasizing the importance of maximizing collaborative, two-way communication (Devin & Lane, 2014; Girard & Sobczak, 2012; O'Riordan & Fairbrass, 2014). This approach aligns with the view of Taylor and Kent (2014), who argue that two-way symmetrical

communication encourages organizations to establish dialogic, exchange-based relationships with their stakeholders (Taylor & Kent, 2014, p. 388). Such communicative action, which fosters mutual understanding, is referred to by Habermas as a key element in deliberative dialogue (F. I. Sari et al., 2020). Engaging in CSR is presumed to be one of the criteria for international corporate sustainability ratings (Taylor & Kent, 2014, p. 388), potentially serving as a mechanism for enhancing reputation and managing reputational risk.

The following is a CSR communication model based on the researcher's data processing results (refer Figure 1).

Figure 1. Integrated CSR Communication Strategy Model



Digitalization of CSR by working with various stakeholders is able to create an ecosystem that supports the digital economy (Fadilah, 2019). In order to foster the development of a favorable economic ecosystem through program tools, industry participants must act as economic drivers inside the government. Central and regional laws as well as economic policies. The community needs to be more aggressive in using the digital means such as e-commerce. But it is up to academic institutions, professionals and practitioners to grow digital talent.

This is very important, after all teamwork is key to corporate social responsibility. XL Axiata uses the CSR message strategy by Song & Wen (2020) to make communications be persuasive, relevant and fit them. The messages underscore tech adoption means and Issue salience It shows the business extending its help in helping MSMEs transition to digital space (Commitment) and details out how this CSR initiative could benefit the economy of a nation plus generate a tendency towards Digital Transformation (Impact). Motivations (True intents and company speaks):- The Company honestly admits that desire to gain positive public image along with strategic CSR i.e. mutual reinforcement of economic development through adoption can be made due to the inability by pure business approach(summarized motives) Company management also claims to believe that the CSR program is considered likely to give a benefit for MSMEs and improve the general performance of companies (fit) as it will stay in line with its business vision and goal.

Again, necessary for optimal CSR communication are appropriate media in addition to ideal messaging. CSR communication, through new media channels such as the Internet and websites should be more proactive, inclusive and participatory (Amaladoss & Manohar

2013). Here, because each media has a different characteristic job equivocality of duty in delivering CSR messaging XL Axiata utilizes several channels to deliver its CSR message. The world outside the CSR has to hearing; understanding, implementing every message which is intended for their growth through our responsibicastimization.

The fact is that the organization and in this case, participating partners just as well know how crucial it is for them to collaborate on CSR practices. Partners -such as the Digital Kreatif Hub- perceive themselves to be involved across multiple phases of CSR delivery, which we believe helps other elements of circulation in practice. The company realises it will need to collaborate with other parties if the CSR program is going to realise its fullest potential.

In the meantime, this is felt actively Deputy of Gender Equality Policy Planning Ministry of PPPA. They help with scheduling events and acquiring participants. It is also said that the coordination style of this process is considered flexible using various means of communication such as WhatsApp, Phone Call and even Zoom calls if need be for technical discussion.

Findings based on the research indicate that partners work at each step of the CSR initiative. They also offer a plethora of opportunity for the partners and CSR recipients who are femmes entrepreneurs of MSMEs to suggest how this process can be better. This ensures participation because internet access is all that required with the web-based architecture. The partners are at a crucial stage in solving the technical challenge that they face: group information is not properly associated with knowledge levels of participants, this makes it challenging for facilitators to convey useful details when managing time. This is in accordance with research from Rosilawati and Mulawarman (2019) who argue that community participation or the recipient of a CSR program wants to be able to maintain whether their presence matches what is expected by them as recipients (Rosilawati & Mulawarman, 2019).

Technically that CSR Digitalization being made using Mixed Implementation Type Technique. Hence, the collaboration with other parties is considered in its purest form to be crucial. After considering some things, the XL Axiata CSR team finally chose to work with an organization named Digital Kreatif Hub (DKH) as a training executor and mentor of participants. In addition, the Ministry of PPPA and XL Axiata CSR team collaborated to ensure participants getting his needs.

Many studies find that the conversation side of CSR can often be a mechanism to enhance and enrich interaction between company-external stakeholders (Burchell & Cook, 2006, p. 162). With the two-way symmetric paradigm, XL Axiata expects to be able integrate further even between indomobility and digital now. Several studies suggested that the reason many firms are successful in implementing CSR is because of stakeholders (Devin & Lane, 2014; Girard & Sobczak, 2012; O’Riordan & Fairbrass, 2014). Besides, digitising CSR is a great move on the part of XL Axiata. Research has shown that social media and other digital channels are increasingly relied upon globally as corporate eye, aid in disseminatinggives a about Corporate Social Responsibility (CSR) (Tehemar, 2014 p. 25–27). In addition, to the stakeholders’ eyes virtual CSR communication is an efficient and effective tool (Marom & Lussier 1997:253-257). This said, as noted above, engaging with CSR through digital media could help improve their relationships with stakeholders (Camilleri, 2018). Researchers recommend that XL Axiata continues to innovate how its digital platforms can be a communication channel for other CSR initiatives in the future.

We can explore some vital categories to totally understand about how women are present in MSMEs in a digitalization CSR effort. This research states that participants in

digital training face a wide range of challenges, from non-technical to technical. Different learning capabilities of participants are the key ingredient that bad mouths effective learnings most often leads to problem after problem in between of this participation. This indicates that great learning strategies may have to be redefined if mastery is the goal.

To ensure that all stakeholders put in at least an equal amount of effort, CSR practitioners have to acknowledge several shortfalls of digitally-based CSR programs-no matter how well they are managed. These include some kind of digital divide, and a more general need for better communication avenues that are both inclusive (allowing people to join no matter where they currently stand) and efficient. According to the same research, one of the biggest issues is poor digital literacy. For XL Axiata, digital literacy of potential participants should not just be neatly mapped in order to divide them into group classes according their understanding levels for the future rollout plan of SISPRENEUR program. Besides, often digital infrastructure itself impede the implementation of CSR digitization.

Meanwhile XL Axiata has to keep applying its strategic initiatives, such as opening the door for users to watch YouTube videos and mobile coaching. In fact, digital media is helping the businesses to communicate their interactions with stakeholders about what CSR projects have been, are and will be done (Camilleri, 2018). Moreover, firms must make CSR communication available through a number of different channels (Ajayi & Mmutle 2020; pp.10–11). XL Axiata itself has practice already in doing so through several channels of digital publications and communication which includes apps XL-Lite, Prelo, Miro and emails as well using social media platforms to Zoom Meeting and Microsoft Teams.

Communicating CSR initiatives to stakeholders in a successful way brings many advantages. Not only will the business be helping its community, it will also benefit from a reduction in risks and needs (for unethical behavior), support provision by communities post-crisis, raised employee pride & participation rates; better relationships with stakeholders leading to increased sales etc. This encourages companies to launch CSR programs in a more aggressive manner (Wicaksono, 2021).

The study underscores the importance of many underlying elements in successful CSR, including intersectoral collaboration and fundamental constructs related to persuasive communication as well as involving stakeholders actively. One of the most effective ways to intensively disseminate CSR messaging is through digital media (especially social media). However, it is very concerning to find them oblivious of problems like poor digital literacy and restricted access as they cavalierly offer solutions. So, the need of the hour is to adopt a different range of digital communication tactics and ensure that every partaking point in our CSR campaign stay involved.

Conclusion

In the era of digitalization, companies like XL Axiata have focused on CSR initiatives to support women-led MSMEs. Collaboration between the public and private sectors is crucial to enhancing digital skills, thereby supporting the government towards a competitive future for Indonesia. XL Axiata and other telecommunications companies are shifting to digital to create social value, not just commercial growth. Digital CSR initiatives reflect the company's commitment to creating positive social change, especially in reducing the gender gap in the digital field. Women entrepreneurs in SMEs play a role as agents of change in the transition to the digital era.

On the other hand, XL Axiata faces ICT infrastructure challenges, such as network constraints, high access costs, and low digital literacy. To address this issue, collaboration between stakeholders such as the digital community, businesses, and the government is

needed to provide supporting infrastructure and design interactive e-learning models. For that, two-way communication with stakeholders is necessary. XL Axiata must also create CSR messages that are engaging and relevant to the needs of the community. The presence of the public in the commercial sector, academia, and society must synergize to create an ecosystem that supports inclusive growth in the digital economy era. By digitalizing CSR and promoting cross-sector collaboration, companies like XL Axiata can significantly contribute to accelerating Indonesia's digital economy growth and ensuring equal access to technology for all.

Acknowledgments

Thank to the help of every contributing party, I was able to write and get my research done for this article. Therefore, the research team would like for: (1) Chancellor of Universitas Mercu Buana; Jakarta in lending his trust, support and guidance to this project which has been a great privilege; (2) The Dean of Faculty of Communication Sciences at Universitas Mercu Buana Jakarta who have an opportunity to get new spirit on research activities; (3) Head Institute Researcher And Community Development University Of Bulk Favorite Where It Supports Researchers Who Want To Develop Knowledge Into Sustainable Wisdom; (4) the CSR managers at PT XL Axiata who have been willing to take the time to be resource persons; and (5) the women UMKM actors who have been willing to take the time to be resource persons.

References

- Ahmad, M., Wu, Q., & Ahmed, S. (2024). Does CSR digitalization improve the sustainable competitive performance of SMEs? Evidence from an emerging economy. *Sustainability Accounting, Management and Policy Journal*, 15(1), 119-147. <https://doi.org/10.1108/SAMPJ-03-2023-0169>
- Ajayi, O. A., & Mmutle, T. (2020). Corporate reputation through strategic communication of corporate social responsibility. *Corporate Communications: An International Journal*, 24(4), 1-15. <https://doi.org/10.1108/CCIJ-02-2020-0047>
- Al Hourani, M. A. K. (2021). COVID-19 and the social construction of reality in Jordan. *Comparative Sociology*, 20(6), 718-740. <https://doi.org/10.1163/15691330-bja10045>
- Amaladoss, M. X., & Manohar, H. L. (2013). Communicating corporate social responsibility-a case of csr communication in emerging economies. *Corporate Social Responsibility and Environmental Management*, 20(2), 65-80. <https://doi.org/10.1002/csr.287>
- Arianto, B. (2021). Pengembangan UMKM digital di masa pandemi COVID-19. *ATRABIS: Jurnal Administrasi Bisnis (e-Journal)*, 6(2), 233-247. <https://doi.org/10.38204/atrabis.v6i2.512>
- Awwal, M. A. F., Utami, E. Y., Sumerli A, C. H., & Purwoko, B. (2023). Technology adaptation and CEO characteristics: Enhancing competitive advantage in Indonesia's MSME of F&B in the Jabodetabek region. *International Journal of Business, Law, and Education*, 4(2), 1228-1241. <https://doi.org/10.56442/ijble.v4i2.322>
- Azizah, N., Ratnadewi, D., & Yuniarti, S. (2022). Classroom discourse analysis on english learning interaction during the COVID-19 pandemic. *IDEAS: Journal on English Language Teaching and Learning, Linguistics and Literature*, 10(2), 1287-1306. <https://doi.org/10.24256/ideas.v10i2.3142>
- Bachri, N., Wardhiah, W., Roni, M., & Muhammad Nur, M. (2022). Women's entrepreneurship

in supporting halal tourism in Lhokseumawe city. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAAS)*, 2(1), 49-56. <https://doi.org/10.54443/ijeabas.v2i1.156>

- Banihani, M. (2020). Empowering Jordanian women through entrepreneurship. *Journal of Research in Marketing and Entrepreneurship*, 22(1), 133-144. <https://doi.org/10.1108/JRME-10-2017-0047>
- Burchell, J., & Cook, J. (2006). It's good to talk? Examining attitudes towards corporate social responsibility dialogue and engagement processes. *Business Ethics: A European Review*, 15(2), 154-170. <https://doi.org/10.1111/j.1467-8608.2006.00439.x>
- Camilleri, M. A. (2018). Unleashing corporate social responsibility communication for small businesses in the digital era. *Academy of Management Proceedings*, 2018(1), 10467-10473. <https://doi.org/10.5465/ambpp.2018.10467abstract>
- Creswell, J. W., & Creswell, J. D. (2018). *Research design qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications Inc.
- Daniel, S. J. (2020). Education and the COVID-19 pandemic. *Prospects*, 49(91-96). <https://doi.org/10.1007/s11125-020-09464-3>
- Devin, B. L., & Lane, A. B. (2014). Communicating engagement in corporate social responsibility: A meta-level construal of engagement. *Journal of Public Relations Research*, 26(5), 436-454. <https://doi.org/10.1080/1062726X.2014.956104>
- Fadilah, M. R. (2019). Ekonomi digital dan sharing economy serta dampaknya bagi perekonomian Indonesia. [theindonesianinstitute.com. https://www.theindonesianinstitute.com/wp-content/uploads/2019/08/Materi-Rifki_Peneliti-Ekonomi-TII.pdf](https://www.theindonesianinstitute.com/wp-content/uploads/2019/08/Materi-Rifki_Peneliti-Ekonomi-TII.pdf)
- Girard, C., & Sobczak, A. (2012). Towards a Model of corporate and social stakeholder engagement: Analyzing the relations between a french mutual bank and its members. *Journal of Business Ethics*, 107(2), 215-225. <https://doi.org/10.1007/s10551-011-1034-3>
- Gladden, M. E. (2019). Who will be the members of Society 5.0? Towards an anthropology of technologically posthumanized future societies. *Social Sciences*, 8(5), 1-39. <https://doi.org/10.3390/socsci8050148>
- Hanggraeni, D. (2021). Information and communication technologies (ICTs) adoption by MSMEs and local poverty: An empirical evidence from Indonesia. *Jurnal Keuangan dan Perbankan*, 25(2), 225-239. <https://doi.org/10.26905/jkdp.v25i2.5343>
- Harayati, S. (2019). The communication process analysis of corporate social responsibility program of Ancol zero waste. *International Journal of Scientific and Research Publications (IJSRP)*, 9(11), 604-608. <https://doi.org/10.29322/ijsrp.9.11.2019.p9582>
- He, H., & Harris, L. (2020). The impact of COVID-19 pandemic on corporate social responsibility and marketing philosophy. *Journal of Business Research*, 116, 176-182. <https://doi.org/10.1016/j.jbusres.2020.05.030>
- Hendratmi, A., Agustina, T. S., Sukmaningrum, P. S., & Widayanti, M. A. (2022). Livelihood strategies of women entrepreneurs in Indonesia. *Heliyon*, 8(9), 1-13. <https://doi.org/10.1016/j.heliyon.2022.e10520>
- Hendricks, S., & Mwapwele, S. D. (2024). A systematic literature review on the factors influencing e-commerce adoption in developing countries. *Data and Information Management*, 8(1), 1-14. <https://doi.org/10.1016/j.dim.2023.100045>
- Ibn-Mohammed, T., Mustapha, K. B., Godsell, J., Adamu, Z., Babatunde, K. A., Akintade,

- D. D., Acquaye, A., Fujii, H., Ndiaye, M. M., Yamoah, F. A., & Koh, S. C. L. (2021). A critical review of the impacts of COVID-19 on the global economy and ecosystems and opportunities for circular economy strategies. *Resources, Conservation and Recycling*, 164, 1-22. <https://doi.org/10.1016/j.resconrec.2020.105169>
- Janani, V., & Gayathri, S. (2019). CSR in the digital ERA—a access on the CSR communication of companies and identification of services for CSR. *International Journal of Innovative Technology and Exploring Engineering*, 8 (11 Special Issue), 689-693. <https://doi.org/10.35940/ijitee.K1117.09811S19>
- Klassen, A. (2019). Deconstructing paper-lined cubicles: Digital literacy and information technology resources in the workplace. *International Journal of Advanced Corporate Learning (IJAC)*, 12(3), 5-13. <https://doi.org/10.3991/ijac.v12i3.11170>
- Kurniawati, E., Idris, I., Handayati, P., & Osman, S. (2021). Digital transformation of MSMEs in Indonesia during the pandemic. *Entrepreneurship and Sustainability Issues*, 9(2), 316-331. [https://doi.org/10.9770/jesi.2021.9.2\(21\)](https://doi.org/10.9770/jesi.2021.9.2(21))
- Laksmanawati, J., & Yuniawan, A. (2021). Women and the digitalization strategies of micro, small, and medium enterprises in the new normal era. *Petra International Journal of Business Studies*, 4(1), 55-64. <https://doi.org/10.9744/ijbs.4.1.55-64>
- López-Meneses, E., Sirignano, F. M., Vázquez-Cano, E., & Ramírez-Hurtado, J. M. (2020). University students' digital competence in three areas of the DigCom 2.1 model: A comparative study at three European universities. *Australasian Journal of Educational Technology*, 36(3), 69-88. <https://doi.org/10.14742/AJET.5583>
- Marom, S., & Lussier, R. N. (2020). Corporate social responsibility during the coronavirus pandemic: An interim overview. *Business and Economic Research*, 10(2), 250-269. <https://doi.org/10.5296/ber.v10i2.17046>
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). Qualitative data analysis: A methods sourcebook (3rd ed.). SAGE Publications.
- Mohtaramzadeh, M., Ramayah, T., & Jun-Hwa, C. (2018). B2B E-commerce adoption in iranian manufacturing companies: Analyzing the moderating role of organizational culture. *International Journal of Human-Computer Interaction*, 34(7), 621-639. <https://doi.org/10.1080/10447318.2017.1385212>
- Moleong, L. J. (2018). *Metodologi penelitian kualitatif*. PT Remaja Rosdakarya
- MOWECP. (2020). Sispreneur, strategi dukung perempuan pelaku UMKM dalam masa pandemi. [Kemenpppa.go.id](https://www.kemenpppa.go.id) [https:// www.kemenpppa.go.id/index.php/page/read/29/2827/Sispreneur-Strategi-Dukung-Perempuan-PelakuUMKM-Dalam-Masa-Pandemi](https://www.kemenpppa.go.id/index.php/page/read/29/2827/Sispreneur-Strategi-Dukung-Perempuan-PelakuUMKM-Dalam-Masa-Pandemi).
- Mthembu, P. S., Kunene, L. N., & Mbhele, T. P. (2018). Barriers to e-commerce adoption in African countries. A qualitative insight from Company Z. *Journal of Contemporary Management*, 15(4), 265-304. Retrieved from <https://journals.co.za/doi/pdf/10.10520/EJC-161d1c26ed>
- Nugroho, R. (2021). Penerapan metode blended learning dalam pembelajaran PAI pada era new normal bookmark message copy message export. *As-Salam: Jurnal Studi Hukum Islam & Pendidikan*, 10(1), 17-30. <https://doi.org/10.51226/assalam.v10i1.200>
- Nurjanah, A., Prawoto, N., & Ramdana, I. (2023). Implementing Islamic concept on CSR program of Pertamina in Yogyakarta. *Jurnal Studi Komunikasi (Indonesian Journal of Communications Studies)*, 7(3), 911–929. <https://doi.org/10.25139/jsk.v7i3.6872>

- Ozturk, I., Alqassimi, O., & Ullah, S. (2024). Digitalization and SMEs development in the context of sustainable development: A China perspective. *Heliyon*, 10(6), 1-10. <https://doi.org/10.1016/j.heliyon.2024.e27936>
- Permana, A. (2018). *Menghadapi tantangan ekonomi digital di Indonesia*. Institut Teknologi Bandung.
- Prasetyo, H., & Sutopo, W. (2018). Industri 4.0: Telaah klasifikasi aspek dan arah perkembangan riset. *J@ti Undip: Jurnal Teknik Industri*, 13(1), 17-26. <https://doi.org/10.14710/jati.13.1.17-26>
- Prastya, N., Aryan, E., & Wahyuhastuti, N. (2017). Start up digital business: Sebagai solusi penggerak wirausaha muda. *Jurnal Nusantara Aplikasi Manajemen Bisnis*, 2(1), 1-9. <https://doi.org/10.29407/nusamba.v2i1.701>
- Radicic, D., & Petković, S. (2023). Impact of digitalization on technological innovations in small and medium-sized enterprises (SMEs). *Technological Forecasting and Social Change*, 191, 1-16. <https://doi.org/10.1016/j.techfore.2023.122474>
- Rahawarin, Y., Engkizar, Hakim, R., Sari, W. W., Ramdani, N. S., Kasmar, I. F., Wulandari, S., Restari, Y. A., Mutathahirin, Amnda, V., & Arifin, Z. (2020). Seven motivations of students selecting department of islamic teaching education in public university. *Asian Social Science and Humanities Research Journal (ASHREJ)*, 2(1), 45–55. <https://doi.org/10.37698/ashrej.v2i1.25>
- Reni, A., Sihite, M., & Rijal, S. (2023). Human resource management, technology adaptation, and environmental policy: A multi-variable study of msme entrepreneurship in Indonesia. *International Journal of Business, Law, and Education*, 5(1), 72-89. <https://doi.org/10.56442/ijble.v5i1.358>
- Riswandi, R., & Permadi, I. (2022). Business sustainability through technology adoption: Readiness and acceptance of e-commerce technology in MSMEs. *KnE Social Sciences*. Vol.2022. 243-256. <https://doi.org/10.18502/kss.v7i14.11973>
- Rosilawati, Y., & Mulawarman, K. (2019). Kearifan lokal Tri Hita Karana dalam program corporate social responsibility. *Jurnal ASPIKOM*, 3(6), 1215-1227. Retrieved from <http://jurnalaspikom.org/index.php/aspikom/article/view/426/178>
- Santos, A. I., & Serpa, S. (2017). The Importance of promoting digital literacy in higher education. *International Journal of Social Science Studies*, 5(6), 90-93. <https://doi.org/10.11114/ijsss.v5i6.2330>
- Sari, F. I., Mediaty, M., & Said, D. (2020). Corporate Social Responsibility Vs Creating Shared Value Melalui Kajian Perspektif Islam: Pendekatan Kritis Jurgen Habermas. *Jurnal Ilmiah Akuntansi Peradaban*, 6(1). 1-16. <https://doi.org/10.24252/jiap.v6i1.14459>
- Sari, A. C., & Adinugraha, H. H. (2022). Implementation of QRIS-based payments towards the digitalization of Indonesian MSMEs. *Ekonomika Syariah: Journal of Economic Studies*, 5(2), 124-139. <https://doi.org/10.30983/es.v5i2.5027>
- Setyowati, Y. (2019). Empowerment communication as a new perspective of education development. *Jurnal Komunikasi Pembangunan*, 17(2), 188-199.
- Sharma, A. (2023). The impact of corporate social responsibility on brand reputation: an analysis of companies act. *JULS, II(III)*, 92-105. <https://doi.org/10.59126/v2i3a7>
- Song, B., & Wen, J. (2020). Online corporate social responsibility communication strategies and stakeholder engagements: A comparison of controversial versus noncontroversial industries. *Corporate Social Responsibility and Environmental Management*, 27(2), 881-

896. <https://doi.org/10.1002/csr.1852>

- Taylor, M., & Kent, M. L. (2014). Dialogic engagement: Clarifying foundational concepts. *Journal of Public Relations Research*, 26(5), 384–398. <https://doi.org/10.1080/1062726X.2014.956106>
- Tehemar, S. A. Z. (2014). *Communication in the CSR context*. Bookboon.
- UNIDO. (2014). *Empowering women: Fostering entrepreneurship*. United Nations Industrial Development Organisation (UNIDO).
- United Nations Conference on Trade and Development. (2019). Digital Economy Report. *Digital Economy Report, September*.
- Wahyudi, R., & Adim Pradana, H. (2023). Pemberdayaan UMKM perempuan Indonesia melalui program inkubasi bisnis W20 berbasis digital tahun 2022. *PAMARENDA: Public Administration and Government Journal*, 3(1), 35-45. <https://doi.org/10.52423/pamarenda.v3i1.41685>
- Wella, S. F., & Chairy, C. (2020). Implementasi sustainability sebagai alat pemasaran pada era pandemi COVID-19. *Jurnal Muara Ilmu Ekonomi Dan Bisnis*, 4(2), 343-354. <https://doi.org/10.24912/jmie.v4i2.8284>
- Wicaksono, R. M. T. A. D. (2021). Corporate social responsibility in media digital during COVID-19 pandemic. *Jurnal ASPIKOM*, 6(1), 150-166. <https://doi.org/10.24329/aspikom.v6i1.816>
- Yin, R. K. (2018). *Case study research and applications: Design and methods*. SAGE Publications Inc.

Copyright holder :
© Enjang Pera Irawan

First publication right :
Jurnal ASPIKOM

This article is licensed under:



