

Inclusive CSR and Social Upward Mobility: An Empowerment Framework for People with disabilities in Indonesia's Rural Industrial Context

Fendy Eko Wahyudi ^{1,*}, Muhammad Subhan ¹, Satwika Paramasatya ², Ika Nur Halimah ³, and Antika Sukma Pandanarum ³

¹ Department of International Relations, Universitas Diponegoro, Semarang, Indonesia

² Department of Conflict Resolution, Human Security and Global Governance, McCormack School of Policy and Global Studies, University of Massachusetts Boston, Boston, USA

³ PT Pertamina Patra Niaga, Fuel Terminal Boyolali, Boyolali, Indonesia

* Email: fewahyudi@lecturer.undip.ac.id

Abstract

Growing attention to inclusive development has emphasized the importance of integrating marginalized groups, including people with disabilities, into economic and social systems, while Corporate Social Responsibility (CSR) initiatives are increasingly expected to move beyond philanthropy toward creating measurable shared value for both companies and communities. This study examines an inclusive CSR and Shared Value Creation (CSV) initiative implemented by PT Pertamina Fuel Terminal Boyolali in collaboration with the Boyolali Disability Communication Forum (FKDB) through the Kresna Patra program, which integrates inclusive education, demand-based vocational training, and job placement for people with disabilities. Employing a qualitative case study design, data were collected through in-depth interviews with 17 key informants, including program beneficiaries, facilitators, CSR representatives, and local government officials, complemented by document analysis of program reports, partnership agreements, and policy frameworks. The study applies the Social Return on Investment (SROI) framework as an integrated evaluation tool to assess the creation of social and economic value. The findings indicate that the program generated an SROI ratio of 2.50, meaning that every Rp 1 invested produced Rp 2.50 in combined social and economic value. In addition, the initiative enhanced participants' self-confidence, employability, and income stability, while strengthening institutional coordination and local policy alignment on disability inclusion. From a CSR perspective, the program demonstrates how inclusive workforce development can generate shared value by aligning corporate operational needs with community empowerment outcomes. The study concludes that CSR initiatives grounded in multi-stakeholder collaboration and evaluative accountability can serve as an effective model for inclusive community development, supporting Sustainable Development Goals 4 (Quality Education) and 10 (Reduced Inequalities), and highlighting the importance of sustained corporate engagement in inclusive economic participation.

Keywords: Corporate Social Responsibility (CSR), Creating Shared Value (CSV), Social Return on Investment (SROI), Disability Inclusion, Empowerment

SDGs: Goal 4 (Quality Education), Goal 10 (Reduced Inequalities)

Manuscript History

Received: September 23, 2025

Revised: March 13, 2026

Accepted: March 28, 2026

How to cite:

Wahyudi, F.E., Subhan, M., Paramasatya, S., Halimah, I.N., and Pandanarum, A.S. (2026). Inclusive CSR and Social Upward Mobility: An Empowerment Framework for People with disabilities in Indonesia's Rural Industrial Context. *International Journal of Research and Community Empowerment*, 4(2), 105-117. DOI: <https://doi.org/10.58706/ijorce.v4n2.p105-117>.

INTRODUCTION

Policymakers and scholars increasingly recognize inclusive development as a key dimension of sustainable growth, as it emphasizes the participation of marginalized groups such as people with disabilities in economic and social life. Over the past decade, the global discourse has shifted from a charity-based approach to rights-based inclusion, in line with the Convention on the Rights of People with Disabilities (CRPD) and the United Nations Sustainable Development Goals (UNDP, 2023). Within this framework, corporate social responsibility (CSR) now serves as a strategic instrument for promoting social equality, particularly in developing countries where structural barriers to employment and education persist (Bonaccio et al., 2020).

Empirical studies show that inclusion-focused CSR programs can significantly improve community resilience, income diversification, and well-being (Hutchinson, et.al, 2024). However, despite this growing attention, most CSR interventions targeting disability inclusion remain limited to philanthropy or short-term skills training, rather than long-term employability outcomes (Zhao, et.al, 2022; Di Francesco, et.al, 2023). The recent methodological evolution of Social Return on Investment (SROI) has addressed this gap by quantifying social value creation and linking program performance to measurable economic outcomes (Gosselin et al., 2020; Marques et al., 2025; Mitchell et al., 2023). This framework enables companies and policymakers to demonstrate how social investments generate tangible, monetizable impacts that justify a continued commitment to inclusion (Banke-Thomas et al., 2015; Nicholls, 2017).

Indonesia has formally institutionalized disability inclusion through Law No. 8 of 2016 and subsequent regulations that promote accessibility, adequate accommodation, and employment quotas (Republic of Indonesia, 2016). However, fragmented implementation persists at the local level, particularly in rural industrial areas where limited literacy, infrastructure, and stigma hinder equal participation (Badan Pusat Statistik, 2024; Boyolali Regency Government, 2012). Although this article discusses "industrial areas," its empirical setting is rural-industrial, not an urban area. Boyolali is a regency where disability inclusion challenges and job market opportunities are shaped by village-based and peri-rural manufacturing clusters, particularly garment factories operating in or near rural sub-districts. In this context, the Kresna Patra initiative serves as a bridging mechanism connecting rural communities with disabilities to formal employment pathways within the local manufacturing ecosystem. Although previous studies have addressed community empowerment and inclusion of people with disabilities, few studies have integrated quantitative assessment techniques to evaluate inclusive employment programs.

This study seeks to bridge this analytical gap by examining how an inclusive CSR initiative, the Kresna Patra Program in Boyolali, Central Java, serves as a model for disability empowerment through education, vocational training, and job placement. This study applies the SROI framework to assess the social and economic value generated by the program and explores the extent to which multi-stakeholder collaboration between community organizations, local governments, and industry contributes to broader social mobility. Through this approach, the study aims to provide an evidence-based model for inclusive CSR aligned with SDG 4 (Quality Education) and SDG 10 (Reduced Inequality), thereby contributing to Indonesia's efforts to achieve sustainable and equitable development. In this research, SROI is applied as an integrated evaluation instrument within the qualitative case study, not as a stand-alone quantitative design. The analysis estimates the present value (PV) of program benefits relative to total investment through time adjustment (discounting). It reports the program's efficiency using the Net SROI ratio (PV of Benefits–Investment)/Investment, complemented by a payback period indicator to show how quickly value is realized. This operationalization enables us to translate key outcomes of the education–training–placement pathway into comparable socio-economic value metrics while remaining grounded in stakeholder narratives and documentary evidence.

METHOD

The research method is written in full and in detail so that other researchers can repeat the research (reproducible) for confirmation and clarification. General methods do not need to be written down in detail. This section contains the *research design, research procedure, data sources or participants, data collection techniques, and data analysis techniques*.

Research Design

This study employed a qualitative case study design to enable an in-depth examination of social interactions, institutional arrangements, and collaborative processes within a community-based empowerment program for people with disabilities. The case study approach was chosen because it allows for a contextual

understanding of how multi-stakeholder collaboration, particularly among civil society organizations, local governments, and corporate CSR actors, operates (Yin, 2018). Therefore, to complement the qualitative analysis, this study incorporates the Social Return on Investment (SROI) framework as an integrated evaluation tool, used to assess the social and economic value generated by the program. The SROI analysis is not a separate quantitative research design but rather serves as an integrated analytical instrument within the qualitative case study to support impact interpretation and accountability.

Participants and Research Object

We conducted this research in Boyolali Regency, Central Java, where a community-based initiative has been actively implementing training and job-placement for people with disabilities. Our participants consisted of program beneficiaries, facilitators, CSR representatives, and local government officials. We employed a combination of purposive and snowball sampling to identify informants directly involved in program implementation and decision-making.

Inclusion and Exclusion Criteria

Participants were selected based on the following criteria:

- a. Direct involvement in the Kresna Patra program as either beneficiaries, program facilitators, or institutional stakeholders.
- b. Minimum program engagement of at least six months to ensure adequate exposure to program outcomes.
- c. Willingness to participate voluntarily in in-depth interviews.

Exclusion criteria including but not limited to:

- a. Individuals with less than three months of program exposure.
- b. Those who had disengaged from the program due to unresolved conflict or involuntary departure.
- c. Potential participants unable to communicate their experiences effectively due to communication impairments without appropriate accommodations.

Sampling Procedure

We employed purposive sampling in the beginning to intentionally identify and recruit key informants who held critical knowledge about program design, implementation, and outcomes. This initial phase targeted individuals in leadership positions, including the Chairperson of Boyolali Disability Communication Forum (FKDB), the CSR manager from PT Pertamina Fuel Terminal Boyolali, and senior officials from the local Manpower office. These initial informants were selected based on their central roles in program coordination and policy alignment.

We applied snowball sampling subsequently to expand the participant pool. Each initial informant was asked to recommend other individuals who possessed relevant knowledge or experience related to the program. It proved particularly valuable for reaching program beneficiaries who had successfully transitioned into formal employment, frontline facilitators, and line supervisors in partner factories. Individuals who might otherwise be difficult to identify through formal channels alone. The snowball process continued until data saturation was reached indicated by the emergence of no new themes or information from subsequent interviews. In total, we recruited 17 key informants who represented diverse roles and institutional backgrounds.

Measures and Data Collection Procedures

In this study, data collection utilized several complementary techniques to capture the complexity of the empowerment process. Primary qualitative data were obtained through in-depth interviews with Sri Setyaningsih, Chair of the Boyolali Disability Communication Forum (FKDB) and founder of the Kresna Patra (Nusantara Inclusive Creation) initiative, conducted on August 2, 2025. The interviews explored program implementation, institutional collaboration, participant barriers, and work outcomes. Furthermore, document analysis was conducted using program reports, CSR partnership agreements, monitoring records, and participant testimonials. To contextualize the empirical findings, this study also reviewed relevant national and regional policies related to disability inclusion and corporate social responsibility. Fieldwork was conducted between July and August 2025 through a combination of in-person visits and online communication to accommodate the diverse domiciles and availability of respondents.

Data Analysis

The collected data were analyzed using thematic analysis following the qualitative procedures outlined by Creswell and Poth (2018). Interview recordings and field notes were first transcribed verbatim and organized into a unified data set. Initial open coding was then conducted to identify recurring patterns related to training outcomes, job transitions, institutional support, and social mobility. These codes were then grouped into broader themes and subthemes through an iterative comparison process. Analytical interpretation focused on identifying relationships among themes and situating findings within relevant theoretical and policy frameworks. To enhance analytical rigor, source triangulation was applied by systematically comparing data from interviews, observations, and documentary sources. The research team also created analytical memos and engaged in iterative discussions to ensure consistency, reflexivity, and reliability of interpretations.

RESULTS AND DISCUSSION

Labour Market Conditions for People with disabilities in Indonesia (and Boyolali)

This study focuses on Boyolali Regency, a rural–industrial setting in Central Java where disability inclusion remains constrained by stigma, credential barriers, and limited pathways from training to formal employment. Secondary evidence suggests that people with disabilities in Boyolali face severe educational and economic vulnerability, with limited access to education, skills and decent employment pathways (Halimah, 2025). Consistent with provincial patterns, physical and intellectual disabilities constitute the largest categories locally, underscoring the need for inclusive education, adaptive vocational training, and structured job-matching mechanisms.

Furthermore, Table 1 presents a more detailed breakdown of disability categories in Boyolali Regency, which serves as the primary empirical setting of this study.

Table 1. Data on People with Disabilities in Boyolali Regency

No	Category	Number (people)
1	People with physical disabilities	1,397
2	People with intellectual disabilities (<i>mental retardation</i>)	1,069
3	People with visual impairments (<i>blind</i>)	612
4	People with physical and intellectual disabilities	541
5	People with hearing impairments (<i>deaf</i>)	433
6	People with psychosocial disabilities (<i>mental illness</i>)	344
7	People with speech impairments	246
8	People with visual and physical disabilities	103
9	People with hearing, speech and physical disabilities	82
10	People with hearing, visual and speech impairments	44

Source: Dinas Sosial Provinsi Jawa Tengah (2024)

Table 1 summarizes disability categories in Boyolali based on the latest administrative placement records (Dinas Sosial Provinsi Jawa Tengah, 2023). The dominance of physical and intellectual disabilities highlights the practical importance of three components, namely: (i) credential support (equivalency education), (ii) job-relevant training, and (iii) workplace accommodation, that directly shape the feasibility of the Kresna Patra employment pathway.

The primary problem extends beyond limited access to public services to include persistent social stigma. Many people with disabilities continue to face exclusion in education, training, and employment; shame or overprotection often confines them to their homes. These social and cultural dynamics further deepen the inequality gap. Low educational attainment limited vocational skills, and inadequate institutional support directly fuel unemployment and poverty among people with disabilities. As Fakhri (2002) observed, people with disabilities experience multiple forms of discrimination, including economic subordination, stereotyping, and restricted access to public life.

Currently, limited government initiatives in Boyolali achieve only minimal coverage and effectiveness. Localized program gaps and weak institutional coordination leave most people with disabilities unskilled and disconnected from employment pathways. Consequently, many companies hesitate to recruit disabled workers, perpetuating cycles of dependency and poverty. The growing number of unskilled disabled individuals underscores the urgent need for evidence-based programs that strengthen life skills, promote vocational readiness, and institutionalize inclusive employment frameworks.

Structural and Social Barriers

Qualitative evidence obtained from an in-depth interview with the Chairperson of FKDB indicates that structural and social barriers continue to disrupt the transition from education and training to employment for people with disabilities in Boyolali. These barriers include persistent social stigma, limited administrative readiness, uneven educational backgrounds, and weak institutional accommodation. According to the informant and FKDB Chairperson, a significant number of people with disabilities remain socially isolated because they are concealed by their families or reluctant to leave their homes, which reduces their visibility in official data and limits access to empowerment programs.

This finding corroborates broader evidence that stigma and self-stigma suppress labor participation among people with disabilities (WHO, 2011). As noted by the informant, *“there are many people with disabilities, but many are hidden and not yet willing to go outside”*. These conditions reinforce exclusion by preventing early identification, skills assessment, and inclusion in training or employment pipelines, despite the availability of job opportunities in the local garment industry.

Stigma, self-stigma, and social exclusion

Interview data further revealed that stigma operates at both the community and individual levels. The Head of the FKDB explained that negative labeling, such as assumptions about low productivity or an inability to meet industry standards, often discourages people with disabilities from applying for jobs, even when openings are available. This process results in self-exclusion, where individuals internalize societal judgments and withdraw from labor market participation.

One recurring challenge highlighted in the interviews was the perceived gap between industry productivity expectations and the actual capabilities of workers with disabilities. As one informant stated, *“the productivity of people with disabilities is not always the same as that of non-disabled workers, so affirmation and accommodation are needed”*. Without such accommodation, stigma becomes institutionalized, reinforcing exclusion despite policy commitments to inclusive employment.

Literacy/education and credentials gap

The main structural barrier identified through interviews was the mismatch between administrative requirements and participants' actual competencies. Informants emphasized that many program participants face a dual barrier: some lack formal diplomas, while others possess certificates but have limited literacy or numeracy skills. As explained during the interviews, *“some have diplomas but cannot read or write well, while others have skills but lack formal certificates”*.

To address this gap, Kresna Patra collaborates closely with Community Learning Centers (PKBM) to provide equivalency education at the elementary, junior high, and high school levels. This approach aligns with national inclusive education policies but highlights the practical challenges of integrating educational remediation with vocational preparation. The interviews emphasized that equivalency education is not merely complementary but also fundamental to enabling people with disabilities to meet the administrative threshold for formal employment.

Reasonable accommodation in the workplace (and implementation gaps)

The interview also underscored the importance of reasonable accommodation and institutional collaboration in maintaining employment outcomes. According to the Head of the FKDB, job placement is insufficient without ongoing monitoring, workplace adaptation, and post-placement support. Monthly monitoring meetings and quarterly company visits are conducted to assess adaptation, productivity, and retention.

Furthermore, collaboration with various stakeholders, including local government agencies, CSR actors, and training institutions, plays a crucial role in addressing gaps when participants fail to meet initial qualification standards. As noted in the interview, participants who do not qualify for industrial placement are redirected to further training or supported in self-sustaining livelihoods through partnerships with social and employment institutions. These adaptive mechanisms reflect the practical implementation of the reasonable accommodation principles emphasized in the CRPD and ILO guidelines, bridging formal policy with operational realities.

Effectiveness of Collaboration Model (Community–Local Government–Industry)

The Kresna Patra program positions vocational strengthening for people with disabilities in Boyolali as a structured transition path from equivalency education to formal employment. This demand-driven approach uses training as a “bridge,” tailoring the curriculum to real workplace needs, especially in sewing and packing, and directly linking it to industry recruitment channels (Ministry of Manpower of the Republic of Indonesia, 2020). Upstream, the program equips participants with bridging basic literacy and work discipline. In the middle, they obtain credentials that HR departments recognize. Downstream, job-coaching and a buddy system ensure a smooth adaptation phase on the production line. Thus, vocational training becomes part of a coherent education-training-placement value chain.

Kresna Patra’s collaborative model effectively links three key nodes, namely: community, local government, and industry, into a unified value chain. At the community level, the program accumulates cultural capital and social capital, thereby opening previously blocked mobility channels. This narrative emerges clearly through vocational pathways and networking with the Manpower Office. Boyolali Regent Regulation No. 54/2012 provides the legal umbrella for these cross-actor partnerships. At the corporate level, FT Boyolali’s CSR governance uses GRI standards and assurance frameworks to systematically develop social programs, ensuring institutional accountability and collaboration sustainability.

Within this framework, the sewing training prototype ran for 18 consecutive days with 20 participants with disabilities, mentored by professional trainers from PT Pan Brothers Tbk. The first three days focused on K3, machine operation, and basic patterns. The next five days developed pattern precision, followed by three days of fabric preparation. The program recommends graduates who meet competency thresholds to PT Pan Brothers Tbk HR, transforming the training from a simple course into a direct pipeline for production line recruitment.

Quantitative Evidence of Job Placement and Retention

In 2024, the databases of four factories, including PT Pan Brothers Tbk Boyolali, PT Prima Sejati Sejahtera (PSS), PT. Eco Smart Garment Indonesia (ESGI) Sambi, and PT. Eco Smart Garment Indonesia (Klego), recorded 107 placements, with the largest distribution at PSS. In 2024, labor administration data collected from four partner garment factories in Boyolali recorded 107 workers with disabilities, with the largest distribution at PT Prima Sejati Sejahtera. Furthermore, Table 2 presents the distribution of workers with disabilities across four major garment factories in Boyolali, which served as partner industries in the inclusive employment program.

Table 2. Distribution of Workers with Disabilities across Four Garment Factories in Boyolali (2024)

Company	Employees with Disabilities	Percent
PT Prima Sejati Sejahtera	51	47.7%
PT Pan Brothers Tbk Boyolali	25	23.4%
PT Eco Smart Garment Indonesia (Klego)	19	17.8%
PT Eco Smart Garment Indonesia (Sambi)	12	11.2%
Total	107	≈100%*

Source: PT Pan Brothers Tbk Boyolali (2024), PT Prima Sejati Sejahtera (2024), PT Eco Smart Garment Indonesia Sambi (2024), and PT Eco Smart Garment Indonesia Klego (2024)

According to Table 2, PT Prima Sejati Sejahtera accounted for nearly half of all placements (47.7%), followed by PT Pan Brothers (23.4%). This pattern highlights the strategic importance of the garment sector as the primary absorption hub for people with disabilities, providing large-scale, entry-level opportunities aligned with the participants’ vocational training outcomes.

Moreover, female participation dominated the workforce, which aligns with the gender profile of the garment sector, where production-line roles are predominantly filled by women. This pattern indicates that disability inclusion aligns naturally with existing gender dynamics within the local industry. The following dataset, shown in Table 3, summarizes the employment status at PT Hoplun Boyolali as of May 2025, based on the company's internal administrative records of employees with disabilities.

According to Table 3, the nearly balanced distribution between active and out-of-work employees (52.6% vs. 47.4%) suggests that retention remains a challenge in certain departments. However, the relatively strong retention among newer cohorts indicates that ongoing improvements in workplace adaptation and job coaching have begun to yield tangible results.

Table 3. Employment Status of Workers with Disabilities at PT Hoplun (2025)

Employment Status	Number (people)	Percent
Active	41	52.6%
Out (no longer employed)	37	47.4%
Total	78	100%

Source: PT Hoplun Boyolali Indonesia (2025)

Although department and workstation details are not presented in tabular form due to space limitations, available records indicate that most disabled workers at PT Hoplun are absorbed into the sewing line unit, with relatively limited diversification into non-production roles. This concentration suggests that retention outcomes are likely shaped by job-task fit and the consistency of reasonable accommodations in a high-intensity production environment. Therefore, the active vs. non-working patterns in Table 4.6 should be interpreted in conjunction with the program's monitoring and adaptation mechanisms.

Social Return on Investment (SROI) of the Kresna Patra Program 2023–2025: Estimates, Methodology, and Implications

This section assesses program performance through the Social Return on Investment (SROI) framework, which compares the present value (PV) of social benefits to the investment after time adjustment (discounting). The SROI ratio represents the net efficiency of social investment, as calculated in Equation 1.

$$\text{Net SROI} = (\text{PV of Benefits} - \text{Investment}) / \text{Investment} \tag{1}$$

In addition, the payback period (in months) was used as an indicator of how quickly social value was realized. Overall, for the 2023–2025 evaluation horizon, the aggregate SROI reached 2.50, meaning that every Rp1 invested in the program yielded approximately Rp2.50 in net social value. The year-by-year summary of SROI results is presented in Table 4.

Table 4. Summary of Figures Per Year

Year	PV of Benefits (IDR)	Investment (IDR)	NPV = PV – Investment (IDR)	Net SROI (NPV / Investment)	Payback (months)
2023	260,667,146.54	117,300,000	143,367,146.54	1.22	5.40
2024	383,113,321.38	97,800,000	285,313,321.38	2.92	3.06
2025	835,208,110.60	207,000,000	628,208,110.60	3.03	2.97
Total (2023–2025)	1,478,988,578.53	422,100,000	1,056,888,578.53	2.50	—

All financial and outcome data were derived from the SROI Technical Report of the TJSL Program of PT Pertamina Patra Niaga Fuel Terminal Boyolali (2021–2025)

According to Table 4, the SROI ratio increased substantially from 1.22 in 2023 to 3.03 in 2025, indicating a 2.48-fold improvement in impact efficiency over three years. This increase was accompanied by a shortening of the payback period, from 5.4 months in 2023 to about 3.0 months in 2025, showing that benefits were generated faster and more substantially in later years.

The sharp rise in the 2024 and 2025 ratios reflects both program maturity and improved participant retention. The 2024 figure (2.92) marked the turning point when vocational training outcomes were directly matched with labor demand, while 2025 (3.03) showed the effect of scale expansion and stable cost management. This improvement aligns with the demand-driven vocational design (sewing and packing specialization) and the introduction of structured job transition mechanisms, including onboarding, buddy systems, and job coaching.

In terms of proportional distribution, PV contributions across years were 17.6% (2023), 25.9% (2024), and 56.5% (2025). This uneven distribution suggests capacity consolidation, where accumulated program experience and institutional partnerships significantly amplified social value creation by 2025. The combination of position-specific training and HR networking reduced mismatch risks enhanced early productivity, and extended work retention (3–6–12 months), which in turn boosted the SROI ratio and shortened the payback cycle to less than one academic semester. This pattern is consistent with the broader

retention literature that emphasizes the importance of both organizational and personal factors in retaining employment (Kyndt et al., 2009).

Overall, these findings demonstrate that the Kresna Patra Program successfully transformed social investment into measurable economic and social value. The integration of education, training, and job placement, supported by adaptive corporate governance, ensured that inclusion initiatives were not merely charitable interventions but strategic, value-generating mechanisms that strengthened local social mobility and economic participation among people with disabilities.

Empowerment and Shared Value in the Education–Training–Employment Chain

Field evidence suggests that the Kresna Patra pathway is effective not only in providing skills but also in activating key psychological empowerment mechanisms that shape retention outcomes. First, participants develop self-efficacy through structured mastery experiences (e.g., completing training tasks, meeting basic quality standards, and receiving mentoring), which increases their confidence to enter the recruitment process and persist through the initial probationary period. Second, the program strengthens systems literacy, that is the ability to navigate administrative requirements, prepare documents, communicate with intermediaries (FKDB/PKBM/*Kantor Tenaga Kerja*), and request reasonable accommodations, reducing the “friction costs” that often prevent people with disabilities from obtaining formal employment. Third, these intrapersonal and interactional improvements translate into behavioral persistence, as evidenced by participants’ willingness to consistently attend training, adhere to workplace routines, and remain employed after the initial transition phase. In short, empowerment is not treated as an abstract outcome but as a practical mechanism linking training inputs to placement and retention.

This increased empowerment also explains why the program functions as a form of Creating Shared Value (CSV) through a demand-driven training-to-employment pathway. For communities, the chain (equivalency education → vocational training → placement support) expands employment opportunities, income opportunities, and social participation. For partner industries, the same chain provides a work-ready local workforce aligned with production line needs, lowering search and recruitment costs while enhancing adaptation through coaching and monitoring. This “shared value” logic helps shift disability inclusion from a charity framework to a productivity-based collaboration, consistent with the program’s measurable outcomes (placement, retention patterns) and the quantifiable value captured in SROI estimates.

Policy alignment

Overall, these findings align with Indonesian and international commitments to the right to work and reasonable accommodation, while also reflecting the importance of mandated local collaboration to maintain the education-training-employment pathway. The observed chain, namely: equivalency education, job-relevant vocational training, and structured placement support, operationalizes inclusion as measurable participation in the formal labor market, not merely symbolic compliance. At the implementation level, evidence suggests that policy intent becomes effective when translated into interagency coordination and industry-oriented mechanisms (certification support, job matching, monitoring, and accommodation practices) that reduce administrative and social barriers for people with disabilities.

Table 5. Policy Alignment of Findings

Level	Regulation / framework	Relevance to the findings (1 sentence)
Global	CRPD, Article 27 (Right to work; inclusive and accessible labour market)	Supports the study’s emphasis on translating inclusion into access, retention, and workplace accommodation in formal employment.
National	Law No. 8/2016 on Persons with Disabilities (incl. employment opportunity and accommodation provisions)	Provides the national mandate for inclusive recruitment and accommodation, consistent with the program’s credentialing and placement mechanisms.
Local	Boyolali Regent Regulation No. 54/2012 (cross-actor collaboration for inclusive services)	Explains why the community–local government–industry collaboration observed in Kresna Patra can be institutionalized and sustained locally.

Policy and Practice Implications

Field findings indicate that the Kresna Patra empowerment model in Boyolali, which combines equivalency education, vocational training (sewing, digital literacy, and basic literacy), and industrial networks, serves as a “ladder” for upward social mobility for people with disabilities. Theoretically, this intervention opens channels for mobility (education, training, and work) that have been blocked by structural barriers such as stigma, lack of diplomas, and minimal needs-based training. This aligns with warnings from classic literature on social mobility and social exclusion (Sorokin, 1927; Silver, 1994). In the context of people with disabilities, this pathway is increasingly relevant because deprived access to cultural capital (diplomas, skills) and social capital (networks, referrals) often limits employment opportunities. The Kresna Patra program explicitly addresses these two areas of capital through credentialization (credentialing) and strengthening networks between actors (Bourdieu, 1986).

The impact of the Kresna Patra program is clearly visible at three levels of social change. At the individual level, participants experience increased agency, technical and non-technical skills, and greater self-confidence in navigating the world of work and managing businesses. At the family level, there is a redistribution of economic roles, where people with disabilities who were previously largely dependent on family members are now able to make a significant contribution to household income. Meanwhile, at the community level, the success of some people with disabilities in obtaining employment or establishing independent businesses creates new role models that serve to erode social stigma and encourage changes in public perception regarding the capacity of people with disabilities as productive actors.

One of the main pathways identified is through vocational skills development tailored to the needs of the local garment industry. This program focuses not only on mastering technical skills (hard skills) such as sewing machine operation, sewing techniques, and embroidery, but also on developing non-technical aspects (soft skills) essential for the world of work, including discipline, time management, and interpersonal communication skills. This integration of hard and soft skills better prepares participants to face the demands of formal employment and managing independent businesses.

In addition to improving vocational skills, this study also found that personal empowerment is a key factor in promoting social mobility for people with disabilities. Participants demonstrated significant psychological and social development, including increased self-confidence, the courage to apply for formal sector jobs, and the ability to independently manage micro-enterprises. This transformation marks a significant shift from the position of people with disabilities, who were previously often viewed as passive recipients of assistance, to a new role as productive actors capable of determining their own direction in life while also contributing economically to their families and communities.

The third pathway identified in this research is the expansion of social and economic networks through strategic collaborations with various stakeholders. The Kresna Patra program forges close partnerships with the Department of Manpower, local garment companies, and communities of people with disabilities to create an inclusive and sustainable ecosystem. This collaboration results in broader access for participants, including internship opportunities, formal job placements in the industrial sector, and the development of group-based businesses managed collectively by people with disabilities. Thus, the resulting social and economic networks serve as important bridges that strengthen the position of people with disabilities in the labour market while increasing their capacity to build economic independence.

The barriers faced by people with disabilities in Boyolali reflect systemic exclusion driven by gaps in qualifications/skills and access to networks, which collectively limit entry into formal training and employment pathways. This cycle is reinforced when stigma reduces public visibility and participation, limiting opportunities for early identification, skills development, and job matching. However, field evidence suggests that visible employment outcomes can generate a “demonstration effect,” where successful placements gradually normalize disability inclusion and encourage more families and potential participants to engage with training and recruitment channels. Recent studies also note that stigma and inaccessible systems remain persistent barriers to disability inclusion in Indonesia (Halimah, 2025).

Catalyzing Sub-National Behavioral Change: Operationalizing “No One Left Behind” in Boyolali

The concrete results of the Kresna Patra initiative align with a shift observed in Boyolali's subnational practices, from policy intent to operational actions that embody the principle of “leaving no one behind.” Rather than acting solely as a top-down provider, the local government increasingly functions as a facilitator in a multi-stakeholder ecosystem, consistent with the perspective of collaborative governance (Ansell and

Gash, 2018), and evidence from the localization of the SDGs in Indonesia, where effective community initiatives can trigger institutional adaptation (Hardati et al., 2025).

This shift is evident in three concrete adjustments. First, local actors supported a more inclusive recruitment pipeline by mediating relationships between training providers and garment factories, an approach resembling “bridge governance” in addressing coordination failures in inclusive employment (Ansell and Gash, 2018). Second, support for BISINDO training for relevant personnel improved communication accessibility at the interface between candidates with disabilities and recruiters (United Nations Development Programme Indonesia, 2024). Third, the promotion of workplace adjustments and standard operating procedures for reasonable accommodations demonstrates a shift from symbolic compliance to routine institutional practice, consistent with evidence that procedural standardization strengthens the sustainability of accommodations (Anand & Sevak, 2017).

Overall, the Boyolali case demonstrates that subnational change is most durable when treated as iterative problem-solving, that is learning by doing through partnerships, rather than as a one-off policy declaration (Sabel and Zeitlin, 2020). The role of local governments in organizing events is also crucial: by legitimizing and coordinating arrangements across actors, it allows inclusive employment to be enhanced and normalized as a development agenda rather than being narrowly framed as welfare (Kim, 2024; Nugraha, 2021).

Behavioral Compliance and the Standardization of Sustainability Frameworks

The sustainability of these subnational practices is reinforced by national accountability frameworks that incentivize standardized and reportable ESG performance, specifically POJK 51/2017 and PROPER (Ministry of Environment and Forestry of the Republic of Indonesia, 2021). POJK 51/2017 requires regulated entities to implement sustainable finance principles and disclose their socio-environmental impacts; for Pertamina Patra Niaga, this shifts support for Kresna Patra from discretionary CSR to a program that must be managed with auditable indicators (e.g., trainees, placement, retention, and SROI). In turn, the reporting requirement drives more consistent monitoring and documentation, strengthening learning and program performance over time (Ministry of State-Owned Enterprises of the Republic of Indonesia, 2023).

PROPER further strengthens this incentive structure by rewarding social innovation beyond compliance and partnership-based initiatives. In this context, Kresna Patra's emphasis on inclusive recruitment procedures, reasonable accommodation practices, and skills pathways to employment aligns with the “Social” component of ESG and provides a credible rationale for continuation and scale-up. Overall, POJK 51/2017 and PROPER serve not as administrative constraints, but as governance mechanisms that help institutionalize disability inclusion, embedding it within corporate and local systems, making them more resilient to leadership changes and shifting priorities.

This study has several limitations that need to be acknowledged. As a qualitative case study centered on the Kresna Patra program in Boyolali, the findings are context-specific and therefore cannot be automatically generalized to other regions or sectors with different institutional and socio-economic settings. Furthermore, while the integration of SROI helps demonstrate measurable social and economic value, some longer-term and less tangible changes, such as self-confidence, social acceptance, and sustained future career mobility, may not have been fully captured in the current evaluation period. Nonetheless, the findings remain relevant to the SDGs, particularly SDG 4 (Quality Education) through expanding access to equitable education and vocational learning, and SDG 10 (Reduced Inequalities) through strengthening inclusive employment pathways, local collaboration, and disability-responsive empowerment. Hence, the Boyolali case demonstrates that inclusive CSR can serve not only as a social assistance program but also as a practical pathway to advancing more equitable and sustainable local development in Indonesia.

CONCLUSION

The Kresna Patra program demonstrates an effective inclusive CSR model that integrates equivalency education, demand-driven vocational training, and job placement to enhance social mobility for people with disabilities in rural Indonesia. With an SROI ratio of 2.50, the program generates measurable shared value through improved employability, income stability, institutional coordination, and stigma reduction, while aligning corporate operational needs with community empowerment. Its multi-stakeholder collaboration involving Boyolali Disability Communication Forum, local government, and PT Pertamina establishes an inclusive ecosystem that operationalizes Sustainable Development Goals 4 (Quality Education) and 10 (Reduced Inequalities). Beyond validating this model, the study highlights the need for stronger policy implementation at the national level, provides a replicable governance framework at the sub-national level,

and reinforces inclusive employment as a strategic investment for the private sector rather than merely a philanthropic effort. Future research should extend these findings through longitudinal and comparative analyses to strengthen the evidence base for inclusive workforce development.

AUTHOR CONTRIBUTIONS

Fendy Eko Wahyudi: Conceptualization, Methodology, Validation; **Muhammad Subhan:** Formal Analysis, Writing – Original Draft, Visualization; **Satwika Paramasatya:** Data Curation, Investigation, Writing – Review and Editing; **Ika Nur Halimah:** Resources, Project Administration, Supervision; and **Antika Sukma Pandanarum:** Funding Acquisition, Writing – Review and Editing, Correspondence. All authors have read and approved the final version of this manuscript.

DATA AVAILABILITY STATEMENT

The data supporting the findings of this study are available from the authors upon reasonable request, subject to ethical approval and institutional regulations.

DECLARATION OF COMPETING INTEREST

The authors declare no known financial conflicts of interest or personal relationships that could have influenced the work reported in this manuscript.

DECLARATION OF ETHICS

The authors declare that the research and writing of this manuscript adhere to ethical standards of research and publication, in accordance with scientific principles, and are free from plagiarism.

DECLARATION OF ASSISTIVE TECHNOLOGIES IN THE WRITING PROCESS

The authors declare that generative artificial intelligence (Gen AI) and other AI-assisted tools were used prudently, not excessively, during the research and preparation of this manuscript. Specifically, ChatGPT (OpenAI) was used to support language polishing, summarizing background literature, and formatting assistance; Grammarly was used for grammar checking and stylistic consistency; and ChatPDF was used to extract and simplify key points from lengthy reports. All AI-generated material was reviewed and edited for accuracy, completeness, and compliance with ethical and scholarly standards. The authors accept full responsibility for the final content of the manuscript.

REFERENCES

- Anand, P. and Sevak, P. (2017). The role of workplace accommodations in the employment of people with disabilities. *IZA Journal of Labor Policy*, **6**, 12. DOI: <https://doi.org/10.1186/s40173-017-0090-4>.
- Ansell, C. and Gash, A. (2018). Collaborative platforms as a governance strategy. *Journal of Public Administration Research and Theory*, **28**(1), 16–32. DOI: <https://doi.org/10.1093/jopart/mux030>.
- Badan Pusat Statistik. (2024). *Potret penyandang disabilitas di Indonesia: Hasil Long Form SP2020*. Jakarta: Badan Pusat Statistik. Retrieved from: <https://www.bps.go.id/id/publication/2024/12/20/43880dc0f8be5ab92199f8b9/potret-penyandang-disabilitas-di-indonesia-hasil-long-form-sp2020.html>.
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, **84**(2), 191–215. DOI: <https://doi.org/10.1037/0033-295X.84.2.191>.
- Banke-Thomas, A.O., Madaj, B., Charles, A., and van den Broek, N. (2015). Social return on investment (SROI) methodology to account for value for money of public health interventions: A systematic review. *BMC Public Health*, **15**, 582. DOI: <https://doi.org/10.1186/s12889-015-1935-7>.
- Bourdieu, P. (1986). The forms of capital. In J. Richardson (Ed.), *Handbook of Theory and Research for The Sociology of Education* (pp. 241–258). New York: Greenwood. Retrieved from: <https://www.marxists.org/reference/subject/philosophy/works/fr/bourdieu-forms-capital.htm>.
- Boyolali Regency Government. (2012). *Peraturan Bupati Boyolali No. 54 Tahun 2012 tentang Pendidikan Khusus dan Layanan Khusus*. Retrieved from: <https://peraturan.bpk.go.id/Download/328424/Perbup%20Boyolali%20Tahun%202012%20No%2054.pdf>.
- Creswell, J.W. and Poth, C.N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). Thousand Oaks: SAGE.

- Dinas Sosial Provinsi Jawa Tengah. (2024). *Buku Sebaran Data PPKS dan PSKS Tahun 2023*. Semarang: Dinsos Provinsi Jateng. Retrieved from: <https://data.jatengprov.go.id/dataset/985de971-b27a-495f-af8f-896c233078a4/resource/046e09da-a09e-42ae-8043-4267881584a4/download/sebaran-ppks-psks-2023.pdf>.
- Di Francesco, A., Pinelli, M., Lettieri, E., Toletti, G., and Galli, M. (2023). Towards a more inclusive society: The social return on investment (SROI) of an innovative ankle-foot orthosis for hemiplegic children. *Sustainability*, **15**(5), 4361. DOI: <https://doi.org/10.3390/su15054361>.
- Financial Services Authority of Indonesia. (2017). *Regulation No. 51/POJK.03/2017 on the implementation of sustainable finance*. Retrieved from: <https://peraturan.bpk.go.id/Home/Details/129651/peraturan-ojk-no-51poj032017-tahun-2017>.
- Gosselin, V., Bherer, L., Dagenais, C., and Champagne, F. (2020). Social return on investment method to evaluate community-based interventions: A structured review in health and social sectors. *International Journal of Behavioral Nutrition and Physical Activity*, **17**(1), 26. DOI: <https://doi.org/10.1186/s12966-020-00931-w>.
- Halimah, I.N. (2025). Peran institusi sosial dalam peningkatan akses keterampilan dan pekerjaan bagi penyandang disabilitas: Studi kasus Kelompok Kresna Patra Boyolali. *Journal of Social Development Studies*, **6**(1), 1–13. DOI: <https://doi.org/10.22146/jsds.19248>.
- Hardati, P., Setyowati, D.L., Nugraha, S.B., Amrullah, M.F., and Ratnaningsih, A.K. (2025). Implementation of global sustainable development goals at the local level: Studies of home industry in Kedunglengkong Village, Simo Sub-district, Boyolali District, Central Java Province, Indonesia. *Indonesian Journal of Conservation*, **13**(2), 58-65. DOI: <https://doi.org/10.15294/ijc.v13i2.16911>.
- Hutchinson, C., Lester, L., Coram, V., Flatau, P., and Goodwin-Smith, I. (2024). Beyond the bottom line: Assessing the social return on investment of a disability-inclusive social enterprise. *Social Enterprise Journal*, **20**(5), 951–968. DOI: <https://doi.org/10.1108/SEJ-08-2023-0101>.
- IBO Italia. (2021). *No one left behind: Awareness disability campaign*. Retrieved from: <https://iboitalia.org/no-one-left-behind-awareness-disability-campaign/>.
- International Labour Organization. (2019). *Promoting employment opportunities for people with disabilities: Guidelines for employers*. Switzerland: ILO Publications. Retrieved from: <https://www.ilo.org/media/403871/download>.
- Jurado-Caraballo, M.Á. and Quintana-García, C. (2025). Disability inclusion in workplaces, firm performance, and reputation. *European Management Journal*, **43**(5), 752–763. DOI: <https://doi.org/10.1016/j.emj.2024.08.001>.
- Kim, R.E. (2024). The likely impact of the BBNJ agreement on the architecture of ocean governance. *Marine Policy*, **165**, 106190. DOI: <https://doi.org/10.1016/j.marpol.2024.106190>.
- Kurnianto, A.A., Khatatbeh, H., Prémusz, V., Nemeskéri, Z., and Ágoston, I. (2023). Managing disabled workers due to occupational accidents in Indonesia: A case study on return to work program. *BMC Public Health*, **23**, 943. DOI: <https://doi.org/10.1186/s12889-023-15930-2>.
- Kyndt, E., Dochy, F., Michielsen, M., and Moeyaert, B. (2009). Employee retention: Organisational and personal perspectives. *Vocations and Learning*, **2**(3), 195–215. DOI: <https://doi.org/10.1007/s12186-009-9024-7>.
- Marques, S.R., Rodrigues, R., Zerth, J., and Orrego, C. (2025). The use of social return on investment approaches to evaluate integrated long-term care in high-income countries: A scoping review. *Health Policy*, **161**, 105414. DOI: <https://doi.org/10.1016/j.healthpol.2025.105414>.
- Ministry of Environment and Forestry of the Republic of Indonesia. (2021). *Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 1 Tahun 2021 tentang Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup* [Regulation of the Minister of Environment and Forestry No. 1 of 2021 on the Company Performance Rating Program in Environmental Management]. Jakarta: Kementerian Lingkungan Hidup dan Kehutanan.
- Ministry of Manpower of the Republic of Indonesia. (2020). *Peraturan Menteri Ketenagakerjaan Nomor 6 Tahun 2020 tentang Penyelenggaraan Pemagangan di dalam Negeri* [Regulation of the Minister of Manpower No. 6 of 2020 on Domestic Apprenticeship Implementation]. Jakarta: Kementerian Ketenagakerjaan.
- Ministry of State-Owned Enterprises of the Republic of Indonesia. (2023). *Peraturan Menteri Badan Usaha Milik Negara Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara* [Regulation of the Minister of State-Owned

- Enterprises No. PER-1/MBU/03/2023 on Special Assignments and the Social and Environmental Responsibility Program of State-Owned Enterprises].
- Mitchell, L., Browne, G., and Stewart, M. (2023). Social return on investment: Advancing the measurement of social impact. *Local Environment*, **28**(2), 153–172. DOI: <https://doi.org/10.1080/23748834.2023.2192333>.
- Nicholls, J. (2017). Social return on investment—Development and convergence. *Evaluation and Program Planning*, **64**, 127–135. DOI: <https://doi.org/10.1016/j.evalprogplan.2016.11.011>.
- Nugraha, B., Defi, I.R., Yolanda, R.P., Warliani, M., Biben, V., Jennie, J., Mubarak, H., Mayasari, N., and Gutenbrunner, C. (2021). Describing community-based rehabilitation services in Indonesia by using the International Classification of Service Organization in Rehabilitation 2.0. *Journal of Rehabilitation Medicine*, **53**(3), jrm00166. DOI: <https://doi.org/10.2340/16501977-2804>.
- Perkins, D.D. and Zimmerman, M.A. (1995). Empowerment theory, research, and application. *American Journal of Community Psychology*, **23**(5), 569–579. DOI: <https://doi.org/10.1007/BF02506982>.
- Porter, M.E. and Kramer, M.R. (2011). *Creating shared value*. Retrieved from: <https://hbr.org/2011/01/the-big-idea-creating-shared-value>.
- PT Pan Brothers Tbk Boyolali. (2024). *Nominatif data pekerja difabel/disabilitas PT Pan Brothers Tbk Boyolali* [Unpublished administrative dataset, Microsoft Excel file].
- PT Prima Sejati Sejahtera. (2024). *Nominatif data pekerja difabel/disabilitas PT Prima Sejati Sejahtera* [Unpublished administrative dataset, Microsoft Excel file].
- PT Eco Smart Garment Indonesia Sambi. (2024). *Nominatif data pekerja difabel/disabilitas PT Eco Smart Garment Indonesia Sambi* [Unpublished administrative dataset, Microsoft Excel file].
- PT Eco Smart Garment Indonesia Klego. (2024). *Data difabel ESGI Klego* [Unpublished administrative dataset, Microsoft Excel file].
- PT Hoplun Boyolali Indonesia. (2025). *Daftar karyawan disabilitas* [Unpublished administrative dataset, Microsoft Excel file].
- PT Pertamina Patra Niaga. (2023). *Laporan keberlanjutan 2023* [Sustainability report]. <https://pertainapatraniaga.com/file/files/2024/08/laporan-keberlanjutan-pt-pertamina-patra-niaga-2023.pdf>
- PT Pertamina Patra Niaga Fuel Terminal Boyolali. (2025). *Laporan teknis Social Return on Investment (SROI) program TJSL tahun fiskal 2021–2025* [Laporan internal tidak dipublikasikan]. Boyolali, Indonesia.
- Republic of Indonesia. (2016). *Law No. 8 of 2016 on persons with disabilities* [Undang-Undang Nomor 8 Tahun 2016 tentang Penyandang Disabilitas]. <https://peraturan.bpk.go.id/Details/37251/uu-no-8-tahun-2016>.
- Sabel, C.F. and Zeitlin, J. (2020). Experimentalist governance. In D. Lein-Faur (Ed.), *The Oxford handbook of governance*. Oxford: Oxford University Press. DOI: <https://doi.org/10.1093/oxfordhb/9780199560530.013.0012>.
- Scelles, N., Inoue, Y., Perkin, S.J., and Valenti, M. (2025). Social impact assessment of corporate social responsibility initiatives: Evaluating the social return on investment of an inclusion offer. *Journal of Business Ethics*, **197**(3), 613–629. DOI: <https://doi.org/10.1007/s10551-024-05786-w>.
- Silver, H. (1994). Social exclusion and social solidarity: Three paradigms. *International Labour Review*, **133**(5–6), 531–578. [https://www.ilo.org/public/libdoc/ilo/P/09605/09605\(1994-133-5-6\)531-578.pdf](https://www.ilo.org/public/libdoc/ilo/P/09605/09605(1994-133-5-6)531-578.pdf).
- Sorokin, P.A. (1927). *Social mobility*. New York: Harper and Brothers. Retrieved from: https://archive.org/details/socialmobility0000piti_1sted.
- United Nations Development Programme Indonesia. (2024). *Bridging the gap: Unlocking gender equity and social inclusion through sign language training*. Jakarta: UNDP Indonesia.
- United Nations. (2006). *Convention on the rights of persons with disabilities (CRPD)*. Retrieved from: <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>.
- World Health Organization. (2011). *World report on disability*. Malta: WHO. Retrieved from: <https://www.who.int/publications/i/item/9789241564182>.
- Yin, R.K. (2018). *Case study research and applications: Design and methods* (6th ed.). Thousand Oaks, California: SAGE.
- Zimmerman, M.A. (1995). Psychological empowerment: Issues and illustrations. *American Journal of Community Psychology*, **23**(5), 581–599. DOI: <https://doi.org/10.1007/BF02506983>.