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## **Community Empowerment and Social Welfare Development through Social Entrepreneurship**

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### **Abstract**

Social entrepreneurship is an alternative approach to improving social welfare through community empowerment programs. In the Indonesian context, Yayasan Cinta Anak Bangsa (YCAB) and Cinderella Indonesia Foundation (CIF) have essential roles in improving marginalized communities' social welfare. Considering this, it is necessary to conduct a comprehensive study of institutional and leadership dimensions related to the social entrepreneurship approach. This research uses qualitative methods through a case study approach. Data was collected through in-depth interviews with key informants, namely the initiators or founders of YCAB and CIF. Document studies were conducted to understand the organizational profiles. Furthermore, the processing of research data uses triangulation techniques to obtain credible and valid information so that it can be used to reconstruct research thinking ideas related to community and social development from an institutional and leadership perspective in the field of social entrepreneurship. These research findings indicate that Yayasan Cinta Anak Bangsa (YCAB) and Cinderella from Indonesia Center have established partnerships with various parties for

collaborative advantages. Thus, Social enterprise plays a vital role in community development and mobilizes the capabilities to maintain livelihoods and improve social welfare.

Keywords: Community Empowerment, Social Welfare Development, Social Entrepreneurship, Cinderella Indonesia Foundation, Yayasan Cinta Anak Bangsa, Institutional, Leadership

### **Abstrak**

Kewirausahaan sosial menjadi pendekatan alternatif dalam meningkatkan kesejahteraan sosial melalui program pemberdayaan komunitas. Dalam konteks Indonesia, Yayasan Cinta Anak Bangsa (YCAB) dan Cinderella Indonesia Foundation (CIF) memiliki peran yang sangat esensial dalam meningkatkan kesejahteraan sosial masyarakat yang termarginalkan. Mempertimbangkan hal tersebut perlu dilakukan kajian yang komprehensif terkait dengan dinamika manajemen organisasi dan kepemimpinan yang berhubungan dengan kewirausahaan sosial. Penelitian ini menggunakan metode kualitatif interpretatif melalui pendekatan studi kasus. Pengambilan data dilakukan melalui wawancara mendalam bersama informan kunci yakni inisiator atau penggagas YCAB dan CIF serta studi dokumen berupa profil organisasi. Selanjutnya pengolahan data penelitian menggunakan teknik triangulasi untuk memperoleh informasi yang kredibel dan valid sehingga dapat digunakan untuk merekonstruksi gagasan berpikir penelitian terkait community and social development dari perspektif kelembagaan dan kepemimpinan di bidang kewirausahaan sosial. Hasil penelitian ini menunjukkan bahwa Yayasan Cinta Anak Bangsa (YCAB) dan Cinderella from Indonesia Center menjalin kemitraan dengan berbagai lembaga untuk kolaborasi yang saling menguntungkan. Dengan demikian, dapat diketahui bahwa eksistensi perusahaan sosial juga berperan penting sebagai katalisator untuk pengembangan komunitas serta dapat memobilisir kapabilitas untuk mempertahankan keberlangsungan penghidupan dan meningkatkan kesejahteraan sosial.

Kata kunci: Pemberdayaan Masyarakat, Pengembangan Kesejahteraan Sosial, Kewirausahaan Sosial, Yayasan Cinderella Indonesia, Yayasan Cinta Anak Bangsa, Kelembagaan, Kepemimpinan

### **INTRODUCTION**

Social entrepreneurship can achieve community empowerment and social welfare development through various approaches. This study offers the idea in examining the dynamics of community empowerment for social welfare development in Indonesia through a survey that comprehensively discusses institutional aspects and leadership principles and values. Meanwhile, the discussion in this article is limited to the case of the Cinderella Indonesia Foundation (CIF), and the Cinta Anak Bangsa Foundation (YCAB), where the context of the discussion is more relevant to the economic, social, and cultural context in Indonesia. In addition, the consideration of studies on community development and social welfare in Indonesia is that, there is a niche related to the study of social entrepreneurship from an institutional and leadership perspective, primarily if social enterprises are understood as social innovations in the form of business entities that are more oriented towards social benefits than financial benefits. Thus, this research is urgent to answer the problems of community development and social welfare through social entrepreneurship, as in the case of CIF and YCAB.

The social entrepreneurship approach is an alternative strategy for empowering communities. Wahyuni et al. (2021) showed that one of the efforts to improve the community's social welfare is to empower the community in various entrepreneurship training activities. Nasyaya (2021) shows that community empowerment through social entrepreneurship can be done institutionally, as Village-Owned Enterprises (*Badan Usaha Milik Desa*) and business development programs that mobilize community access to business capital. On the other hand, Pertiwi & Darumurti (2021) shows the role of stakeholders in creating collaborative governance in community empowerment programs, despite challenges such as lack of evaluation by the private sector and limited technical resources. Fauly & Wiloso (2021) shows that community involvement in economic development in the village can increase income, create jobs, and improve welfare. It indicates that the concept of social entrepreneurship is a fundamental aspect of encouraging the community's economic development and improving social welfare through community empowerment programs. Thus, there is a close relationship between social entrepreneurship, community empowerment, and social welfare development.

The study of social entrepreneurship shows differences in findings in each context discussed. De Bruint et al. (2017) argue that the resilience of non-profit organizations that drive Micro, Small, and Medium Enterprises through a social entrepreneurship approach depends on cooperation programs with other stakeholders. On the other hand, Swanson & Zhang (2010) argue that scientifically, the social entrepreneurship approach is still in the development stage where there needs to be legitimacy between organizational activities in the economic sector for social interests and profit interests., Janssen et al. (2018) argues that academically, the center for social entrepreneurship studies still collects various data and information regarding the opportunities and challenges faced by non-profit organizations to optimize community empowerment programs through better governance. It reveals theoretically that the concept of social entrepreneurship needs to be studied comprehensively through institutional analysis, especially core business, activities, programs, and orientation. In this study, there is an assumption that non-profit organizations engaged in social entrepreneurship play an essential role in improving social welfare through community empowerment programs in the economic, education, and health sectors.

Improving social welfare and community empowerment can be viewed from leadership and institutional perspective. Suriyankietkaew et al. (2022) showed that leadership style plays a vital role in facilitating the policy formulation and implementation of social entrepreneurship programs, especially on the scale of Small and Medium Enterprises (SMEs). In addition, Pathak & Muralidharan (2022) suggest that socio-cultural values can be aspects of a vulnerability that affect perceptions and leadership styles in entrepreneurship. Furthermore, Rivera et al. (2018) show that individual attitudes, behaviors, and intentions toward social entrepreneurship determine consistency in carrying out social missions. This means that the values, principles, and leadership styles need to be formed to improve the management skills of business entities. Thus, Social Enterprise can be adequately managed so that it experiences development and can be sustainable.

Institutionally, social enterprises in Indonesia have been recognized for their excellence in helping the poor improve economic and social welfare and achieve inclusive and sustainable growth (Nuryana, 2017). Sacchetti et al. (2021) suggest that the institutional perspective used to analyze systems in social enterprises can provide clues about individual livelihood mechanisms that do not escape diverse motivations and interests. In addition, Wibowo et al. (2021) explain that social entrepreneurship has various meanings and perspectives that are contextually relevant to the social and cultural values of the community around the operational business area. However,

integrating institutional activities with the socio-cultural values of local communities is needed to increase the sense of belonging and level of acceptance of various social innovation programs.

Conceptually, social entrepreneurship can be considered a form of social innovation for economic development. Sofia (2015) explained that social innovation is needed to solve various social problems such as poverty and limited access to health facilities and education. Yudha & Dusturiya (2018) show that social enterprises can survive with a good partnership system and optimal fundraising competencies. Meanwhile, Siregar & Yusri (2022) explained that community empowerment is commonplace in social enterprise activities to solve contextual socio-economic problems. This suggests that the posh region with a diverse context of socio-economic problems may form different characteristics of social enterprises, although conceptually a form of social innovation. Thus, it is necessary to examine in depth the institutional aspects and leadership of social enterprises and then make comparisons and discussions based on the context of the community's socio-cultural environment around the institution's operational area. Based on these considerations, this study was conducted to identify and comprehensively analyze community development and improvement of social welfare through an entrepreneurial approach with CIF and YCAB case studies.

The consideration of establishing CIF and YCAB as social enterprises that will be studied through a case study approach is the relevance of theoretical and empirical perspectives, where institutionally, CIF and YCAB have a working system with measurable program outputs in solving social problems. In addition, the initiators and founders of CIF and YCAB also play an active role in monitoring the activities of institutions to be consistently guided by the basic principles that are the reasons for the formation of the institution. This suggests that institutional and leadership perspectives can be used to comprehensively discuss the dynamics of life and YCAB social enterprise management. Thus, the output of this research can contribute theoretically and empirically to the development of institutions or CIF and YCAB.

The discussion of the article divided into two main topics entitled community development and social welfare based on the case of the Cinderella Indonesia Foundation (CIF) in the context of empowering women inmates in Batam Island and comparing the context of *Yayasan Cinta Anak Bangsa* (YCAB) through community empowerment programs in the fields of economics and education.

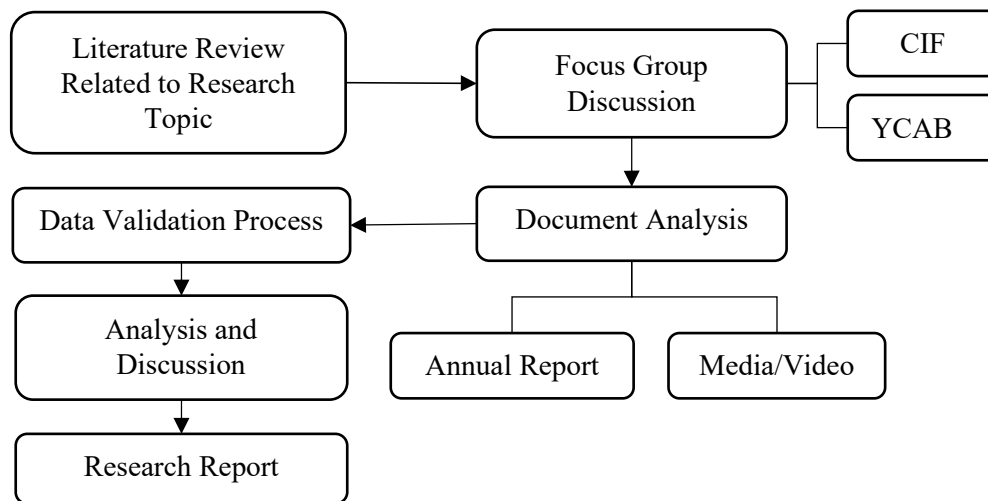
## **RESEARCH METHOD**

The research method used in this study is interpretive qualitative to reconstruct ideas in the field of social entrepreneurship, mainly institutional and leadership aspects in social enterprises, in order to develop communities and improve social welfare according to CIF and YCAB case studies. Several considerations are using qualitative interpretive methods, namely the depth of information that can be explored through in-depth interview techniques with key informants. Based on the context of this study, the biggest challenge is that the info narrated requires valid and credible data. Therefore, a qualitative approach becomes relevant to collect and exploring the dynamics of life and YCAB non-profit organizations when organizing community empowerment and social welfare improvement programs, based on practitioners' perspectives as the main actors. They drive and carry out the vision and mission of the organization. Therefore, the key informants involved in this research were CIF founder Lucia Efriani and Jocelind Ellise of YCAB. The key informant qualifications established are informants' experience, role, and contribution to community empowerment programs organized by CIF and YCAB. Kartadinata et al. (2020) showed that

qualitative interpretive methods have advantages in deciphering and relating data and information according to the theoretical perspective without neglecting the independence of thinking or individual subjectivity. In addition, Basyah & Razak (2020) shows that qualitative interpretive methods can be used in business research to reconstruct ideas about institutional dynamics and leadership in running a business.

The data analysis procedure set out in this study is divided into several stages as follows. First stage, literature review related to the research topic; second stage, Focus Group Discussion (FGD), which was held with key informants with backgrounds of CIF and YCAB institutions; the third stage, document analysis to collect additional data and information from the annual report and media used by CIF and YCAB organization; the fourth stage, the data validation process uses triangulation to match the results of in-depth interviews, FGD results, with annual reports in CIF and YCAB media; the fifth stage, analysis, and discussion, where the discussion is divided into two main topics entitled community development and Social Welfare based on the case of the Cinderella Indonesia Foundation (CIF) in the context of empowering women inmates in Batam Island and comparing the context of Yayasan Cinta Anak Bangsa (YCAB) through community empowerment programs in the fields of economics and education. In general, an overview of the research process can be seen in the following figure.

**Figure 1.** Research Process



*Sources: Compiled by Authors, 2022*

Figure 1 is a research process that is divided into four stages as follows: the first stage, where the research topic is determined through a literature study process based on the keywords of social entrepreneurship, institutional and leadership perspectives as well as community development and improving social welfare, to find research gaps so that the output of this research can contribute theoretically and empirically; the second stage, where data and information are collected through an in-depth interview process with key informants who are representatives of the CIF and YCAB in the form of Focus Group Discussions (FGDs) to obtain an overview of institutional aspects and leadership in each social enterprise; the third stage, the analysis of documents related to the CIF and YCAB programs in the form of news and video profiles is carried out to obtain an overview of the achievements and programs of the CIF and YCAB; the fourth

stage, is the process of validating FGD data and document analysis that can be used in research and discussion; the fifth stage, the comment and discussion of theoretical and empirical aspects according to the context of the CIF and YCAB. It is also the final output of this study, where the data and information that has been analyzed will be narrated in scientific articles.

## **RESULT AND DISCUSSION**

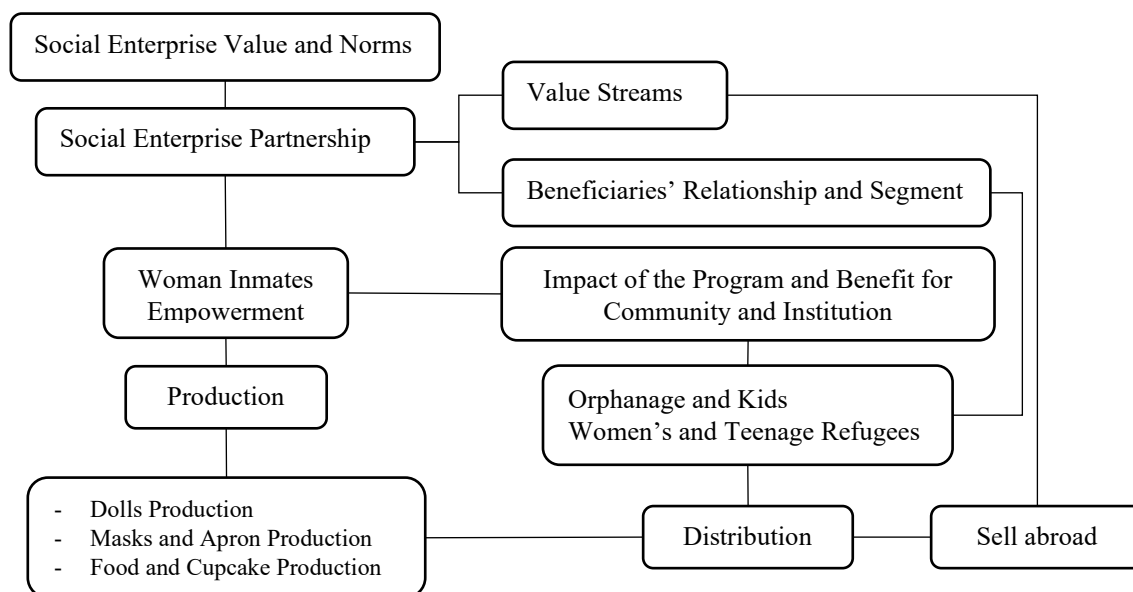
### **Community Development and Social Welfare by CIF through empowering women inmates in Prisons, Batam Islands.**

CIF is a social enterprise that focuses on empowering the community of women, especially women inmates in prison, Batam islands. In 2022, one of the programs organized by CIF in collaboration with Batam Polytechnic and Rotary Pandan Valley is the Batik Masks Project (Women inmates entrepreneurship program) to make batik masks and aprons. Twenty women actively participated in the training activities. The products produced from the women's community empowerment program are dolls with Indonesian nuances through the use of batik girls as a form of the creative industry. In 2013, CIF accompanied 20 women in one prison and successfully produced 300 dolls for sale abroad. In 2014, there was an increase in production to 1500 dolls, and they received financial support.

In addition, there are several other training programs organized by CIF, such as "Happy Food," to improve the skills of making healthy and attractive food so that it is in demand by children. Meanwhile, the food production was distributed to 20 orphanages in the Batam islands. Based on the activities and programs of the CIF, it can be seen that institutionally, individual relations or interagency partnerships play an essential role in realizing program outputs. Nuryani et al. (2021) showed that institutionally, partnerships play a crucial role in learning the economic independence of the organization. On the other hand, Gumulya (2019) argues that partnerships reflect the value proposition that business entities offer to consumers. It indicates that the associations formed from CIF's activities reflect the value proposition and the more comprehensive network (channels) to maintain social enterprises' sustainability.

In collaboration with other stakeholders, CIF is also active in social activities such as handing over essential food assistance in orphanages and sharing with refugee women and children. It indicates that the basic principles of CIF are based on human values with the vision of helping the Indonesian people by creating jobs, especially for women. In 2015 and 2016, there was an increase in financial support for various activities: batik girl roadshow Indonesia-Singapore; exhibitions; roadshow to school, university, embassy, entrepreneur club, and single parent club. Based on the development of the CIF, it can be seen that the characteristics of the programs designed are intended for women and emphasize the empowerment and capacity building of individuals to improve social welfare. Rusdianti et al. (2019) argue that women have very little chance and few choices in making decisions for their lives, so women's empowerment is used to understand what is needed to change the condition of poor and helpless women. In addition, Marco (2022) explained that to increase intentions toward social entrepreneurship, social enterprises must design programs that consider self-efficacy, social support, and education for beneficiaries.

**Figure 2.** Women Inmates Empowerment program of Cinderella from Indonesia Center



*Sources: Compiled by the Authors, 2022*

Figure 2 is a portrait of Cinderella from Indonesia Center's activities in the implementation of the empowerment program for women inmates in Batam prison, where the values and norms of Cinderella from Indonesia Center are formed from partnerships to maintain value streams, expand the beneficiary segment and improve the quality of relationships with beneficiaries. Meanwhile, one of the programs that are the main focus of Cinderella from Indonesia Center is empowering women-assisted residents in the production process of dolls, masks, and aprons, as well as healthy food. The produce is distributed by sale and in the form of donations to children and orphanages. The proceeds from the sale of doll products abroad are used for the operations of the Cinderella from Indonesia Center in formulating the next empowerment program. This process is carried out repeatedly so that it becomes continuous. It indicates that the partnerships established between Cinderella from Indonesia Center and various institutions are not only in the form of financial support but also in the form of educational support and infrastructure. Thus, the activities of Cinderella from Indonesia Center can be developed and sustainable.

From an institutional perspective, CIF utilizes information systems as a communication medium to expand the network of partnerships by providing information on sustainable activities. Wang et al. (2022) showed that activity information published online through social company websites results from employee innovation and creativity. On the other hand, Choi et al. (2020) show that employees of social enterprises with organizational commitments can give birth to new ideas in communication media innovation to bring sponsors and expand cooperation networks with other institutions. Based on the context of Cinderella from Indonesia Center, it can be seen that employees' organizational commitment plays a vital role in the management and innovation of social enterprises. Thus, it can be seen that CIF, through Cinderella from Indonesia Center as a social enterprise venture needs to make institutional values and norms as a commitment of employees and volunteers to improve organizational performance and human resources; this is in line with the statement of crucial informant Luciana Efriani in the Cinderella from Indonesia Center video profile in the following transcript.

*“My name is Lucia Efriani, and everybody knows me as a Cinderella Indonesia. I want to tell a story about our social enterprise journey. In 2012 I found the Cinderella Indonesia Foundation on Batam island. Our mission is to save the world and share love, and our foundation focuses on caring for its women and kids on Batam island. Similar Indonesia Foundation has a lot of programs, such as a spectacle, happy food, and one love one kid. Our concept is that we are helping women by creating jobs. One of the most successful programs is a particle. I made the creative industry in 2012 by creating a job for needy women. We produce dolls wearing batik, and we decided to raise funds when I use this one to support charity work in Indonesia. As we know, we face the covid-19 pandemic, so we postpone Cinderella overseas. And sadly, we have to stop our production in prison during this pandemic. So, we changed our program for a while, and our foundation focused on food supply to help underprivileged kids on Batam Island. We ran a program of 100 meals donation today to an orphanage home, and we also shared 700 daily meat pocket tickets for underprivileged families on Batam island. They distribute 2000 mask donations for kids, and we create a program of 1000 happy food for support. I believe that you must do everything you do with 100% of your heart and pray before you start your journey, and you will find out your journey will be amazing.”*

Lucia Efriani's statement as the initiator and founder of the social company Cinderella from Indonesia Center shows motivation and consistency in achieving the vision and mission. Some of the programs run by Cinderella from Indonesia Center with a focus on women and children are as follows: first, 10,000 batik girls for the ASEAN region; second, Women Inmates Empowerment; third, the Save Street Children Program; fourth, Cup Cake Love; fifth, Entrepreneurship for Single Mothers; sixth, Children with Disabilities Empowerment; seventh, Children with Cancer Care; eighth, Batik Girl the Gen Z. Meanwhile, the realization of the entire program is inseparable from the participation of the founder of Cinderella from Indonesia Center. (2018)(2018) argue that the idea of marketing social activities is to optimize the management system of institutions with foundation status through the transformation of "charity" into a social enterprise. Next, Henderson et al. (2019) show that self-directed care practiced by the initiators and founders of social enterprises is one of the program monitoring strategies to remain by the values and norms of the institution since its inception. It indicates that leadership plays a vital role in maintaining the values and standards of social enterprises. Thus, it can be seen that community development and improving social welfare through entrepreneurship are inseparable from institutional and leadership aspects.

The results of the CIF is to empower women-assisted residents in Batam prison show an opportunity to improve the social welfare of beneficiaries. However, the scope of discussion and case studies of this research is contextual, as well as the socio-cultural conditions of the people in the Batam Islands. Thus, the institutional context, partnership, and leadership based on the case of the social enterprise CIF cannot be generalized as the main characteristics of social enterprises in Indonesia. This is one of the limitations of this study, as well as recommendations for the following research. However, this study seeks to discuss the results of the Cinderella from Indonesia Center case study with the Cinta Anak Bangsa Foundation (YCAB) to comprehensively review the dynamics of community development and efforts to improve social welfare based on institutional and leadership perspectives.

**Community Development and Social Welfare by Yayasan Cinta Anak Bangsa (YCAB) through education and economic empowerment.**



YCAB is the founding organization of YCAB Social Enterprise Group which is driven by a mission for low-income women entrepreneurs and child education. YCAB pays attention to the younger generation and women through educational programs and economic strengthening. YCAB (2022) shows several achievements and programs as follows: enabling education (during the Covid-19 pandemic); learning center; scholarship; digital inclusion in education; women economic empowerment; Indonesia women empowerment fund; Covid-19 resilience and recovery program; impact investing; YCAB media; PR Value; and YCAB Goes Green. Based on the 2022 report, the achievements in increasing the younger generation's access to education are as follows: as many as 3,735,892 young people have completed education; a total of 3,678,403 young people have received soft-skills training; as many as 57,489 young people who can continue their education; 86% of the younger generation who have completed education and training have obtained employment; and 1/5 of the younger generation who have completed education and training choose to become micropreneurs. It indicates that YCAB has a significant contribution to community development efforts and improving social welfare in Indonesia.

During the Covid-19 pandemic, YCAB strives to mobilize children's education by preparing training center facilities for community learning activities in the form of Learning Houses that can not only be used for offline learning but also support the online learning process. The learning house program for the younger generation is equipped with various materials and training: digital literacy, English literacy; graphic design; hair and beauty; batik; sewing, and cleaning service. In this process, YCAB collaborates with Highscope Indonesia, HP, Centratama Group, Puma, Oentoen Suria & Partners, and Mandiri Investasi. The results of cooperation with partners resulted in several supports for learning home programs such as internet packages, printers, tablets, and even shoes. In addition, there is a scholarship program prepared by the YCAB Foundation in the grant's scholarship program for outstanding Rumah Belajar students and children of ultra-micro-entrepreneurs. In addition, YCAB is also adapting to the popularity of technology in education and the economy, so several inclusive digital education programs are organized to increase digital literacy for all beneficiaries. The programs resulting from partnerships with several companies such as HSBC, DOW Indonesia, ORICA, Asah Digital, Meta, Garena, and Mastercard Center for Inclusive Growth, are as follows: Mastercard Girls4Tech; Digital Teachers and Students; Digital Hone; Intensive Program for Master Trainer; The Center of Excellence-High Impact Program; Samekto Karti Batik Learning House "*Therapy in Creativity*." It indicates that partnerships are essential to program innovation to achieve YCAB's vision and mission.

**Figure 3.** Education and Economic Empowerment Programs of YCAB

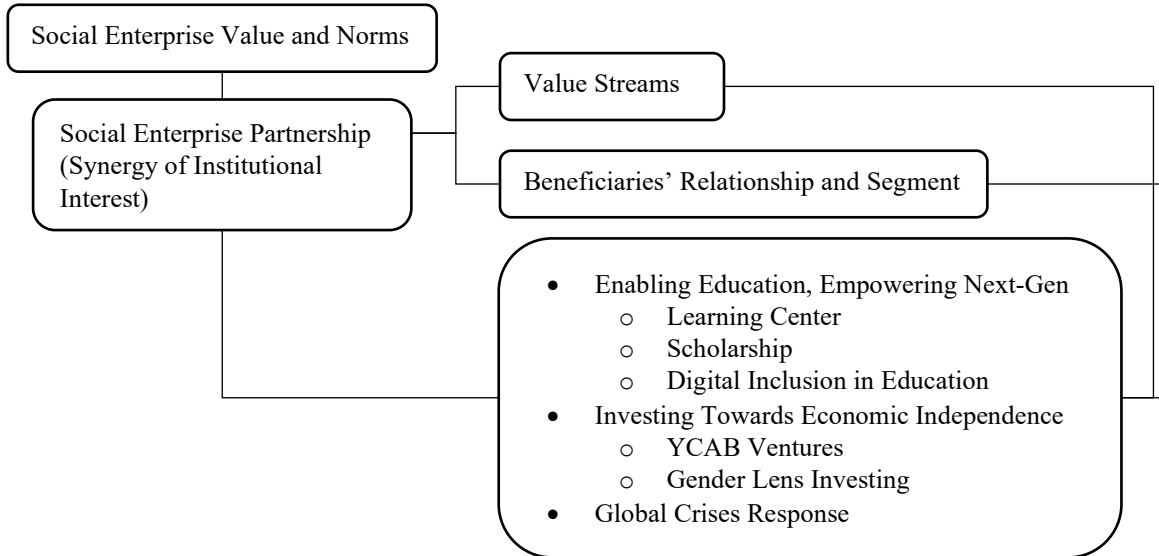


Figure 3 portrays YCAB's activities in 2022 that emphasize education and economic strengthening. The values and norms of YCAB institutions are integrated with various programs formulated with partners to maintain value streams, as well as beneficiaries' relationships and segments. Partnerships play an important role in mobilizing the development of education for the younger generation and increasing the capacity of low-income women entrepreneurs to become economically independent. To optimize educational programs, supporting infrastructure and information technology are two essential parts developed by YCAB in 2022 in responding to the global issue of Covid-19. It indicates that YCAB also shares light on contemporary issues in the education sector about the importance of information technology infrastructure support for improving the quality of children's education. Furthermore, the cooperation established by YCAB shows the integration of institutional interests. Thus, YCAB's social innovation program has always experienced developments from time to time, along with the increasing network of partnerships.

Based on the dynamics of social program implementation, YCAB has institutionally demonstrated the importance of partnerships in overcoming various constraints on resource limitations. When connected with the institutional context of the social enterprise Cinderella from Indonesia Center, both show that collaborative advantages between institutions are one of the approaches to maintaining value streams and improving the quality of beneficiary relationships as defined by social enterprises. Tout et al. (2018) show characteristics that can distinguish social enterprises from established companies, where social companies are more dominant in establishing partnerships and holding an identity as collaborators than competitors. On the other hand, de Bruin et al. (2017) argues that collaboration in social entrepreneurship is essential in keeping the ecosystem of social enterprises sustainable. Kwong et al. (2017) argue that social enterprises depend more on partners to face various challenges of resource constraints. It indicates that collaboration is one of the essential elements that encourage the development of social companies, both Cinderella from Indonesia Center and Yayasan Cinta Anak Bangsa (YCAB), as stated by Veronica Colondam as founder and CEO of the YCAB Foundation in the YCAB Report 2022, as follows.

*“After more than two decades of impacting the lives of millions of youths and women in Indonesia, YCAB has set its heart on bringing a sustainable change to our society. Our works have been*

*about discovering who we are, what we are doing, and how we can execute our programs sustainably. After many years of serving our beneficiaries, enhancing our work's integration by strengthening governance and holistic intervention has been our priority, equipping the marginalized with education and leveraging economic empowerment to bring them to improved welfare. YCAB aspires to deepen the impact on the community we serve with the firm belief to do well in everything we do. To do good and do it well means YCAB needs to have a long horizon of sustainability and elevate its impact even more. The global health crisis has affected our programs as we faced a new reality that would change how we operate while staying true to our continuum and purpose. However, YCAB Foundation rose to the challenge. It blossomed with the birth of our innovation, adaptability, and flexibility: i-SERVE Vaccine, a drive-thru vaccination program targeting the public, the marginalized, and the vulnerable. The health sector is not our normal focus; however, it was something that needed to be done because we wanted to address the urgent needs of the public. With the Next-gen in Indonesia proliferating, how we equip them through our programs and our style of intervention must be adjusted to their rhythm to keep our vision and mission perpetual, no matter how time and past generations have evolved. I would like to personally thank all board members, partner organizations, stakeholder representatives, staff, and volunteers. Without your commitment, dedication, and insights, we would not be where we are. 2021 was a huge test of our sustainability; through it all, we bounced back stronger and thrived with well-strategized programs ready to tackle the world. Cheers to another year of new opportunities, inspirations, and aspirations”.*

Veronica Colondam's statement in the YCAB Report 2022 shows that efforts to maintain YCAB values and norms in achieving the vision and mission require innovation, adaptation, and flexibility to collaborate with various parties to be able to design programs that meet their needs and have a broad impact on improving the social welfare of the Indonesian people, especially women and the younger generation. Ilac (2018) argues that skills and knowledge about leadership play an essential role in optimizing the management of social enterprises. Furthermore, social enterprise leaders have qualification standards in interpreting and understanding a value and the ability to form awareness and distribute the same understanding to all employees. On the other hand, Jackson et al. (2018) show that to create a leadership spirit in social enterprises, it is necessary to pay attention to institutional aspects such as a person, position; process; performance; purpose; and place. This is needed to measure the leader's ability to analyze strategic contexts according to the structure and culture of the organization. It indicates that institutions and leadership are an integrated and equally important part of managing social enterprises. Thus, theoretically, institutional and leadership perspectives can be analyzed according to the context of social entrepreneurship.

The study of social enterprises can be viewed from an institutional and leadership perspective where operational models and determinants of success are contextual (von der Weppen & Cochrane, 2012). Warnecke (2018) asserts that social enterprises are more focused on creating social value than pursuing financial wealth. Yasin & Khansari (2021) shows that the development and sustainability of social enterprises are determined by social entrepreneurship education. Social entrepreneurship education is needed to produce ideal leaders who have skills and knowledge in management and are adaptive to differences in socio-cultural values between regions and countries (Lee & Kelly, 2019). Furthermore, Yuen (2011) argues that social enterprises need sustainable innovation by paying attention to work integration, community empowerment, service innovation; sector-wide capacity building; enterprising philanthropic practices. Furthermore, social needs

must be integrated with market opportunities to maintain *revenue streams*. Social enterprises need innovative, adaptive, and flexible human resources. Thus, social enterprises can develop, be independent, and be sustainable.

## CONCLUSION

This research shows that, theoretically, the perspective of social entrepreneurship is both a trigger and a driver of a community-based economy. At the same time, social ties between individuals in groups slowly become strong and then become social resources or capital. It indicates that social entrepreneurship is the right approach to be implemented based on socio-cultural aspects in Indonesia. Social entrepreneurship policy recommendations need to be explored to determine the direction of economic development that considers mobility of access to resources (capital) to empower people in the financial sector and improve social welfare.

Through this study, Yayasan Cinta Anak Bangsa (YCAB) shows several similarities with Cinderella from Indonesia Center in terms of attention to women and children, although institutionally and leadership is contextual. In community empowerment, Yayasan Cinta Anak Bangsa (YCAB) focuses on education and economic empowerment, while Cinderella from Indonesia Center focuses on Woman Inmates' empowerment. To run the institution, Yayasan Cinta Anak Bangsa (YCAB) and Cinderella from Indonesia Center established partnerships with various parties to collaborate so that the program's impact became a joint achievement. Based on the variety of programs and accomplishments, it can be seen that social enterprises play an essential role in the development of communities, especially marginalized people, and mobilize the capabilities of individuals in the community to maintain livelihoods and improve social welfare.

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