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## **Digitalization Of Sociopreneurship In Efforts Of Business Development And Optimization Of Workforce Empowerment**

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### *Abstract*

*Sociopreneurship are one of the important goals in the Sustainable Development Goals (SGDs) related to overcoming poverty. Factors that influence the existence of poverty is the lack of jobs which causes many unemployed in Indonesia. In efforts to empower the workforce in overcoming unemployment, what really needs to be considered is the disabled workforce. Disabled workers have several obstacles and challenges in adapting to the world of work. These obstacles and challenges relate to the ability and knowledge of information technology. Information technology is currently very influential in the economy in Indonesia. Several industries, companies and businesses are digitizing with the aim of developing business in the current digital era. However, there are also businesses that still haven't implemented digitization. The low percentage of digitization implementation is a major challenge in growing and adapting to digital technology. Limitations and accessibility in studying, understanding and applying digitalization abilities and knowledge, support is needed in efforts to optimize technology in empowering disabled workers. This study aims to describe a digitalized business model that is appropriate by identifying the business model, internal factors and external factors, digitalization strategies in efforts to develop sociopreneurship businesses and strategies to increase information technology capabilities and knowledge for workers with disabilities in optimizing workforce empowerment in adapting to digital era in industry.*

**Keywords:** Sociopreneurship, Digitalization, Business Development, Workforce Empowerment

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Diterima:; Direvisi:; Disetujui:

## **INTRODUCTION**

Sociopreneurship is one of the important goals in the Sustainable Development Goals (SGDs) related to overcoming poverty. Factors that influence the existence of poverty is the lack of jobs which causes many unemployed in Indonesia. Based on labor conditions and predictions of the global unemployment rate, it can be assumed that the global economic situation is experiencing an impact from the Covid-19 pandemic which has caused economic activity to slow down. From the conditions of the labor sector globally, the Ministry of Manpower of the Republic of Indonesia has developed a new strategy to deal with the transformation of the workforce as an effect of the digitalization era. The big problem faced by the employment sector in Indonesia is in overcoming the unemployment rate which has increased.

In efforts to empower the workforce in overcoming unemployment, what really needs to be considered is the disabled workforce (Sulong et al., 2023). Disabled workers have several obstacles and challenges in adapting to the world of work (Tobing, Lantana, et al., 2023). These obstacles and challenges relate to the ability and knowledge of information technology (Lantana et al., 2023). Information technology is currently very influential in the economy in Indonesia. Several industries, companies and businesses

are digitizing with the aim of developing business in the current digital era (Tobing, Nur, et al., 2023). However, there are also businesses that still haven't implemented digitization.

The low percentage of digitization implementation is a major challenge in growing and adapting to digital technology. Limitations and accessibility in studying, understanding and applying digitalization abilities and knowledge, support is needed in efforts to optimize technology in empowering disabled workers (Mardiani et al., 2023). The existence of this social phenomenon is related to employment issues, which can help workers with disabilities to get jobs, namely through social enterprises (Nugroho et al., 2023). Social enterprises in Indonesia have increased every year starting from 2012, social enterprises in Indonesia have experienced a significant increase. SWOT analysis is a tool used to measure a company's strengths and weaknesses, market opportunities, and external threats, which can help determine whether a strategy has been effective in fending off external threats and positioning the company to take advantage of market opportunities (Thompson, 2020).

In research it is necessary to map and measure internal factors from strengths and weaknesses as well as external factors, namely opportunities and threats. SWOT analysis will affect the company's business model. The concept of a business model is a start or as a basis in providing understanding in facilitating descriptions and discussions so that the business can run. Business models describe thoughts or concepts on how to create, deliver, and capture value (Osterwalder & Pigneur, 2017). This study aims to describe a digitalized business model that is appropriate by identifying the business model, internal factors and external factors, digitalization strategies in efforts to develop sociopreneurship businesses and strategies to increase information technology capabilities and knowledge for workers with disabilities in optimizing workforce empowerment in adapting to digital era in industry.

## METHOD

This study uses qualitative methods with descriptive analysis. The object of this research is one of the social or sociopreneurship businesses in Indonesia located in Jakarta with a focus on empowering workers with disabilities to get work opportunities, company XYZ (the company does not wish to be named in the research). The data collection method used focus group discussions with sources from the company, namely CEO, CFO, COO, HR Manager and Operational Manager. In addition to data collection with focus group discussions, data collection uses secondary data, namely literature studies, articles and other internal documents related to the research topic. The research methodology consists of several stages, namely topic selection, data collection, data analysis, and drawing conclusions and recommendations. Data analysis was obtained through 3 stages, namely the input stage, matching stage and decision stage according to the framework of this study.

**Table 1. Research Framework**

<b>STAGE 1: INPUT STAGE</b>		
External Factor Evaluation Matrix (EFE Matrix)	Internal Factor Evaluation Matrix (IFE Matrix)	Competitive Profile Matrix (CPM)
<b>STAGE 2: MATCHING STAGE</b>		
Internal-External Matrix (IE Matrix)	Strengths-Weaknesses-Opportunities-Threats Matrix (SWOT Matrix)	Grand Strategy Matrix
<b>STAGE 3: DECISION STAGE</b>		
Quantitative Strategic Planning Matrix (QSPM)		

## RESULTS AND DISCUSSIONS

### Stage 1: Input Stage

#### External Factor Evaluation Matrix (EFE Matrix)

**Table 2. EFE Matrix Analysis**

<b>EFE Matrix</b>				
<b>External Factors</b>	<b>Significant Value</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
<b>Opportunities</b>				
Development of adaptive technology for disabilities	7	0.15	3	0.45
Regulatory support issued by the government related to the empowerment of workers with disabilities	9	0.19	4	0.77
Disabled workers have the opportunity to improve skills and knowledge regarding digitalization supported by facilitators and training provided by the company	8	0.17	3	0.51
<b>Threats</b>				
The level of awareness of workers with disabilities tends to be low	8	0.17	1	0.17
Barriers to implementing ICT in an inclusive company environment	8	0.17	1	0.17
The company's perspective does not yet understand the capabilities of workers with disabilities	7	0.15	2	0.30
<b>Total</b>	<b>47</b>	<b>1</b>		<b>2.36</b>

The EFE matrix is used to measure the external factors of XYZ company. The total value of the weight in this matrix is the result of the significant value, the sum of the total multiplication of the weights and ratings of each company XYZ's external factors. The resulting EFE matrix value is 2.36.

#### Internal Factor Evaluation Matrix (IFE Matrix)

**Table 3. IFE Matrix Analysis**

<b>IFE MATRIX</b>				
<b>Internal Factors</b>	<b>Significant Value</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
<b>Strengths</b>				
The company has a good brand image and good relationship with the government and company partners	9	0.19	4	0.75
The company is considered very helpful for the government, corporate partners and people with disabilities	8	0.17	4	0.67
The company has strong research and development developments so that it has a variety of business products	8	0.17	3	0.50
<b>Weaknesses</b>				
Lack of awareness of other companies about workers with disabilities	7	0.15	2	0.29
Access to technology that is still not for all types of disabilities	8	0.17	1	0.17

<b>IFE MATRIX</b>				
<b>Internal Factors</b>	<b>Significant Value</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
Lack of making data mapping according to the needs of workers with disabilities	8	0.17	2	0.33
<b>Total</b>	<b>48</b>	<b>1</b>		<b>2.71</b>

The IFE matrix is used to measure the influence of internal factors from company XYZ. The results of the scores on this matrix are the sum of the total multiplication of the weights and ratings of each internal factor of company XYZ. The result of the IFE matrix score is 2.71.

### Stage 2: Matching Stage

#### Internal-External Matrix (IE Matrix)

		<b>Total IFE</b>		
		<b>Strong (3 to 4)</b>	<b>Average (2 to 2,99)</b>	<b>Weak (1 to 1,99)</b>
<b>Total EFE</b>	High (3 to 4)	<b>I</b>	<b>II</b>	<b>III</b>
	Medium (2 to 2,99)	<b>IV</b>	<b>V</b>	<b>VI</b>
	Low (1 to 1,99)	<b>VII</b>	<b>VIII</b>	<b>IX</b>

**Figure 1. IE Matrix Analysis**

Based on the results of the IFE and EFE matrix analysis in this study, the IFE matrix score for the XYZ company's internal factors was 2.71 and the EFE matrix score for the XYZ company's external factors was 2.36. This score shows that the internal and external factors in the XYZ company are in an average position. The average position is located in quadrant V. Quadrant V provides an assessment that the XYZ company is in a hold and maintain position or it can be said that the company establishes a stability strategy, which means the company can implement market penetration and product development. Based on the analysis results from the IE matrix, XYZ company can maximize its market penetration strategy to expand the scope of service market share owned by XYZ company as sociopreneurship in empowering workers with disabilities to get job opportunities and training with existing jobs and provide understanding to companies or businesses regarding an inclusive work environment that needs to be implemented in accordance with government regulations. Efforts to improve market penetration strategies by improving marketing strategies by doing a number of things by utilizing social media to promote training services for disabilities so that people with disabilities throughout Indonesia can get this information. By doing this, training can also be reached by conducting online

training and also on-site training for those located around Jakarta. The product development strategy is the company's effort to increase product sales by marketing the products that have been offered to the market, so XYZ company can take advantage of the opportunities that exist today because currently many businesses need digital services to market their service products to companies and workers with disabilities. Efforts to take advantage of product development opportunities and strategies can be carried out from both internal and external sides (Nur et al., 2023). This can be done by providing theoretical training and knowledge about information technology related to digitalization in the current business industry because workers with disabilities do not fully understand information technology, so an understanding of knowledge about digitalization is needed. In addition, XYZ company can simultaneously provide skills training for the use of technology in both the hardware and software categories. However, the possible obstacle that occurs is the use of hardware devices such as computers, keyboards, laptops, mice and other devices, some of which have insufficient accessibility for use by workers with disabilities, so that XYZ company can make data mapping for disabilities according to the technological devices they can use . This can also be supported by the government in relation to the Government Law on providing full support for persons with disabilities to get equal employment opportunities or to be able to develop a business if they don't want to work in a company. In addition, XYZ company can evaluate the services offered with the aim of developing its service business to be better and more beneficial for workers with disabilities and the company.

**Strengths-Weaknesses-Opportunities-Threats Matrix (SWOT Matrix)**

**Table 4 SWOT Matrix**

STRATEGY-SO	STRATEGY-WO
Having a good relationship with the government and having regulatory support from the government regarding the obligation of a company to employ disabilities in its company, is a very strong opportunity for XYZ company	The lack of awareness from several companies in Indonesia to employ disabilities can be overcome with government regulations to employ at least 2% of their employees with disabilities to become an opportunity for disabilities and XYZ company
The need for disabilities to develop their abilities and knowledge about technology can be realized by the R&D XYZ company which can help provide training	Accessibility to technology is still an obstacle for disabilities, so it is hoped that the government can provide accommodation related to technology or devices that can be used by persons with disabilities according to the type of disability. Data mapping in XYZ company's HR Process System can be resolved with adaptive technology so that companies can make data collection online and in real time
STRATEGY-ST	STRATEGY-WT
The challenges in implementing ICT in an inclusive work environment are expected to be overcome by the good brand image owned by XYZ company and product development from the R&D team which can facilitate accessibility in the use of technology	The problem of awareness of workers with disabilities faced both in terms of weaknesses and threats makes XYZ company fight more regarding its social mission which can empower workers with disabilities to get equal opportunities and also training programs.

### Grand Strategy Matrix

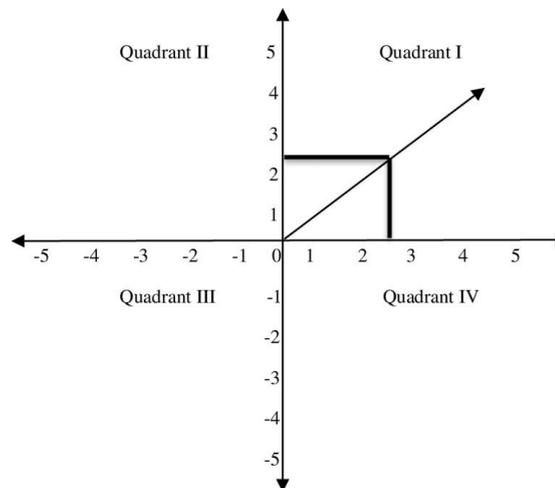


Figure 2. Grand Strategy Matrix

Based on the results of the Grand Strategy Matrix, XYZ company is in Quadrant 1 because it has a strong competitive position along with increasing market share and product development. So, XYZ company is in a strategic position because it is in an industry that has strong and fast competition and XYZ company is a pioneer as sociopreneurship which helps people with disabilities to get job opportunities and training. XYZ company is in quadrant 1 position, so that the company remains in that position, XYZ company can concentrate on the current market, namely market penetration strategy and product development is the right strategy for companies in empowering disabled workers and developing the training services offered.

### Stage 3: Decision Stage

#### Quantitative Strategic Planning Matrix (QSPM)

Table 5. QSPM Analysis

Alternative Strategies	Weight	Market Penetration		Product Development	
		AS	TAS	AS	TAS
<b>Strengths</b>					
The company has a good brand image and good relationship with the government and company partners	0.19	4	0.75	3	0.56
The company is considered very helpful for the government, corporate partners and people with disabilities	0.17	3	0.50	3	0.50
The company has strong research and development developments so that it has a variety of business products	0.17	3	0.50	4	0.67
<b>Weaknesses</b>					
Lack of awareness of other companies about workers with disabilities	0.15	4	0.58	3	0.44
Access to technology that is still not for all types of disabilities	0.17	3	0.50	3	0.50
Lack of making data mapping according to the needs of workers with disabilities	0.17	3	0.50	4	0.67
TOTAL IFE	1				

Alternative Strategies		Market Penetration		Product Development	
<b>Opportunities</b>					
Development of adaptive technology for disabilities	0.15	3	0.45	3	0.45
Regulatory support issued by the government related to the empowerment of workers with disabilities	0.19	4	0.77	3	0.57
Disabled workers have the opportunity to improve skills and knowledge regarding digitalization supported by facilitators and training provided by the company	0.17	3	0.51	3	0.51
<b>Threats</b>					
The level of awareness of workers with disabilities tends to be low	0.17	3	0.51	3	0.51
Barriers to implementing ICT in an inclusive company environment	0.17	4	0.68	3	0.51
The company's perspective does not yet understand the capabilities of workers with disabilities	0.15	4	0.60	3	0.45
TOTAL EFE	1		6.84		6.33

Based on the results of the QSPM analysis conducted through focus group discussions with the CEO, CFO, COO, HR Manager and Operational Manager, it was found that the market penetration strategy earned a total score of 6.84 while the product development strategy earned a total value of 6.33. This shows that the market penetration strategy is a more attractive alternative strategy than the product development strategy for XYZ company as a sociopreneurship. With the results of the QSPM analysis on the market penetration strategy it is more appropriate, because it illustrates that the strategy used by XYZ company. The company focuses more on market penetration strategies considering the increasing level of sociopreneurship competition in Indonesia. This can be achieved by a combination of competitive pricing strategies, promotion through social media, collaboration with other industries or other sociopreneurship. Thus, the market penetration strategy was chosen appropriately to gain market share that had not been reached by XYZ company before

## CONCLUSIONS

Along with the development of social business in Indonesia and sociopreneurship which has begun to emerge, it was formed due to public awareness in carrying out social missions. XYZ company also has obstacles that threaten its business activities. To survive, a relevant business model development strategy is needed. From the SWOT analysis that has been done, there are several weaknesses and threats to the XYZ company as a sociopreneurship. In terms of technology, XYZ company still lacks access to technology that is comprehensive and easy for people with disabilities to use. The company will implement digitization in accordance with future plans that will be carried out by ThisAble Enterprise as a development plan, namely digitizing products and diversifying products in the form of collaboration with social businesses and other companies. The HR Process System related to service products for disabled workers, including monitoring, evaluation and assessment processes, can be carried out online and for persons with disabilities who have been trained and have expertise.

There are additional IT costs in the development of mobile apps to develop digitization and develop existing websites to provide more access to information that can be used easily by persons with disabilities. In addition, additional income is obtained from collaborations carried out by XYZ company with other companies such as holding joint events or collaborations that will be carried out both with NGOs and other companies. Weaknesses and threats to the XYZ company as sociopreneurship are still obstacles in the XYZ company's business processes. The most dominant one is from a technology standpoint, XYZ company still lacks access to technology that is comprehensive and easy for people with disabilities to use. Therefore, it is necessary to develop IT by creating a mobile app so that it can reach all disabilities in Indonesia due to the current pandemic conditions where all activities and access are carried out virtually or online and providing information about ICT for disabilities.

In addition, due to the lack of data mapping because there are not too many sales employees, an online HR Process System is needed so that it can make it easier for companies to manage data in conducting HR processes. There are still many companies that have not been open to creating an inclusive environment in employing disabilities in their companies. Therefore, XYZ company still needs to be involved in providing information regarding government regulations regarding disability empowerment as stated in UU No. 8 Tahun 2016 concerning Persons with Disabilities that companies are required to employ one to two percent of disabled employees. In accordance with technological developments and digitization, XYZ company as a sociopreneurship needs to have a development plan, namely digitizing products and diversifying products in the form of collaboration with social businesses and other companies.

(Nurpadi, Firdaus, & Syehabudin, 2023) From this, it can provide efficiency in business processes. XYZ company is expected to focus on digitizing products and making these digital products friendly for use by persons with disabilities. As a sociopreneurship in the field of outsourcing or empowering disabled workers who determine strategies depending on perspectives, especially why and how to respond to things that affect their business, XYZ company needs to continue to evaluate in a win-win situation and receive responses from those around it related to the social mission being carried out.

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