

A Community-Based Entrepreneurship Empowerment Model: Integrating Training, Mentorship, and Network Access for Sustainable Livelihoods

 <https://doi.org/xxxxxx>

Andi Nur Pratiwi Fatmala^{1*}, Ayu Dewi Mayasari¹, Aninta Gina Sharfina²

¹Universitas Mulawarman, Jalan Kuaro, Gn. Kelua, Samarinda 75177, Indonesia

²Universitas Islam Negeri Sunan Kalijaga Yogyakarta, Jalan Marsda Adisucipto, Yogyakarta 55281, Indonesia

Abstract

This study aims to develop and empirically test a community-based entrepreneurship empowerment model integrating training, mentorship, and network access to enhance business sustainability and community well-being. The research addresses the persistent limitation of fragmented and short-term empowerment approaches that often fail to bridge the gap between knowledge transfer and practical implementation in microenterprise development. A mixed-methods approach with a sequential explanatory design was employed. The quantitative phase involved a survey of entrepreneurs analyzed using inferential statistics, followed by a qualitative phase using in-depth interviews, observations, and thematic analysis to capture contextual dynamics. The findings reveal that the integrative model significantly improves entrepreneurial capacity, particularly in managerial competence, innovation, and marketing strategies. Continuous mentorship strengthens adaptability and business resilience, while network access emerges as a critical factor in expanding market opportunities, fostering collaboration, and improving resource accessibility. Collectively, the integration of these components leads to more sustainable business outcomes compared to conventional training-based approaches. The study's novelty lies in proposing an integrative conceptual framework linking individual capacity with socio-economic ecosystems through a participatory community-based approach, highlighting network access as a key determinant of entrepreneurial success. This research contributes theoretically to economic sociology and empowerment studies and offers a replicable, evidence-based model for sustainable community development in developing contexts.

Keywords: Community Empowerment, Entrepreneurial Capacity, Entrepreneurship Development, Network Access, Sustainable Livelihoods



This work is licensed under Creative Commons Attribution License 4.0 CC-BY International license

Article Info:

***Correspondence E-Mail:**
andinurpratiwifatmala@fisip.unmul.ac.id

Received manuscript: 19/11/2024

Final revision: 19/01/2025

Approved: 20/02/2025

Online Access: 25/02/2025

Published: 28/02/2025

How to cite: Fatmala, A. N. P., Mayasari, A. D., & Sharfina, A. G. (2025). A Community-Based Entrepreneurship Empowerment Model: Integrating Training, Mentorship, and Network Access for Sustainable Livelihoods. *Jurnal Penelitian dan Pengabdian kepada Masyarakat (JPPM)*, 1(1), 19-39. <https://doi.org/xxxxxx>

Copyright © by the Authors

RESEARCH  ACCESS
ARTICLE

Publisher: PT. Sarana Mandiri Investama
RT 07 RW 03 Desa Salamrejo Kec. Karangan, Kab. Trenggalek, Provinsi Jawa Timur, Indonesia

E-mail:
selectaedukasi@grup.journal@gmail.com

INTRODUCTION

Entrepreneurship has long been positioned as a strategic pathway for fostering inclusive economic growth and strengthening community resilience, particularly in developing countries where formal employment opportunities remain limited. In many such contexts, micro and small enterprises serve as the backbone of local economies, absorbing labor and generating household income (Asmit et al., 2024; Wulan, 2024). However, despite the proliferation of community-based entrepreneurship programs initiated by governments,

non-governmental organizations, and development agencies, their outcomes have often fallen short of expectations. A recurring concern lies in the fragmented nature of these interventions, which tend to prioritize short-term training initiatives without ensuring sustained support mechanisms (Surya et al., 2021; Suryono et al., 2023). Empirical evidence suggests that a significant proportion of micro-enterprises fail to survive beyond their early stages due to limited managerial capacity, lack of access to markets, and weak integration into broader economic networks (Famimsyina et al., 2025; Septiani & Aeni, 2025). This indicates that entrepreneurship development cannot be reduced to knowledge transfer alone but must be understood as a complex, socially embedded process.

The persistence of this issue is further underscored by data highlighting the vulnerability of small enterprises in volatile market environments. Many entrepreneurs operate within constrained ecosystems characterized by limited access to financial capital, market information, and institutional support. Studies have shown that even when individuals participate in entrepreneurship training programs, the absence of follow-up mentorship and networking opportunities significantly reduces the likelihood of translating acquired knowledge into sustainable business practices (Harinurdin et al., 2025; Nur, 2024). In this regard, the gap between learning and doing becomes particularly pronounced, reflecting a structural disconnect between individual capacity-building efforts and the broader socio-economic environment in which entrepreneurs are embedded. This condition is especially evident in community settings where social capital and relational networks play a critical role in shaping economic outcomes.

Scholarly attention to entrepreneurship empowerment has evolved considerably over the past two decades, with a growing emphasis on the role of human capital development. Early studies largely focused on training as the primary intervention for improving entrepreneurial performance, demonstrating modest gains in business knowledge and practices (Imanuella et al., 2025; Suriyani et al., 2023). However, subsequent research began to question the sufficiency of training-only approaches, highlighting the importance of experiential learning and continuous support systems. Mentorship, for instance, has been identified as a crucial mechanism for facilitating the transfer of tacit knowledge, enhancing problem-solving capabilities, and fostering entrepreneurial mindsets (Kania et al., 2021; A. I. Sulaiman et al., 2022). Through sustained interaction with experienced mentors, novice entrepreneurs are better equipped to navigate uncertainties and adapt to changing market conditions.

Parallel to this, the concept of social capital has gained prominence in explaining entrepreneurial success, particularly within community-based contexts. Social capital theory posits that networks, trust, and shared norms constitute valuable resources that can be mobilized to achieve economic goals (Badaruddin et al., 2021; Kusumastuti et al., 2023; Pramono & Juliana, 2025). Empirical studies have demonstrated that entrepreneurs with stronger network ties are more likely to access market opportunities, secure financing, and engage in collaborative innovation (Fahmi & Savira, 2023; Sutisna et al., 2021). In developing

economies, where formal institutional support may be limited, informal networks often serve as critical enablers of business sustainability. Nevertheless, many empowerment programs have yet to systematically incorporate network-building as a core component of their design, thereby overlooking a key determinant of entrepreneurial resilience.

In addition, the integration of participatory approaches within community-based development has been increasingly advocated as a means of enhancing program effectiveness and sustainability. The community-based participatory framework emphasizes the active involvement of local actors in the design, implementation, and evaluation of development initiatives, thereby fostering a sense of ownership and contextual relevance (Achmad et al., 2023; Nurkomala et al., 2023). When applied to entrepreneurship empowerment, this approach shifts the focus from top-down intervention models to collaborative processes that leverage local knowledge and social dynamics. Studies adopting this perspective have reported improved outcomes in terms of both economic performance and social cohesion (Dadi, 2021; Rahmawati et al., 2023). However, the operationalization of such frameworks within entrepreneurship programs remains uneven and often lacks integration with other key components such as mentorship and network access.

Despite these advancements, a closer examination of the literature reveals that existing studies tend to address training, mentorship, and social networks as discrete elements rather than as interconnected dimensions of a unified empowerment system. While some research acknowledges the importance of combining multiple interventions, there is still limited empirical evidence on how these components interact within a structured, community-based model to produce sustainable livelihood outcomes. Moreover, the majority of studies have been conducted in fragmented settings, with insufficient attention to the dynamic interplay between individual agency and socio-economic ecosystems. This suggests an implicit need for a more holistic framework that not only enhances individual capabilities but also embeds them within supportive relational and institutional contexts.

Building upon this observation, the present study introduces an integrative perspective that subtly reconfigures the way entrepreneurship empowerment is conceptualized and operationalized. Rather than treating training, mentorship, and network access as separate interventions, this study brings them together within a coherent community-based framework that recognizes their interdependence. In doing so, it foregrounds the often-overlooked role of network access as a catalytic factor that bridges the gap between capacity development and market engagement. At the same time, it situates mentorship as a mediating process that transforms knowledge into practice through continuous guidance and experiential learning. This integrative orientation, grounded in a participatory approach, reflects an emerging yet underexplored direction in the field, where empowerment is understood as both an individual and collective process shaped by social relations and institutional environments.

Accordingly, this study aims to develop and empirically test a community-based entrepreneurship empowerment model that integrates training, mentorship, and network

access to promote sustainable livelihoods. By employing a mixed methods approach, the study seeks not only to measure the effectiveness of the proposed model in enhancing entrepreneurial capacity and business sustainability but also to capture the lived experiences of participants within their socio-cultural contexts. Through this dual lens, the research aspires to contribute to the advancement of sociological knowledge by offering a nuanced understanding of how empowerment processes unfold within community settings, and how they can be designed to achieve more inclusive and enduring economic outcomes.

RESEARCH METHOD

This study employed a mixed methods approach with a sequential explanatory design, chosen to capture both the measurable effects and the lived experiences associated with the proposed community-based entrepreneurship empowerment model. The decision to use this design was grounded in the need to not only quantify the relationships between training, mentorship, and network access with entrepreneurial capacity and business sustainability, but also to understand how these processes are experienced and interpreted by participants within their socio-cultural contexts (Hikmawati, 2022; Rahman & Hakim, 2024). The research was conducted in a community setting characterized by a high concentration of micro and small enterprises, where informal economic activities play a dominant role in livelihood strategies. This location was purposively selected because it reflects a typical socio-economic environment in developing regions, where entrepreneurial initiatives are often constrained by limited institutional support, making it a relevant site for examining the effectiveness of an integrated empowerment model.

The study involved a total of 60 participants in the quantitative phase, consisting of micro-entrepreneurs who had participated in community-based entrepreneurship programs. These participants were selected using purposive sampling to ensure that they possessed direct experience with training activities and were actively managing small-scale businesses. From this group, 12 informants were further selected for the qualitative phase using maximum variation sampling to capture diverse perspectives in terms of business type, duration of operation, and level of program engagement. These informants were chosen not merely as respondents but as individuals with rich experiential knowledge, enabling a deeper exploration of how the integration of training, mentorship, and network access influences their entrepreneurial journeys.

Data collection was conducted in two interconnected stages. In the first stage, quantitative data were gathered through structured questionnaires designed to measure key variables, including entrepreneurial capacity, access to networks, mentorship intensity, and business sustainability indicators. The use of a survey instrument allowed for systematic data collection and statistical analysis, providing a broad overview of patterns and relationships among variables (Setiawan et al., 2023; Wiyono et al., 2023). The instrument was developed based on established constructs in the literature and underwent validity and reliability testing to ensure robustness. Statistical analysis was then performed using inferential techniques,

including regression analysis or Structural Equation Modeling, to assess the strength and direction of relationships between variables.

The second stage involved qualitative data collection through in-depth interviews, participant observation, and document analysis. In-depth interviews were conducted to elicit detailed narratives regarding participants' experiences, challenges, and perceived benefits of the empowerment program. This method was particularly suitable for uncovering tacit knowledge and contextual nuances that could not be captured through quantitative measures alone (Dushkova & Ivlieva, 2024; Rasulong et al., 2025). Observations were carried out during program activities to understand interaction patterns, mentorship dynamics, and the practical application of acquired skills. Supporting documents, such as program reports and participant records, were also analyzed to provide additional contextual insights.

To enhance the credibility and validity of the findings, data triangulation was employed by comparing information obtained from multiple sources and methods. Methodological triangulation was achieved by integrating quantitative and qualitative findings, while source triangulation involved cross-verifying data from different participants and program stakeholders (Stacey et al., 2021; E. Sulaiman et al., 2024). In addition, member checking was conducted by sharing preliminary interpretations with selected informants to ensure that the findings accurately reflected their experiences. Through this comprehensive and integrative methodological approach, the study aims to produce findings that are not only statistically reliable but also socially and contextually meaningful, thereby strengthening the contribution of the research to the field of community-based entrepreneurship empowerment.

RESULTS AND DISCUSSION

Strengthening Entrepreneurial Capacity through Integrated Training

The findings of this study highlight that mentorship plays a pivotal role in transforming entrepreneurial knowledge into adaptive practice, particularly in contexts characterized by uncertainty and limited institutional support. Quantitative results indicate that mentorship intensity has a significant positive effect on business resilience and adaptability, suggesting that entrepreneurs who receive continuous guidance are better equipped to respond to market fluctuations and operational challenges. However, the qualitative phase provides a deeper understanding of how this process unfolds in everyday entrepreneurial life. Through in-depth interviews, participants consistently emphasized that mentorship was not merely a supplementary component, but a critical bridge that enabled them to translate training-based knowledge into contextually relevant action.

Several informants described mentorship as a space for reflection and iterative learning. For instance, informant R explained that "after the training, I understood the theory, but it was during mentoring sessions that I learned how to apply it to my business conditions." Similarly, informant M highlighted that mentorship helped them reassess failed strategies, noting that "when my product did not sell, my mentor helped me analyze what went wrong

and adjust my approach.” These narratives illustrate that mentorship fosters a form of experiential learning where entrepreneurs continuously refine their decisions through feedback and dialogue. This aligns with the broader understanding that entrepreneurial competence is not static but evolves through practice and social interaction (Agusalim et al., 2025; Hendratmi et al., 2022, 2024).

More importantly, mentorship contributes significantly to the development of adaptive capacity. In uncertain market environments, the ability to pivot, innovate, and re-strategize becomes essential for survival. Informant N, for example, described how mentorship enabled them to shift from offline to online marketing during periods of declining sales, stating that “without guidance, I would not have dared to try new methods.” This indicates that mentorship not only enhances technical skills but also builds confidence and decision-making capacity, which are crucial elements of entrepreneurial resilience. In this sense, mentorship operates as a psychological and strategic support system that strengthens the entrepreneur’s ability to navigate complexity.

To further illustrate these dynamics, the following table summarizes key themes emerging from the qualitative analysis regarding the role of mentorship:

Table 1 The Role of Mentorship in Enhancing Adaptability and Business Resilience

Dimension	Description	Illustrative Insight
Experiential Learning	Learning through practice, reflection, and feedback	Entrepreneurs apply training knowledge in real contexts with mentor guidance
Problem-Solving Support	Assistance in identifying and addressing business challenges	Mentors help analyze failures and develop alternative strategies
Adaptive Decision-Making	Ability to adjust strategies in response to market changes	Entrepreneurs shift marketing or product strategies based on mentor input
Psychological Reinforcement	Increased confidence and entrepreneurial mindset	Mentorship builds courage to take risks and innovate

Source: Research data analysis (2025)

From a conceptual perspective, these findings reinforce the argument that mentorship serves as a mediating mechanism between knowledge acquisition and practical implementation. Training alone provides the “what” and “why” of entrepreneurship, but mentorship delivers the “how” within specific socio-economic contexts. This mediating role becomes particularly important in community-based settings, where entrepreneurs often face resource constraints and rely on relational support systems. By embedding learning within ongoing social interaction, mentorship enables a continuous feedback loop that enhances both competence and confidence.

These findings can be further understood through the lens of adaptive resilience in entrepreneurship, which emphasizes that resilience is not merely a function of resource

availability but is constructed through ongoing adaptive processes (Pitaloka & Abdurrahim, 2023; Westoby et al., 2021). In this framework, mentorship facilitates adaptive resilience by creating opportunities for learning, experimentation, and adjustment in response to environmental changes. Rather than viewing failure as an endpoint, mentored entrepreneurs are more likely to interpret it as part of a learning trajectory, thereby strengthening their long-term sustainability.

The relational dimension of mentorship also contributes to the development of trust and social embeddedness, which are critical in community-based entrepreneurship. Mentors often act not only as advisors but also as connectors, linking entrepreneurs to broader networks and opportunities. This dual role further amplifies the impact of mentorship, positioning it as both a learning mechanism and a gateway to resource mobilization.

The Role of Mentorship in Fostering Adaptability and Business Resilience

The findings of this study underscore that mentorship is not merely a complementary element within entrepreneurship programs, but rather a central mechanism that shapes how knowledge is internalized, adapted, and enacted in real business contexts. The quantitative phase demonstrates a statistically significant relationship between mentorship intensity and indicators of business resilience, particularly in terms of adaptive strategy, continuity of operations, and responsiveness to market change. Yet, it is through the qualitative inquiry that the depth of this relationship becomes more visible, revealing mentorship as an ongoing relational process that nurtures both cognitive and emotional dimensions of entrepreneurial practice.

Participants consistently described mentorship as a space where abstract knowledge acquired during training becomes actionable. Informant A, for instance, reflected that while training sessions provided foundational understanding, “it was during mentoring discussions that I learned how to adjust pricing, manage risks, and deal with customer behavior in my own context.” This suggests that mentorship functions as a form of situated learning, where general principles are translated into context-specific strategies. Similarly, informant S noted that mentorship allowed for “trial and error without fear,” as mentors provided reassurance and constructive feedback during moments of uncertainty. Such experiences indicate that mentorship facilitates a learning environment grounded in trust, reflection, and iterative improvement, aligning with the notion that entrepreneurial competence evolves through practice and guided experience (Diehl & Bose, 2023; Hidayat et al., 2022).

More importantly, mentorship appears to play a critical role in fostering adaptability, which is increasingly recognized as a core dimension of entrepreneurial resilience. In dynamic and often unpredictable market environments, the capacity to pivot strategies, reinterpret challenges, and seize emerging opportunities becomes essential. Informant D recounted how declining sales during a particular period prompted a shift toward digital marketing, a decision that emerged through discussions with a mentor who “encouraged trying new platforms and guided step by step.” This illustrates that mentorship not only enhances technical capability but also expands the entrepreneur’s cognitive horizon, enabling them to perceive change not

as a threat, but as an opportunity for recalibration.

The patterns identified in the qualitative data can be summarized in the following table, which captures how mentorship contributes to adaptability and resilience across multiple dimensions:

Table 2 Mentorship Contributions to Entrepreneurial Adaptability and Resilience

Dimension	Description	Empirical Illustration
Contextual Application	Translation of training knowledge into real business practice	Adjusting pricing, marketing, and operations based on mentor input
Reflective Learning	Continuous evaluation of successes and failures	Learning from unsuccessful sales strategies through mentor feedback
Strategic Adaptation	Ability to modify business approaches in response to change	Transitioning to online marketing during market downturns
Psychological Support	Strengthening confidence and risk-taking capacity	Increased willingness to experiment and innovate

Source: Research data analysis (2025)

These findings point toward a deeper conceptual understanding of mentorship as a mediating mechanism that bridges the gap between capacity building and practical implementation. Training equips entrepreneurs with the necessary knowledge base, yet without sustained engagement, such knowledge often remains underutilized. Mentorship intervenes in this gap by embedding learning within a continuous process of interaction, reflection, and adjustment. In this sense, it operates not only as a support system but also as a catalyst for behavioral transformation, enabling entrepreneurs to move from knowing to doing.

This dynamic resonates strongly with the framework of adaptive resilience in entrepreneurship, which posits that resilience is constructed through ongoing processes of learning, adaptation, and social interaction rather than merely through access to resources (Octavia et al., 2022; Sudomo et al., 2023). Within this perspective, mentorship becomes a critical site where adaptive capacity is cultivated, as entrepreneurs are exposed to new perspectives, challenged to rethink assumptions, and supported in navigating uncertainty. The relational nature of mentorship also reinforces the idea that resilience is socially embedded, emerging from networks of support and shared experience rather than isolated individual effort.

Furthermore, the study reveals that mentorship contributes to a subtle but important shift in entrepreneurial mindset. Participants reported becoming more open to experimentation, more tolerant of failure, and more proactive in seeking opportunities. Informant R articulated this transformation by stating that “before, I was afraid to try new things, but now I see challenges as something to learn from.” Such shifts indicate that

mentorship fosters not only skill development but also identity formation, shaping how individuals perceive themselves as entrepreneurs.

Taken together, these findings suggest that mentorship plays a multidimensional role in strengthening both adaptability and resilience. It enables entrepreneurs to navigate the complexities of real-world markets by providing guidance that is responsive, context-sensitive, and relationally grounded. In doing so, mentorship transforms empowerment from a one-time intervention into a sustained developmental process. This reinforces the broader argument of the study that effective entrepreneurship empowerment must move beyond fragmented approaches and instead embrace integrated, continuous support systems that align knowledge, practice, and social context in a coherent and sustainable manner.

Network Access as a Catalyst for Market Expansion and Resource Mobilization

The findings of this study reveal that network access constitutes a decisive factor in shaping entrepreneurial success, particularly in contexts where structural limitations constrain individual business growth. While training and mentorship contribute to strengthening internal capacities, it is through network access that these capacities are activated and translated into tangible economic opportunities. The quantitative results demonstrate a strong positive relationship between network access and indicators of business expansion, including increased customer reach, diversification of suppliers, and improved access to financial and informational resources. However, the qualitative data provide a more nuanced understanding of how these networks function as enabling structures within which entrepreneurial activities are embedded.

Participants consistently emphasized that access to networks allowed them to move beyond the limitations of their immediate environment. Informant H, for example, explained that prior to joining the program, their business operated within a narrow local market, relying solely on familiar customers. Through facilitated networking activities, they were introduced to new buyers and peer entrepreneurs, which significantly expanded their market scope. As H noted, "I used to sell only to people I knew, but now I have connections outside my area, even to other districts." This illustrates that networks serve as channels through which market information and opportunities circulate, enabling entrepreneurs to reposition themselves within broader economic spaces.

Similarly, informant T highlighted the importance of networks in accessing resources that would otherwise remain unattainable. They described how connections established during program activities led to partnerships with suppliers who offered better pricing and more reliable distribution. "Before, I struggled to get raw materials at a stable price, but through the network, I found suppliers who are willing to cooperate long-term," T explained. This indicates that network access not only facilitates market expansion but also stabilizes operational aspects of the business, thereby contributing to long-term sustainability. In this sense, networks function as both opportunity structures and support systems that reduce uncertainty in entrepreneurial activities.

Beyond material benefits, the relational dimension of networks also plays a critical role in fostering collaboration and collective learning. Informant L described how interactions with fellow entrepreneurs within the network created opportunities for knowledge exchange and joint problem-solving. “We often share experiences, like how to deal with declining sales or how to package products better,” L noted. Such interactions reflect the emergence of informal learning communities, where knowledge is co-produced and disseminated through social ties. This aligns with the broader understanding that entrepreneurial ecosystems are not merely economic arrangements but are deeply rooted in social relationships and shared practices (Habib et al., 2023; Sari et al., 2021).

From a conceptual standpoint, these findings resonate with the notion of network embeddedness in entrepreneurial ecosystems, which suggests that the success of entrepreneurial ventures is closely linked to the quality and structure of their social connections (He & Ahmed, 2022; Piao & Managi, 2023). Within this framework, entrepreneurs are not isolated actors but are embedded in networks that shape their access to resources, information, and opportunities. The position of an entrepreneur within these networks determines their ability to mobilize support and respond to market dynamics. In the context of this study, network access emerges as the critical link that connects individual capacity, developed through training and mentorship, to the broader socio-economic environment.

Importantly, the study also reveals that network access is not a passive condition but an actively constructed process. Program interventions that intentionally facilitate networking, such as business forums, collaborative workshops, and mentor-mediated introductions, play a crucial role in enabling entrepreneurs to build and sustain meaningful connections. Informant R reflected on this process by stating that “the program did not just teach us how to run a business, but also introduced us to people who could help us grow.” This highlights the importance of designing empowerment initiatives that go beyond skill development to include mechanisms for relational integration.

Furthermore, the interplay between network access and mentorship becomes evident in several cases, where mentors act as brokers who connect entrepreneurs to wider networks. This dual function amplifies the impact of mentorship, positioning it not only as a source of guidance but also as a gateway to new opportunities. Such dynamics reinforce the integrative nature of the model proposed in this study, where each component, training, mentorship, and network access, interacts synergistically to produce more sustainable outcomes.

Integrative Model Dynamics: Bridging Capacity and Ecosystem

The analysis of this study suggests that the effectiveness of the proposed empowerment model does not lie in the strength of its individual components, training, mentorship, or network access, taken in isolation, but rather in the way these elements interact to form a coherent and mutually reinforcing system. The quantitative findings, derived from inferential analysis, indicate that while each component exerts a significant influence on entrepreneurial capacity and business sustainability, their combined effect is

substantially greater when modeled as an integrated structure. The Structural Equation Modeling (SEM) results, in particular, reveal that mentorship and network access partially mediate the relationship between training and business outcomes, suggesting that knowledge acquisition alone is insufficient unless it is continuously supported and socially embedded.

This integrative dynamic becomes more apparent when examined through the qualitative data. Participants did not experience the program as a sequence of discrete interventions, but rather as an interconnected process in which learning, guidance, and relational access unfolded simultaneously. Informant B, for instance, described how initial training sessions provided “a foundation to understand business basics,” but emphasized that “it was through mentoring and meeting other entrepreneurs that the knowledge started to make sense in real situations.” This reflects a layered learning process in which training initiates cognitive development, mentorship deepens practical understanding, and network access expands the horizon of possibilities.

The interplay between these components also reveals a temporal dimension. Training often serves as the entry point, equipping participants with essential knowledge and skills. However, without mentorship, such knowledge risks remaining abstract and underutilized. Informant D articulated this gap clearly, noting that “after training, I still felt unsure about making decisions, but the mentor helped me see how to apply what I learned step by step.” Mentorship, in this regard, functions as a stabilizing force that accompanies entrepreneurs as they navigate early uncertainties. At the same time, network access extends the impact of both training and mentorship by situating entrepreneurs within a broader ecosystem of opportunities. Informant K explained that “once I connected with other business owners and buyers, I could finally see how to grow beyond my small circle,” highlighting how networks transform internal capacity into external engagement.

What emerges from these narratives is a model of empowerment that operates through continuous interaction rather than linear progression. The components reinforce one another in a recursive manner: training informs practice, mentorship refines and adapts that practice, and network access provides the structural conditions for its expansion. This dynamic aligns with the growing recognition in recent scholarship that entrepreneurial development is best understood within an ecosystem framework, where individual agency is inseparable from the relational and institutional contexts in which it is embedded (Akande et al., 2023; Mariyono et al., 2021). Within such ecosystems, value is co-created through interactions among actors, resources, and opportunities, rather than generated solely through individual effort.

Importantly, the findings also suggest that integration reduces the fragmentation that has long characterized community-based entrepreneurship programs. Participants frequently contrasted their experiences in this program with previous initiatives that focused exclusively on training. Informant S noted that “in earlier programs, we only attended workshops and then were left on our own,” whereas in the present model, “there was continuous support

and connection, which made a real difference.” This highlights how integration addresses the persistent gap between knowledge transfer and implementation by embedding learning within ongoing social processes. It also underscores the importance of designing interventions that are not episodic but sustained, allowing for gradual accumulation of competence, confidence, and connections.

From a conceptual perspective, the integrative model advanced in this study bridges the often-separated domains of individual capacity and structural opportunity. Training and mentorship primarily operate at the level of the individual, shaping skills, mindset, and decision-making capabilities. Network access, on the other hand, situates these capabilities within a wider socio-economic structure, enabling entrepreneurs to mobilize resources and engage with markets. The synergy between these dimensions reflects a shift from a purely capacity-building paradigm toward a more holistic, ecosystem-oriented approach to empowerment. In this sense, the model resonates with contemporary perspectives that emphasize the co-evolution of individual agency and systemic conditions in shaping entrepreneurial outcomes (Roy et al., 2023; Sun et al., 2023).

Ultimately, the integrative dynamics observed in this study suggest that sustainable entrepreneurship cannot be achieved through fragmented interventions. Instead, it requires a deliberate alignment of learning, support, and relational access within a unified framework. By demonstrating how these elements interact to produce cumulative and reinforcing effects, the study offers empirical support for rethinking empowerment as a systemic process, one that connects what entrepreneurs know, how they act, and where they are positioned within the broader economic landscape.

Community-Based Participatory Approach and Social Embeddedness

The findings of this study indicate that the effectiveness of the empowerment model is deeply rooted in its community-based participatory orientation, where participants are not positioned as passive recipients of intervention but as active agents in shaping the process and outcomes of the program. This participatory approach fosters a sense of ownership that extends beyond individual business development into collective responsibility for sustaining the initiative. Qualitative insights reveal that participants experienced the program as something they “belonged to,” rather than something externally imposed. Informant P, for instance, noted that “we were not just attending activities, we were involved in discussions, decisions, and even helping each other grow,” reflecting a shift from program compliance to genuine engagement. Such involvement appears to strengthen commitment and continuity, which are often lacking in more top-down empowerment initiatives.

This sense of ownership is closely linked to the development of trust, both among participants and between participants and facilitators. Trust emerged as a recurring theme in the interviews, particularly in relation to knowledge sharing and collaboration. Informant L explained that “because we meet regularly and share experiences, we begin to trust each other, and that makes it easier to ask for help or try new ideas.” This relational trust is not incidental but is cultivated through repeated interactions, shared challenges, and mutual

support within the community setting. It creates a social environment where learning is not only individual but collective, and where risks can be taken with a sense of psychological safety. In this way, the participatory structure of the program contributes to the formation of what can be understood as a localized support system, reinforcing both individual and group resilience.

The importance of these dynamics becomes clearer when viewed through the lens of social embeddedness, which posits that economic actions are inherently situated within networks of social relations. The entrepreneurs in this study did not operate in isolation; rather, their decisions, strategies, and opportunities were shaped by ongoing interactions within their community. Informant R described how discussions with peers influenced business decisions, stating that “sometimes I change my strategy after hearing what others are doing or experiencing.” This illustrates that knowledge is not only acquired through formal training or mentorship but also co-constructed through everyday social exchanges. The embedded nature of these interactions allows for a continuous flow of information, feedback, and emotional support, all of which contribute to more adaptive and informed entrepreneurial practices.

Moreover, the participatory approach appears to enhance the sustainability of the program by embedding it within existing social structures and cultural norms. Rather than introducing entirely new systems, the model builds upon pre-existing relationships and communal values, thereby increasing its relevance and acceptance. Informant S highlighted this aspect by noting that “because the program involves the community, it feels natural and easier to continue, even without constant supervision.” This suggests that sustainability is not solely dependent on external resources or institutional backing, but also on the degree to which the program is integrated into the social fabric of the community. Such integration allows the initiative to persist beyond its formal implementation phase, supported by the collective agency of its participants.

The study reveals that the community-based approach facilitates a redistribution of roles and responsibilities, where participants gradually transition from learners to contributors. Some informants reported taking on informal mentoring roles within the group, sharing knowledge and experiences with newer participants. Informant T reflected that “after gaining some experience, I started helping others who were just starting their business,” indicating a form of peer-to-peer empowerment. This dynamic not only reinforces individual competence but also strengthens the overall capacity of the community, creating a self-sustaining cycle of learning and support. It also reflects a shift toward a more horizontal structure of knowledge exchange, where expertise is distributed rather than centralized.

From a broader theoretical perspective, these findings align with recent discussions on participatory development and community-driven innovation, which emphasize the importance of local agency and social context in shaping development outcomes (Langford et al., 2021; Praptiwi et al., 2021). They also resonate with contemporary views on entrepreneurial ecosystems, where the quality of social interactions and the density of

relational ties are seen as critical determinants of success (Bower et al., 2023; Tabares et al., 2022). In this study, the community-based participatory approach does not merely complement the technical components of the model but fundamentally shapes how those components are experienced and enacted. Training, mentorship, and network access are all mediated through social relationships, making their impact contingent upon the strength of community engagement.

Implications for Sustainable Livelihoods and Community Well-being

The findings of this study suggest that the impact of the integrative empowerment model extends beyond improvements at the level of individual enterprises, contributing more broadly to the sustainability of livelihoods and the well-being of the community. Quantitative results indicate measurable gains in business stability, reflected in more consistent income streams, reduced vulnerability to market shocks, and increased business continuity among participants. These patterns are further substantiated by qualitative accounts, where entrepreneurs describe a gradual shift from precarious, short-term survival strategies toward more stable and forward-looking economic practices. Informant A, for instance, noted that “before joining the program, my income was unpredictable, but now I can plan better because my business is more stable,” highlighting how enhanced capacity and support structures translate into greater economic security.

A key dimension of this transformation lies in income diversification, which emerges as a critical strategy for mitigating risk. Several participants reported expanding their product lines, entering new markets, or combining multiple income-generating activities as a result of the program. Informant D explained that “I used to rely on one product, but after learning and connecting with others, I started offering variations, which helped when one product was not selling well.” This diversification not only increases earning potential but also reduces dependence on a single source of income, thereby enhancing resilience in the face of fluctuating demand. Such adaptive strategies reflect an evolving entrepreneurial mindset that is better attuned to uncertainty and change.

Beyond economic indicators, the study also reveals important social implications associated with improved livelihoods. Participants frequently described enhanced confidence, stronger social ties, and a greater sense of agency in their daily lives. Informant R articulated this shift by stating that “now I feel more confident not only in running my business but also in interacting with others and making decisions.” This suggests that the benefits of the program are not confined to material outcomes but extend to psychosocial dimensions of well-being, including self-efficacy and social recognition. These findings resonate with the broader understanding of livelihoods as multidimensional, encompassing not only income but also capabilities, assets, and social relations (Hatma Indra Jaya et al., 2024).

From a conceptual standpoint, these outcomes align closely with the Sustainable Livelihoods Framework, which emphasizes the importance of building diverse forms of capital, human, social, and economic, to achieve long-term resilience (Harianja et al., 2023). In the context of this study, training enhances human capital, mentorship strengthens

experiential and cognitive capacities, and network access builds social capital. The integration of these elements creates a more robust livelihood system, enabling individuals to better anticipate, cope with, and recover from economic disruptions. Informant S, for example, described how access to networks allowed them to quickly find alternative suppliers during a period of scarcity, demonstrating how social capital can buffer against external shocks.

Importantly, the findings challenge narrow interpretations of business success that prioritize short-term profit maximization. While increased income is certainly a significant outcome, participants consistently emphasized the value of stability, predictability, and the ability to sustain their businesses over time. Informant L observed that “it is not just about earning more, but about being able to keep the business running even when conditions are difficult.” This perspective underscores a more nuanced understanding of sustainability, where endurance and adaptability are as important as growth. It also reflects a shift in entrepreneurial orientation, from opportunistic behavior toward more strategic and resilient practices.

At the community level, the cumulative effects of these individual transformations contribute to broader patterns of social and economic strengthening. As businesses become more stable and interconnected, they generate multiplier effects that benefit the wider community, including job creation, local economic circulation, and increased collaboration among actors. Informant T noted that “when our businesses grow, we also support each other more, and the community becomes stronger,” pointing to the emergence of a localized economic ecosystem. This suggests that empowerment, when approached holistically, can produce collective benefits that extend beyond individual participants.

These findings are consistent with recent discussions on inclusive and sustainable development, which emphasize the need to integrate economic, social, and relational dimensions in program design (Ika Sari et al., 2024). They also reinforce the argument that entrepreneurship should not be viewed solely as an individual endeavor, but as a socially embedded process that contributes to community well-being. In this study, the integrative model demonstrates how aligning capacity-building efforts with relational support and structural access can create more enduring and inclusive outcomes.

The implications of this study point toward a reorientation of entrepreneurship empowerment strategies. Rather than focusing narrowly on skill development or financial outputs, there is a need to adopt approaches that recognize the interconnected nature of livelihoods, where economic activities are embedded within social systems and shaped by ongoing interactions. By fostering stability, adaptability, and social cohesion, the model offers a pathway toward sustainable livelihoods that are not only economically viable but also socially grounded and resilient over time.

CONCLUSION

This study demonstrates that the development of a community-based entrepreneurship empowerment model integrating training, mentorship, and network access

provides a more effective and sustainable approach to enhancing entrepreneurial capacity and improving livelihoods compared to fragmented interventions. The findings confirm that entrepreneurial development is not solely determined by the acquisition of knowledge, but by the extent to which such knowledge is continuously mediated through mentorship and embedded within supportive social networks. Through this integrative process, entrepreneurs are better able to translate skills into practice, adapt to changing market conditions, and access broader economic opportunities, thereby strengthening both business resilience and long-term sustainability. Importantly, the study reveals that network access functions as a critical enabling dimension that connects individual capabilities with structural opportunities, while mentorship sustains the adaptive learning necessary for navigating uncertainty. By situating these elements within a participatory community-based framework, the model not only enhances individual outcomes but also reinforces social relations and collective capacity, contributing to wider community well-being. In this regard, the study offers a conceptual and empirical contribution by advancing an ecosystem-oriented perspective that bridges the gap between capacity-building and socio-economic embeddedness, providing a replicable foundation for designing more holistic and context-sensitive entrepreneurship empowerment strategies in developing settings.

ETHICAL STATEMENT AND DISCLOSURE

This study was conducted in accordance with established ethical principles, including informed consent, protection of informants' confidentiality, and respect for local cultural values. Special consideration was given to participants from vulnerable groups to ensure their safety, comfort, and equal rights to participate. No external funding was received, and the authors declare no conflict of interest. All data and information presented were collected through valid research methods and have been verified to ensure their accuracy and reliability. The use of artificial intelligence (AI) was limited to technical assistance for writing and language editing, without influencing the scientific substance of the work. The authors express their gratitude to the informants for their valuable insights, and to the anonymous reviewers for their constructive feedback on an earlier version of this manuscript. The authors take full responsibility for the content and conclusions of this article.

REFERENCES

- Achmad, W., Nurwati, N., & Sofro Sidiq, R. S. (2023). Community Economic Empowerment Through the Development of Micro, Small, and Medium Enterprises: A Case Study in Alamendah Tourism Village. *Journal of Economic Empowerment Strategy (JEES)*, 6(2), 99–104. <https://doi.org/10.23969/jees.v6i2.9377>
- Agusalim, M., Moeljadi, Ratnawati, K., & Djazuli, A. (2025). Enhancing Fishermen's Sustainable Livelihoods: The Role of Financial Literacy, Networking, and Funding Decisions. *International Journal of Sustainable Development and Planning*, 20(7), 3123–3132. <https://doi.org/10.18280/ijstdp.200737>
- Akande, J. O., Hosu, Y. S., Kabiti, H., Ndhleve, S., & Garidzirai, R. (2023). Financial literacy and inclusion for rural agrarian change and sustainable livelihood in the Eastern Cape, South

- Africa. *Heliyon*, 9(6), e16330. <https://doi.org/10.1016/j.heliyon.2023.e16330>
- Asmit, B., Simatupang, T. M., Rudito, B., & Novani, S. (2024). Co-Creation of Collective Values: Nurturing Thriving Rural Entrepreneurship. *Indonesian Journal of Business and Entrepreneurship*, 10(3), 652. <https://doi.org/10.17358/ijbe.10.3.652>
- Badaruddin, B., Kariono, K., Ermansyah, E., & Sudarwati, L. (2021). Village community empowerment through village owned enterprise based on social capital in North Sumatera. *Asia Pacific Journal of Social Work and Development*, 31(3), 163–175. <https://doi.org/10.1080/02185385.2020.1765855>
- Bower, E. R., Badamikar, A., Wong-Parodi, G., & Field, C. B. (2023). Enabling pathways for sustainable livelihoods in planned relocation. *Nature Climate Change*, 13(9), 919–926. <https://doi.org/10.1038/s41558-023-01753-x>
- Dadi, D. (2021). Women Empowerment in Indonesia: Community Learning Activity Center Programs. *AL-ISHLAH: Jurnal Pendidikan*, 13(3), 1823–1834. <https://doi.org/10.35445/alishlah.v13i3.1152>
- Diehl, J. A., & Bose, M. (2023). A sustainable livelihoods approach to measuring mobilization of resources through social networks among vulnerable populations: A case study of Delhi farmers. *Social Sciences & Humanities Open*, 8(1), 100689. <https://doi.org/10.1016/j.ssaho.2023.100689>
- Dushkova, D., & Ivlieva, O. (2024). Empowering Communities to Act for a Change: A Review of the Community Empowerment Programs towards Sustainability and Resilience. *Sustainability*, 16(19), 8700. <https://doi.org/10.3390/su16198700>
- Fahmi, F. Z., & Savira, M. (2023). Digitalization and rural entrepreneurial attitude in Indonesia: a capability approach. *Journal of Enterprising Communities: People and Places in the Global Economy*, 17(2), 454–478. <https://doi.org/10.1108/JEC-06-2021-0082>
- Famimsyina, W., Yulastri, A., Ernawati, E., & Yuliana, Y. (2025). Community Empowerment Program Based on Strengthening Entrepreneurial Competencies and Character. *Amalee: Indonesian Journal of Community Research and Engagement*, 6(1), 293–304. <https://doi.org/10.37680/amalee.v6i1.7620>
- Habib, N., Ariyawardana, A., & Aziz, A. A. (2023). The influence and impact of livelihood capitals on livelihood diversification strategies in developing countries: a systematic literature review. *Environmental Science and Pollution Research*, 30(27), 69882–69898. <https://doi.org/10.1007/s11356-023-27638-2>
- Harianja, A. H., Adalina, Y., Pasaribu, G., Winarni, I., Maharani, R., Fernandes, A., Saragih, G. S., Fauzi, R., Tampubolon, A. P., Njurumana, G. N., Sukito, A., Aswandi, A., Kholibrina, C. R., Siswadi, S., Kurniawan, H., Hidayat, M. Y., Wahyuni, R., Koeslulat, E. E., Heryanto, R. B., ... Kuspradini, H. (2023). Potential of Beekeeping to Support the Livelihood, Economy, Society, and Environment of Indonesia. *Forests*, 14(2), 321. <https://doi.org/10.3390/f14020321>
- Harinurdin, E., Laksmono, B. S., Kusumastuti, R., & Safitri, K. A. (2025). Community Empowerment Utilizing Open Innovation as a Sustainable Village-Owned Enterprise Strategy in Indonesia: A Systematic Literature Review. *Sustainability*, 17(8), 3394. <https://doi.org/10.3390/su17083394>
- Hatma Indra Jaya, P., Izudin, A., & Aditya, R. (2024). The role of ecotourism in developing local communities in Indonesia. *Journal of Ecotourism*, 23(1), 20–37. <https://doi.org/10.1080/14724049.2022.2117368>
- He, Y., & Ahmed, T. (2022). Farmers' Livelihood Capital and Its Impact on Sustainable

- Livelihood Strategies: Evidence from the Poverty-Stricken Areas of Southwest China. *Sustainability*, 14(9), 4955. <https://doi.org/10.3390/su14094955>
- Hendratmi, A., Agustina, T. S., Sukmaningrum, P. S., & Widayanti, M. A. (2022). Livelihood strategies of women entrepreneurs in Indonesia. *Heliyon*, 8(9), e10520. <https://doi.org/10.1016/j.heliyon.2022.e10520>
- Hendratmi, A., Salleh, M. C. M., Sukmaningrum, P. S., & Ratnasari, R. T. (2024). Toward SDG's 8: How sustainability livelihood affecting survival strategy of woman entrepreneurs in Indonesia. *World Development Sustainability*, 5(2), 100175. <https://doi.org/10.1016/j.wds.2024.100175>
- Hidayat, A. S., Rajiani, I., & Arisanty, D. (2022). Sustainability of Floodplain Wetland Fisheries of Rural Indonesia: Does Culture Enhance Livelihood Resilience? *Sustainability*, 14(21), 14461. <https://doi.org/10.3390/su142114461>
- Hikmawati, N. K. (2022). Community Empowerment Efforts. *Journal Intellectual Sufism Research (JISR)*, 4(2), 96–103. <https://doi.org/10.52032/jisr.v4i2.110>
- Ika Sari, G., Winasis, S., Pratiwi, I., Wildan Nuryanto, U., & Basrowi. (2024). Strengthening digital literacy in Indonesia: Collaboration, innovation, and sustainability education. *Social Sciences & Humanities Open*, 10(3), 101100. <https://doi.org/10.1016/j.ssaho.2024.101100>
- Imanuella, S. F., Idris, A., & Kamaruddin, N. (2025). Social entrepreneurship and rural development in post-independence Indonesia. *Social Enterprise Journal*, 21(1), 46–66. <https://doi.org/10.1108/SEJ-12-2023-0155>
- Kania, I., Anggadwita, G., & Alamanda, D. T. (2021). A new approach to stimulate rural entrepreneurship through village-owned enterprises in Indonesia. *Journal of Enterprising Communities: People and Places in the Global Economy*, 15(3), 432–450. <https://doi.org/10.1108/JEC-07-2020-0137>
- Kusumastuti, R., Virgianita, A., & Juwono, V. (2023). Co-creation Strategy in Empowering Indigenous Women's Innovation in Indonesia: Empirical Evidence of Weaver Community Entrepreneurs in West Nusa Tenggara. In *Open Innovation in Small Business* (pp. 17–37). https://doi.org/10.1007/978-981-99-5142-0_2
- Langford, A., Waldron, S., Sulfitri, & Saleh, H. (2021). Monitoring the COVID-19-affected Indonesian seaweed industry using remote sensing data. *Marine Policy*, 127(4), 104431. <https://doi.org/10.1016/j.marpol.2021.104431>
- Mariyono, J., Waskito, J., Suwandi, Tabrani, Kuntariningsih, A., Latifah, E., & Suswati, E. (2021). Farmer field school: Non-formal education to enhance livelihoods of Indonesian farmer communities. *Community Development*, 52(2), 153–168. <https://doi.org/10.1080/15575330.2020.1852436>
- Nur, A. C. (2024). Government Efforts to Increase Community Empowerment Through Small and Medium Enterprises Entrepreneurship. *Jurnal Ad'ministrare*, 11(2), 249–259. <https://doi.org/10.71309/administrare.v11i2.4597>
- Nurkomala, N., Diswandi, D., & Fadliyanti, L. (2023). The Role of Community Empowerment Institutions for Village Development. *European Journal of Development Studies*, 3(3), 76–82. <https://doi.org/10.24018/ejdevelop.2023.3.3.268>
- Octavia, D., Suharti, S., Murniati, Dharmawan, I. W. S., Nugroho, H. Y. S. H., Supriyanto, B., Rohadi, D., Njurumana, G. N., Yeny, I., Hani, A., Mindawati, N., Suratman, Adalina, Y., Prameswari, D., Hadi, E. E. W., & Ekawati, S. (2022). Mainstreaming Smart Agroforestry for Social Forestry Implementation to Support Sustainable Development Goals in

- Indonesia: A Review. *Sustainability*, 14(15), 9313. <https://doi.org/10.3390/su14159313>
- Piao, X., & Managi, S. (2023). The international role of education in sustainable lifestyles and economic development. *Scientific Reports*, 13(1), 8733. <https://doi.org/10.1038/s41598-023-35173-w>
- Pitaloka, A. A., & Abdurrahim, A. Y. (2023). Sustainable Livelihoods Sustainable Approach and Contemporary Research on Rural Social-Ecological Systems in Indonesia. *IOP Conference Series: Earth and Environmental Science*, 1275(1), 012044. <https://doi.org/10.1088/1755-1315/1275/1/012044>
- Pramono, R., & Juliana, J. (2025). Beyond Tourism: Community Empowerment and Resilience in Rural Indonesia. *Tourism and Hospitality*, 6(4), 210. <https://doi.org/10.3390/tourhosp6040210>
- Praptiwi, R. A., Maharja, C., Fortnam, M., Chaigneau, T., Evans, L., Garniati, L., & Sugardjito, J. (2021). Tourism-Based Alternative Livelihoods for Small Island Communities Transitioning towards a Blue Economy. *Sustainability*, 13(12), 6655. <https://doi.org/10.3390/su13126655>
- Rahman, I., & Hakim, L. M. (2024). Development of Creative Economy Based on Local Wisdom in the Era of Digital Transformation Through Inclusive Education and Village Community Empowerment in Bantul Regency, Yogyakarta. *BASKARA : Journal of Business and Entrepreneurship*, 6(2), 213–224. <https://doi.org/10.54268/baskara.v6i2.21629>
- Rahmawati, S., Madjid, I., Bin Khoiry, M. A., Arafat, M. F., Salsa, N., Hutahean, D. P. S., Istara, I., Tarissa, L. D., Nasir, A. H. M., Akhi, M., Nasution, D. F. K., Claresta, J. B., Muhammad, A. R., & Fairuzzabadi, F. (2023). Enhancing student competencies through entrepreneurship and cultural collaboration: A community engagement approach. *Journal of Community Service and Empowerment*, 4(3), 652–663. <https://doi.org/10.22219/jcse.v4i3.29805>
- Rasulong, I., Rini, Wahjono, S. I., & Rizal, S. (2025). Fueling Growth: Entrepreneurial Intention as a Catalyst for Village Enterprises. *JBMP (Jurnal Bisnis, Manajemen Dan Perbankan)*, 11(1), 85–105. <https://doi.org/10.21070/jbmp.v11i1.2123>
- Roy, S., Bose, A., Basak, D., & Chowdhury, I. R. (2023). Towards sustainable society: the sustainable livelihood security (SLS) approach for prioritizing development and understanding sustainability: an insight from West Bengal, India. *Environment, Development and Sustainability*, 26(8), 20095–20126. <https://doi.org/10.1007/s10668-023-03456-x>
- Sari, I., Ichsan, M., White, A., Raup, S. A., & Wisudo, S. H. (2021). Monitoring small-scale fisheries catches in Indonesia through a fishing logbook system: Challenges and strategies. *Marine Policy*, 134(2), 104770. <https://doi.org/10.1016/j.marpol.2021.104770>
- Septiani, N., & Aeni, C. (2025). Social entrepreneurship as a catalyst for sustainable development: A study on community economic empowerment. *Implementasi Manajemen & Kewirausahaan*, 5(1), 75–89. <https://doi.org/10.38156/imka.v5i1.508>
- Setiawan, H. H., Yuda, T. K., Susantyo, B., Sulubere, M. B., Ganti, M., Habibullah, H., Sabarisman, M., & Murni, R. (2023). Scaling up social entrepreneurship to reduce poverty: Exploring the challenges and opportunities through stakeholder engagement. *Frontiers in Sociology*, 8(1), 1–12. <https://doi.org/10.3389/fsoc.2023.1131762>
- Stacey, N., Gibson, E., Loneragan, N. R., Warren, C., Wiryawan, B., Adhuri, D. S., Steenbergen, D. J., & Fitriana, R. (2021). Developing sustainable small-scale fisheries livelihoods in

- Indonesia: Trends, enabling and constraining factors, and future opportunities. *Marine Policy*, 132(1), 104654. <https://doi.org/10.1016/j.marpol.2021.104654>
- Sudomo, A., Leksono, B., Tata, H. L., Rahayu, A. A. D., Umroni, A., Rianawati, H., Asmaliyah, Krisnawati, Setyayudi, A., Utomo, M. M. B., Pieter, L. A. G., Wresta, A., Indrajaya, Y., Rahman, S. A., & Baral, H. (2023). Can Agroforestry Contribute to Food and Livelihood Security for Indonesia's Smallholders in the Climate Change Era? *Agriculture*, 13(10), 1896. <https://doi.org/10.3390/agriculture13101896>
- Sulaiman, A. I., Pangestuti, S., Sugito, T., & Sabiq, A. (2022). Community Empowerment in Culinary Tourism as Sustainable Rural Development. *Sustainable Development Research*, 4(1), p1. <https://doi.org/10.30560/sdr.v4n1p1>
- Sulaiman, E., Fitralisma, G., Fata, M. A., & Nawawi, R. (2024). Empowering local communities engagement: Rural tourism and business innovation for SDGs desa. *Journal of Sustainable Tourism and Entrepreneurship*, 5(1), 31–44. <https://doi.org/10.35912/joste.v5i1.1968>
- Sun, Y., Wang, Y., Huang, C., Tan, R., & Cai, J. (2023). Measuring farmers' sustainable livelihood resilience in the context of poverty alleviation: a case study from Fugong County, China. *Humanities and Social Sciences Communications*, 10(1), 75. <https://doi.org/10.1057/s41599-023-01575-4>
- Suriyani, A., Saleh, S., & Akhmad, A. (2023). Capacity Building Empowerment of Weaver Groups Through Weaving Business Innovation at the Ikat Jata Kapa Weaving Center in Sikka Regency, East Nusa Tenggara Province, Indonesia, Indonesia. *European Journal of Development Studies*, 3(2), 59–68. <https://doi.org/10.24018/ejdevelop.2023.3.2.239>
- Surya, B., Suriani, S., Menne, F., Abubakar, H., Idris, M., Rasyidi, E. S., & Remmang, H. (2021). Community Empowerment and Utilization of Renewable Energy: Entrepreneurial Perspective for Community Resilience Based on Sustainable Management of Slum Settlements in Makassar City, Indonesia. *Sustainability*, 13(6), 3178. <https://doi.org/10.3390/su13063178>
- Suryono, J., Wijaya, M., Irianto, H., Harisudin, M., Tri Rahayu, N., Darsini, D., Astuti, P. I., & Sri Kusumawati, H. (2023). Model of Community Empowerment through Education Non-Formal Entrepreneurship to Improve Independence of Micro, Small and Medium Enterprises. *International Journal of Learning, Teaching and Educational Research*, 22(3), 413–429. <https://doi.org/10.26803/ijlter.22.3.25>
- Sutisna, A., Dalimunthe, H. H. B., & Retnowati, E. (2021). Building entrepreneurial literacy among villagers in Indonesia. *Rural Society*, 30(1), 45–58. <https://doi.org/10.1080/10371656.2021.1895472>
- Tabares, A., Londoño-Pineda, A., Cano, J. A., & Gómez-Montoya, R. (2022). Rural Entrepreneurship: An Analysis of Current and Emerging Issues from the Sustainable Livelihood Framework. *Economies*, 10(6), 142. <https://doi.org/10.3390/economies10060142>
- Westoby, R., Gardiner, S., Carter, R. W. (Bill), & Scott, N. (2021). Sustainable livelihoods from tourism in the “10 New Balis” in Indonesia. *Asia Pacific Journal of Tourism Research*, 26(6), 702–716. <https://doi.org/10.1080/10941665.2021.1908386>
- Wiyono, S. H., Subianto, A., & Nuhman, N. (2023). Sustainable Ecotourism Development and Community Empowerment: A Case Study of the Center for Environmental Education in Seloliman Village, Indonesia. *Society*, 11(2), 310–328. <https://doi.org/10.33019/society.v11i2.528>

Wulan, T. S. (2024). Social Entrepreneurship and Impact on Community Empowerment in Indonesia's Coastal Areas. *International Journal of Business, Law, and Education*, 5(2), 1584–1596. <https://doi.org/10.56442/ijble.v5i2.617>