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Sustainable Inclusive Business Model Implementation for Vulnerable Groups: A Managerial Study of Community- Based Sasirangan Enterprises

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ABSTRACT

Sustainable inclusive business models have increasingly been recognized as strategic approaches to addressing social inequality while supporting long-term organizational sustainability. This study examined how managerial practices operationalized inclusive business models within a community-based sasirangan enterprise managed by the Borneo Disability House in Banjarmasin, South Kalimantan, Indonesia. Using a qualitative case study approach, data were collected through interviews, participant observation and documentation involving two managers and eight artisans with hearing and intellectual disabilities selected through purposive sampling. Data were analyzed thematically through coding and triangulation using NVivo 12 Plus. Findings indicated that inclusive leadership, participatory decision-making and adaptive human resource management support the integration of vulnerable challenges. Inclusion is operationalized through ability-based task allocation, adaptive training, inclusive communication and the active involvement of workers with disabilities throughout the value chain. Business continuity is strengthened through social empowerment, skills development and inclusive organizational culture. This study contributes to inclusive business and social enterprise literature by providing empirical evidence on managerial practices within culture-based community enterprises workers with disabilities.

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1. INTRODUCTION

Inclusive business has emerged as a strategic approach to addressing persistent economic and social inequalities by integrating marginalized groups into productive economic activities (George, Mcgahan, George, Mcgahan, & Prabhu, 2012). These approaches seek to reduce structural barriers faced by marginalized populations by embedding social inclusion within market-based activities, thereby fostering inclusive growth and long-term sustainability (Seelos & Mair, 2007). At the global level, inclusive business is increasingly recognized as a mechanism that integrates economic performance with social inclusion. However, the implementation of inclusive business models often involved managerial and operational challenges, particularly in balancing social empowerment objectives with business sustainability and productivity demands (George et al., 2012).

In community-based enterprises, inclusion extends beyond market access to participation in production, governance, and decision-making. Enterprises function as collective economic initiatives in which local actors actively shape business activities through shared ownership, participatory management, and locally grounded value creation (Peredo & Chrisman, 1991). Community-based business development emphasized collaboration, local empowerment and participatory engagement (Tampa & Mattalitti, 2025). Despite the growing interest in community-based inclusive enterprises, previous studies have largely focused on social empowerment outcomes rather than examining how managerial practices operationalized inclusion within daily organizational processes. Limited attention has also been given to how inclusive leadership, participatory decision-making and adaptive human resource management interacted to support sustainable business practices involving people with disabilities.

In Indonesia, the sasirangan textile industry represents a culturally rooted creative sector developed within local communities. In Banjarmasin, South Kalimantan, the Rumah Disabilitas Borneo community manages a community-based sasirangan enterprise that actively involved individuals with disabilities as primary producers and participants in daily production and decision-making processes. However, the implementation of inclusive practices within culture-based community enterprises was strongly influenced by local socio-cultural conditions, accessibility limitations, communication barriers and resource constraints. These contextual factors shaped how inclusion was operationalized within organizational settings and may limit the transferability of findings across different contexts. Although studies on inclusive business and community-based enterprises continued to expand, empirical research examining the managerial implementation of inclusive enterprises involving workers with disabilities remains limited, particularly within culture-based creative industries in developing countries.

Existing studies tended to emphasize empowerment outcomes or social inclusion broadly. However, limited attention has been given to the interconnected role of inclusive leadership, participatory decision-making, adaptive human resource management and value chain integration in sustaining inclusive enterprises. The study was positioned within the social enterprise perspective, which emphasizes the integration of social missions and economic sustainability within community-based organizations. Therefore, this study aimed to examine how managerial practices operationalized sustainable inclusive business models through inclusive leadership, participatory decision-making, adaptive human resource management, and value chain integration within a community-based sasirangan enterprise involving workers with disabilities. This study contributes to the literature on inclusive business and social enterprise by providing an integrated

managerial perspective on how inclusion was operationalized within a community-based creative industry involving workers with disabilities. Practically, the findings offers insights for managers and policymakers seeking to develop sustainable and inclusive business practices for workers with disabilities within local community enterprises.

2. LITERATURE REVIEW

2.1 Managerial Perspective in Inclusive Business

From a managerial perspective, inclusive business represents a strategic approach that integrates economic value creation with the empowerment of vulnerable groups. Managers play a central role in translating inclusive values into operational practices through leadership, decision-making, and resource allocation. By treating diversity as a strategic asset, managers can enhance organizational learning, foster innovation, and strengthen long-term competitiveness (Chernyi & Uotila, 2024).

Inclusive managerial practices aligned social and economic objectives by embedding empowerment into everyday organizational activities. In community-based enterprises, including the sasirangan textile industry, managers acted as facilitators who promote participation, skills development, and collaboration, thereby supporting cultural preservation and business sustainability (Carmeli, 2010). This orientation aligned with social enterprise theory, which viewed enterprises as hybrid organizations combining economic activities with explicit social missions. Defourny and Nyssens (2017) further elaborated this perspective by identifying social enterprise models characterized by participatory governance, limited profit distribution, and strong commitments to social objectives, providing a theoretical basis for inclusive business implementation within community-based enterprises. However, hybrid and social enterprises often experienced tensions between achieving economic sustainability and maintaining social empowerment objectives. Managers are therefore required to balance productivity demands, operational efficiency and inclusive employment practices, particularly when working with vulnerable groups within resource-constrained community enterprises.

2.2 Inclusive Leadership & Participation Diagrams

Inclusive leadership emphasizes the managerial role in recognizing diversity and encouraging active participation among all members, regardless of background or ability. This form of leadership relies on strong managerial capabilities in decision-making, people development, and management style, which collectively supported organizational innovation and adaptive operational practices (Ali, Ali, Zwetsloot, & Nada, 2019). Inclusive leadership is also closely linked to employee involvement and psychological safety within inclusive organizations, psychological safety functions as an important mechanism linking inclusive leadership with participatory decision-making. Leaders who foster supportive and inclusive environments encouraged workers to participate more actively in organizational processes, thereby strengthening collaboration, engagement, and adaptive workplace practices as leaders who acknowledge individual differences foster environments where employees feel valued and safe to engage in interpersonal risk-taking, thereby supporting learning and participation (Carmeli, 2010; Edmondson, 2009)

Participatory decision-making further strengthened inclusive outcomes by enabling organizations to balance diverse stakeholder interests through leadership values and strategic orientation (Chernyi & Uotila, 2024). Involving workers from diverse backgrounds, including people with disabilities, in problem-solving

and planning enhanced innovation, adaptive operations, and collective ownership (Tampa & Mattalitti, 2025).

From a managerial perspective, inclusive business represented a strategic approach that integrated economic value creation with the empowerment of vulnerable groups. Managers played a central role in translating inclusive values into operational practices through leadership, decision-making, and resource allocation. By treating diversity as a strategic asset, managers can enhance organizational learning, foster innovation, and strengthen long-term competitiveness (Chernyi & Uotila, 2024).

2.3 Inclusive Human Resource Strategies Diagrams

Inclusive human resource management (HRM) emphasizes fair access, equal treatment, and adaptive support for employees throughout the employment lifecycle. Beyond conventional recruitment and training, inclusive HRM incorporates adaptive job design, skills development, and continuous mentoring aligned with workers' abilities, enabling organizations to optimize workforce potential while accommodating vulnerable groups, including individuals with disabilities (Armstrong, 2006).

Workplace challenges related to disability were often overlooked, particularly in cases of chronic illness or hidden disabilities, which can negatively affect career development due to stigma and limited organizational support (Beatty & Joffe, 2006). Inclusive HRM is therefore critical for integrating people with disabilities, as rigid job design and insufficient managerial awareness remain significant structural barriers (Kulkarni & Lengnick-hall, 2014). Evidence suggests that adaptive training, flexible task allocation, and supportive supervision enhance workplace participation and employment outcomes for people with disabilities (Lindsay, Cagliostro, & Carafa, 2018). Moreover, employees with disabilities demonstrated comparable performance to non-disabled employees when supported by inclusive practices, reinforcing the business case for disability inclusion (Schur, Kruse, & Blasi, 2009).

Fair recruitment and capacity-building initiatives further reduced structural barriers and strengthened collaboration within diverse teams. Adaptive HRM practices have been shown to improve employee engagement, productivity, and retention, particularly in inclusive and community-based enterprises such as the Sasirangan textile industry, where HRM functions as both a human capital development and social empowerment mechanism.

Inclusive leadership emphasizes the managerial role in recognizing diversity and encouraging active participation among all members, regardless of background or ability. This form of leadership relies on strong managerial capabilities in decision-making, people development, and management style, which collectively support organizational innovation and adaptive operational practices. Leaders who foster supportive and inclusive environments encourage workers to participate more actively in organizational processes, thereby strengthening collaboration, engagement and adaptive workplace practices.

2.4 Sustainability and Value Chain Inclusion Diagrams

Sustainability in inclusive business models is achieved through the integration of economic viability, social inclusion, and long-term organizational resilience. The implementation of inclusive value chain practices is also influenced by contextual factors such as local culture, communication accessibility, organizational resources and community support systems. These conditions shape how inclusion is operationalized within community-based enterprises and may affect the transferability of inclusive business

practices across different socio-economic settings. Inclusive enterprises embed vulnerable groups into core value chains as workers, producers, or partners, thereby creating shared economic and social value (Pagell, 2009). From a global value chain perspective, inclusion is shaped by governance structures that influence the distribution of power, responsibilities, and resources. Inclusive governance mechanisms enable marginalized actors to participate more meaningfully in value creation, enhancing operational efficiency, community ties, and resilience to market fluctuations (Gereffi, Humphrey, & Sturgeon, 2005).

Value chain integration further strengthened sustainability by linking economic and social upgrading. Economic upgrading focused on productivity and efficiency, while social upgrading emphasized improved working conditions, skills development and empowerment. Integrating vulnerable workers into core production processes supported both competitiveness and social inclusion, particularly in community-based industries (Barrientos & Gereffi, 2011). Sustainable value chain integration also required a long-term supply chain perspective that balances efficiency with social responsibility, supported by managerial commitment and enduring stakeholder relationships (Pagell, 2009).

In culture-based creative industries such as Sasirangan, inclusive value chain practices promoted cultural preservation alongside local economic development by enabling marginalized groups to participate across production and market engagement. Collectively, these practices underscored the interconnected role of leadership, HRM, and value chain inclusion in driving sustainable and inclusive outcomes for vulnerable groups.

2.5 Conceptual Framework Diagrams

This study was positioned within the social enterprise perspective, which emphasized the integration of social missions and economic sustainability within community-based organizations. The conceptual framework illustrated the interconnected relationship between inclusive leadership, participatory decision-making, adaptive human resource management, and value chain inclusion in supporting sustainable inclusive business practices. Inclusive leadership fosters psychological safety and encouraged workers with disabilities to participate actively in organizational processes and decision-making activities. Participatory involvement further supported the implementation of adaptive HRM practices, including flexible task allocation, adaptive training, mentoring, and ability-based work design tailored to workers' capabilities.

Adaptive HRM practices facilitated the integration of workers with disabilities into core value chain activities such as production, quality control, and market engagement. This integration contributed to social empowerment, skills development, organizational inclusion, and business continuity. The implementation of inclusive business practices was also influenced by contextual factors, including local socio-cultural conditions, communication accessibility, organizational resources, and community support systems. Sustainable outcomes generated through inclusion and empowerment subsequently reinforced organizational commitment to inclusive leadership and participatory organizational culture.

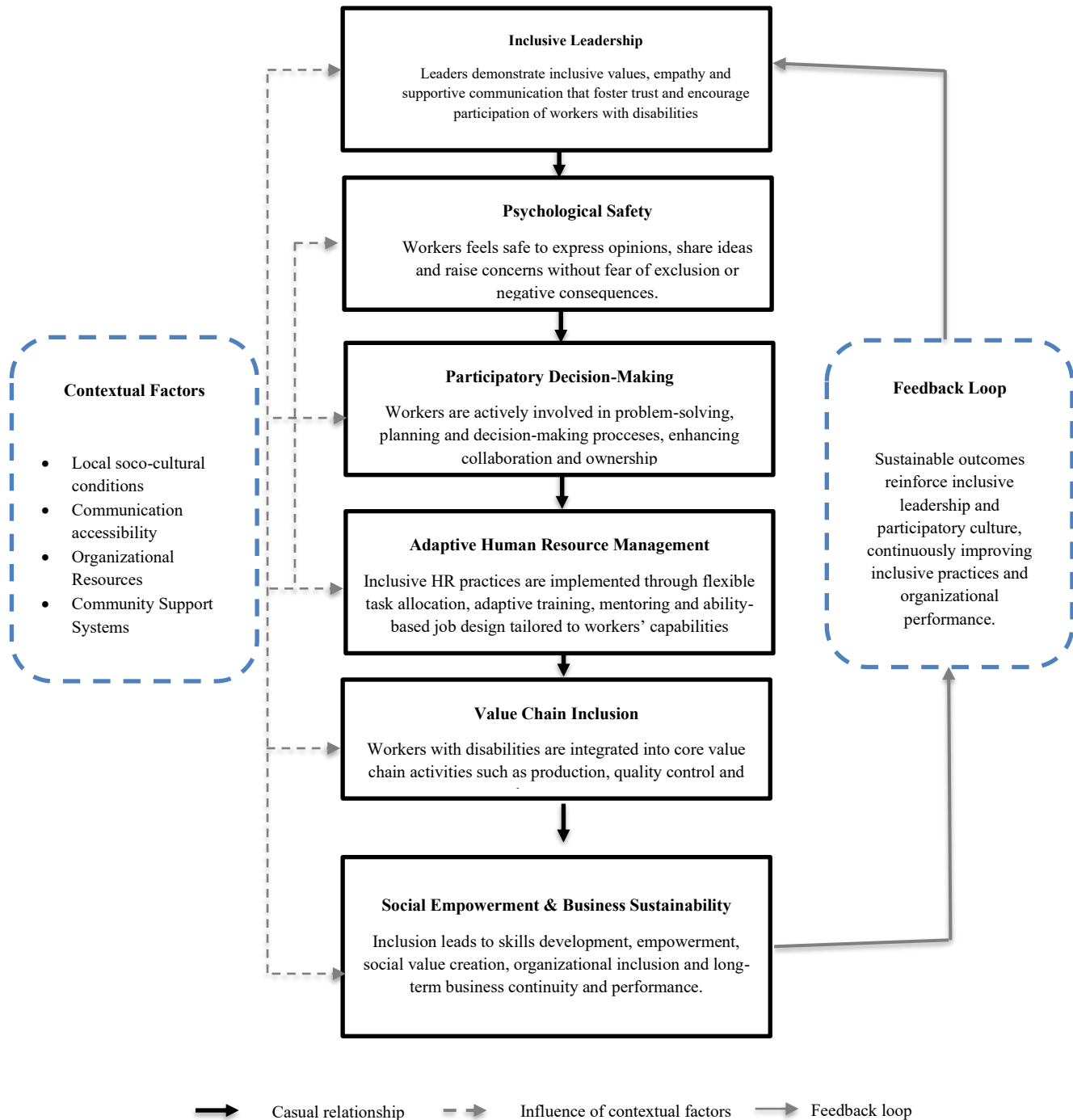


Fig 1. Conceptual framework of sustainable inclusive business implementation

Source: Author elaboration

The conceptual framework guided this study in examining how managerial practices operationalized inclusive business implementation through interconnected organizational processes involving leadership, participation, adaptive HRM, and value chain inclusion. The framework also informed the development of interview guidelines, thematic coding, and data interpretation throughout the research process.

3. METHODOLOGY

This study adopted a qualitative case study approach to examine the implementation of inclusive business within its real-life context. Qualitative inquiry is appropriate for exploring complex social phenomena and capturing participants' perspectives (Creswell & Poth, 2018), while case study research allowed for an in-depth understanding of organizational processes where contextual boundaries are not clearly defined (Yin, 2011). The focus of this research was the managerial implementation of an inclusive business model in a community-based Sasirangan enterprise involving workers with disabilities.

The study was conducted at Rumah Disabilitas Borneo in Banjarmasin, South Kalimantan, Indonesia. The organization actively involved individuals with disabilities in production and decision-making activities, which actively involved individuals with disabilities in production and decision-making. This case was selected due to its demonstrated integration of vulnerable groups across the value chain while sustaining cultural and economic activities (Joseph & Gaba, 2017). Participants consisted of two managers and eight artisans with hearing and intellectual disabilities who were directly involved in production and operational activities. Participants were selected using purposive sampling based on their involvement and experience within the inclusive business process. Data collection continued until thematic saturation was achieved, indicated by the repetition of similar responses and the absence of substantially new themes.

Data were collected through semi-structured in-depth interviews, participant observation and documentation. The interview guide was developed based on the conceptual framework and focused on four key dimensions: managerial commitment to inclusive business practices, inclusive leadership and participatory decision-making, adaptive human resource management, and sustainable value chain integration. Interview questions explored managerial motivations for implementing inclusive business practices, strategies for balancing social empowerment and business sustainability, mechanisms for involving workers with disabilities in decision-making processes, adaptive HR practices, and the integration of vulnerable workers into production and value chain activities. Additional probing questions were used to explore organizational challenges, communication barriers, operational constraints and dissenting experiences within the inclusive business environment.

Participant observation was conducted during production and training activities to examine interaction patterns, communication practices, task allocation, and worker participation within the production process. Documentation, including organizational records, training activities, and production processes, was also used to support triangulation and strengthen data credibility. All interviews were audio-recorded with the participants' consent and transcribed verbatim. To accommodate participants with hearing and intellectual disabilities, interviews were conducted using simplified language, visual explanations, repeated clarification, and supportive communication assistance when necessary. Ethical considerations were prioritized throughout the study by ensuring voluntary participation, informed consent, confidentiality, and

sensitivity toward potential power imbalances between managers and workers during interviews and observations.

Data were analyzed thematically using NVivo 12 Plus through several stages, including open coding, category development, theme identification, and interpretation. Initial codes were generated from interview transcripts, observational notes, and supporting documents, then grouped into broader themes aligned with the conceptual framework. Triangulation across interviews, observations, and documentation was conducted to strengthen the credibility and consistency of findings. Reflexivity was also maintained throughout the research process by continuously reflecting on the researchers' interpretations, positionality, and potential influence during data collection and analysis.

4. RESULTS AND DISCUSSION

The implementation of sustainable inclusive business practices in community-based sasirangan enterprises was a systemic process that integrates managerial perspectives, inclusive leadership, participatory decision-making, and adaptive human resource management. Inclusive business models aimed not only to generate economic value but also to promote social empowerment and cultural preservation, with managers playing a central role in translating inclusive values into operational practices and integrating vulnerable groups, including people with disabilities, into core business processes (Tampa & Mattalitti, 2025). However, implementing inclusive business practices also required managers to balance social empowerment objectives with operational efficiency and production sustainability, particularly within resource-constrained community enterprises.

To examine this process, interviews were conducted with managers and eight artisans with disabilities. The findings revealed that successful implementation depended on the alignment of managerial commitment, participatory leadership, adaptive HRM, and value chain integration, consistent with sustainable inclusive business theory. The implementation process was also shaped by contextual factors such as communication accessibility, local socio-cultural conditions, and organizational resource limitations. Table 1 presents the critical success factors derived from the empirical data, linking interview findings with relevant theoretical constructs to illustrate how inclusive managerial practices supported social empowerment and business sustainability.

Table 1. Critical success factors in sustainable inclusive business

Dimensions	Indicator	Empirical Findings	Interview Quote
Inclusive Leadership	Managerial Role	The manager acts as a facilitator and adjusts supervision to the abilities of workers, particularly workers with disabilities.	<i>"We adjust the divisions of tasks to each individual's abilities. If necessary, there will be visual demonstrations so they understand better."</i>

Participatory Decision-Making	Inclusive Communication	The use of sign language and patient interaction to support communication between managers and workers.	<i>"We explain tasks patiently and use visual cues so all artisans understand."</i>
	Trust-Based Leadership	Managers build trust by assigning roles and tasks to each worker according to their expertise.	<i>"Craftspeople with disabilities are given roles and tasks according to their abilities and this builds their confidence and responsibility."</i>
	Task Allocation Participation	Workers are involved in deciding task assignments based on comfort and capability.	<i>"Artisans choose tasks they are confident and we discuss improvements together."</i>
	Operational Voice	Vulnerable workers are encouraged to express preferences and concerns in daily operations.	<i>"I can share my opinion and the manager listens."</i>
Inclusive Human Resource Management	Fair Recruitment	Recruitment prioritizes willingness to learn and commitment rather than formal qualifications	<i>"We hire based on commitment and willingness to learn, not skill."</i>
	Adaptive Training	Hands-on, repetitive and experiential training adjusted to learning capacities.	<i>"Training is repeated until artisans feel confident with the task."</i>
	Job Design Flexibility	Work tasks are customized to individual abilities without reducing productivity standards.	<i>"Tasks are adapted to abilities so productivity remains high and fair."</i>
Sustainability & Inclusive Value	Value Chain Integration	Vulnerable workers are integrated into core production processes (dyeing, fabric processing, quality control.	<i>"Artisans participate in all stages of production and sales, gaining ownership and skills."</i>
	Social Empowerment	Skills development enhances workers' economic independence and self-efficacy.	<i>"Being involved in every step makes me proud and more confident."</i>
	Business Continuity	Inclusive practices strengthen loyalty, reduce turnover and support long-term sustainability	<i>"Inclusive practices keep artisans motivated and loyal, ensuring continuity."</i>

Source: Author elaboration

The Table 1 above summarizes critical success factors for implementing sustainable, inclusive business practices in community-based sasirangan enterprises. Each aspects highlighted practices and strategies that contributed to the empowerment of vulnerable workers, particularly those with disabilities. Despite these positive outcomes, managers also reported challenges related to communication barriers, uneven learning speeds, and production adjustments required to accommodate diverse worker capabilities. These findings indicated that implementing inclusive business practices required continuous managerial adaptation and balancing between productivity demands and inclusive support mechanisms.

4.1 Inclusive Leadership in Community-Based Sasirangan Enterprises Diagrams

Inclusive leadership was considered a foundation for sustainable business practices. Managers acted as facilitators, adjusting work assignments and supervision according to individual worker abilities rather than imposing uniform standards. This approach included inclusive communication, step-by-step guidance, and repeated training to ensure understanding, especially for artisans with disabilities.

"The important thing is not how fast they work, but how to make them feel confident that their limitations are not a barrier to their work."

- Manager

"If I don't understand, they will provide repeated explanations, and this helps us learn without pressure."

- Worker

"The manager often provides motivation, which makes me feel appreciated."

- Worker

Despite these positive experiences, managers also reported communication difficulties and differences in learning speed among workers, particularly during complex production activities. Repeated supervision and adaptive communication were often required to ensure task understanding and production consistency. This approach aligned with (Edmondson, 2009) who argued that inclusive leadership transformed diversity into a productive organizational resource. Leadership that fostered trust and inclusion contributed to long-term operational sustainability (Carmeli, 2010). By assigning meaningful roles rather than additional tasks, managers built trust and increased employee engagement, which was crucial for sustainability in community-based businesses (Pagell, 2009).

Managers at the Borneo Disability Home demonstrated inclusive leadership through empathy, patience, and adaptive communication tailored to the needs of workers with disabilities. Managers tailored recurring

training and guidance, as well as direct involvement during production activities. Observational findings showed that managers frequently used visual demonstrations, repetitive instructions and direct mentoring to support communication and task understanding during production activities. These leadership practices fostered psychological safety, enabling vulnerable workers to participate without fear of making mistakes or being excluded. These results supported the argument of (Carmeli, 2010) who emphasize that inclusive leadership increases employee engagement by creating a safe and supportive work environment.

From a managerial perspective, inclusive leadership in this company functioned not only as a moral stance but also as a strategic capability. Inclusive, sustainability-oriented businesses required leaders who embed inclusion into daily managerial routines (George et al., 2012).

4.2 Inclusive Participatory Decision-Making Diagrams

Participatory decision-making allowed workers to actively shape operational processes, from task allocation to production schedules. This practice fostered ownership, accountability, and confidence among vulnerable artisans.

"Before starting work, I'm usually asked if I'm ready. That makes me feel respected."

- Worker

"Even small decisions like serving customers, we're involved so we feel valued."

- Worker

Inclusive participation supported findings that workers with disabilities in decision-making processes increased empowerment and reduced dependency (Chernyi & Uotila, 2024).

"When making decisions, we also involve workers in contributing their ideas so they can be more engaged in their work."

- Manager

However, participatory involvement was sometimes limited by communication barriers and differences in cognitive abilities, requiring managers to simplify explanations and differences in cognitive abilities, requiring managers to simplify explanations and provide repeated clarification during operational discussions. By fostering psychological safety, participatory decision-making also increased confidence in their skills, enabling workers to take on more complex tasks. This directly impacted productivity while maintaining a supportive and inclusive work environment (Kulkarni & Lengnick-hall, 2014).

Participatory decision-making was identified as a key mechanism through which inclusive leadership translated into daily operational practices. Findings indicated that vulnerable workers were actively involved in decisions related to task allocation, production flow, and quality control. Although participation

was tailored to workers' cognitive and communication abilities, their involvement strengthened their sense of ownership and responsibility.

Participation is a core dimension of organizational inclusion. In community-based enterprises, participatory decision-making also reflected empowerment principles by positioning workers as contributors rather than passive recipients (Schur et al., 2009). These results extended the work by demonstrating that participation can be operationalized at the individual level, including among people with disabilities (Tampa & Mattalitti, 2025).

4.3 Inclusive Human Resource Management Diagrams

Inclusive human resource management was implemented through fair recruitment, adaptive training, and flexible job design. Managers emphasized hiring based on willingness to learn and commitment rather than formal qualifications, reflecting the principles of inclusive HRM (Armstrong, 2006).

"Training is hands-on and repeated until artisans feel confident. We encourage them to learn continuously and develop their skills."

- Manager

"I learn step by step, and every new skill makes me proud. The manager encourages me to keep trying until I get it right."

- Worker

These findings confirmed the literature that adaptive HRM strategies improved engagement, retention, skill development, and social empowerment (Creswell & Poth, 2018). By investing in the capabilities of vulnerable workers, the enterprise strengthened both human and social capital, supporting sustainable business outcomes.

Inclusive HR practices were central to ensuring sustainable and equitable workforce development. Recruitment emphasized motivation and willingness to learn, rather than formal qualifications. Training was hands-on, repetitive, and experiential, designed to match individual learning capacities. Job roles were tailored flexibly without compromising overall productivity standards.

"Training is repeated slowly until we feel confident performing each step."

- Worker

"Tasks are rotated based on ability; everyone learns every part of production."

- Manager

Observational data also indicated that production tasks were adjusted flexibly according to workers' capabilities while maintaining overall workflow efficiency. Adaptive HR strategies were essential for

inclusive and sustainable business planning (Schoneveld, 2020). Such practices improved productivity, worker retention, and workplace harmony, while also reinforcing confidence and self-efficacy among vulnerable artisans (Lindsay et al., 2018).

Training and development were conducted through hands-on mentoring and continuous practice. Managers assign tasks based on individual strengths, enabling workers to perform effectively while developing new skills. Inclusive HRM should be viewed as a strategic investment that enhanced both social and economic performance (Armstrong, 2006).

4.4 Sustainability and Inclusive Value Chain Integration Diagrams

Sustainability in inclusive business was achieved by embedding vulnerable workers into core value chain activities, including production, quality control, and market engagement. Managers emphasized that artisans were involved in all stages:

"Artisans participate in all stages of production and even in selling the products. They feel ownership and learn new skills continuously."

"Being involved in every step makes me proud. I learn more skills and can earn independently, which boosts my confidence." – Worker

Documentation from production and training activities also demonstrated the continuous involvement of workers with disabilities across multiple stages of production and market engagement. These practices were consistent with literature highlighting that inclusive value chain integration strengthens social empowerment, economic development, and resilience, while supporting cultural preservation (von Haartman & Bengtsson, 2015). In Sasirangan enterprises, participation in the value chain not only improved artisans' economic independence but also sustained traditional craftsmanship, ensuring long-term business continuity.

The findings demonstrated that sustainability in the community-based Sasirangan enterprise achieved through inclusive value chain integration. Vulnerable workers were positioned as core producers within the value chain, participating in production, quality assurance, and basic distribution activities. This integration ensures that inclusion is structural rather than symbolic.

Sustainable inclusive business models required the integration of vulnerable groups into core value creation processes (George et al., 2012). Compared to prior studies that emphasized external support and institutional collaboration, this study highlighted the central role of managerial practices in sustaining inclusive businesses (Tampa & Mattalitti, 2025). Sustainability emerged as an outcome of cumulative inclusive processes driven by leadership, participation, and human resource strategies. However, the implementation of inclusive business practices remained strongly influenced by local socio-cultural conditions, organizational resources and communication accessibility, which may limit the transferability of these findings to different organizational and regional contexts.

5. CONCLUSION

This study demonstrated that the successful implementation of sustainable inclusive business practices in a community-based Sasirangan enterprise was strongly influenced by inclusive managerial strategies.

Inclusive leadership fostered a supportive and psychologically safe work environment, while participatory decision-making enabled vulnerable workers to actively contribute to operational processes. Adaptive human resource management further facilitated the structural integration of workers with disabilities into core business and value chain activities.

The findings indicated that business sustainability can be achieved through the alignment of economic performance, social empowerment, and inclusive organizational culture. However, the implementation of inclusive business practices also required continuous managerial adaptation in addressing communication barriers, diverse worker capabilities, and operational constraints within production activities. These findings highlighted the dynamic role of managers in balancing productivity demands with inclusive support mechanisms in community-based enterprises.

The study contributes to the literature on inclusive business and social enterprise by demonstrating how managerial practices operationalize inclusion within culture-based community enterprises involving vulnerable groups. Nevertheless, the findings are context-specific and influenced by local socio-cultural conditions and organizational resources, which may limit their transferability to other settings. Future studies are encouraged to examine inclusive business implementation across different sectors and organizational contexts to further strengthen comparative understanding of sustainable inclusive business practices.

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7. CONFLICT OF INTEREST STATEMENT

The authors declare that this research was conducted in the absence of any self-benefits, commercial or financial relationships that could be construed as a potential conflict of interest.

8. AUTHORS' CONTRIBUTIONS

Putri Aulia Emha: Conceptualization, methodology, investigation, data saturation, formal analysis, writing-original draft, writing-review & editing and project administration; **Effan Najwaini:** Conceptualization, methodology, validation, formal analysis, writing-review and editing; **Sulistiani:** Investigation, data curation, validation, visualization, writing-review and editing.

9. DECLARATION OF GENERATIVE AI IN THE WRITING PROCESS

During the preparation of this work, the authors used ChatGPT to improve language clarity grammar and readability. After using this tool, the authors carefully reviewed, edited and verified the manuscript and take full responsibility for the content of the publication.

10. ETHICS STATEMENT

This study involved human participants. Ethical principles of voluntary participation, informed consent, confidentiality and anonymity were applied throughout the study. All participants provided informed consent prior to data collection.

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