

Exploring the Benefits of a Social Responsibility Application (SR App) in Optimizing the Governance of Community Development Programs: A Study of the Inovasi Muda Indonesia Foundation

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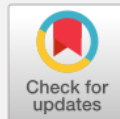
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ABSTRACT

The growing integration of digital technologies into organizational operations has transformed the governance landscape, particularly for non-profit institutions managing complex community development programs. This study examines the role of a Social Responsibility Application (SR App) in enhancing the governance performance of community empowerment initiatives through a digital platform. Using a descriptive qualitative approach, the research focuses on the Inovasi Muda Indonesia Foundation. This non-profit organization has adopted the SR App to improve its social programs' efficiency, transparency, and accountability. Data were collected through in-depth interviews, observations, and secondary sources, involving five purposively selected users of the SR App. The findings reveal several benefits of the application, including a more structured governance workflow, real-time program monitoring, accelerated and interactive reporting, and improved data analytics for strategic decision-making. These insights demonstrate how digital transformation can support non-profit organizations in implementing good governance practices and achieving greater impact through technology-enabled community development. The study offers practical implications for other non-profits aiming to strengthen their governance through e-governance tools.

Keywords: Community Empowerment; Digital Platform; E-Governance; Non-Profit Organization; Social Responsibility

1. Introduction

In response to the growing momentum of digital transformation, numerous organizations have begun implementing digital governance systems to enhance the management of their social responsibility initiatives. This development reflects the broader evolution toward e-governance, prioritizing transparency, accountability, and operational efficiency in program execution. As highlighted in a report by Kindlink, digital transformation tools and corporate social responsibility (CSR) software have emerged as leading trends in CSR practices, signaling an increasing dependence on digital platforms to support sustainability-oriented strategies (Kindlink, 2022). This shift also reflects the broader trend of integrating digital innovation into sustainability agendas, where technological infrastructure is leveraged to optimize internal processes, engage stakeholders, and enhance social impact. (Agostino et al., 2021).

A well-structured social responsibility program contributes significantly to sustainable development by going beyond mere legal compliance. It fosters a shared understanding of social responsibility and supports the integration of related initiatives across sectors (International Organization for Standardization, 2017; Organisation for Economic Co-operation and Development, 2011). One of the core principles of social responsibility is accountability, which compels organizations to adhere to good governance practices, particularly in terms of program reporting and impact measurement (International Organization for Standardization, 2017; Organisation for Economic Co-operation and Development, 2011). For non-profit organizations, including foundations, cultivating an evaluative culture is essential for navigating the current era of evidence-based practice; however, many face challenges in developing the internal capacity to do so effectively (Mayne, 2020).

Implementing digital management applications has been shown to reduce reporting time by up to 50% compared to traditional manual methods (Fauzany & Kata Kunci, 2024). Beyond efficiency gains, digital technologies play a crucial role in enhancing citizen participation, transparency, and public accountability, particularly at the local level (Shin et al., 2024; Tejedo-Romero et al., 2022). Studies have also demonstrated that digitalization significantly improves organizational performance, especially for institutions engaged in knowledge-based services. The use of digital tools, such as social media, business applications, and digital literacy training, has been positively associated with long-term financial performance and strategic agility (Ribeiro-Navarrete et al., 2021).

For foundations and other non-profit organizations, producing timely and comprehensive reports on the implementation and outcomes of community empowerment programs is a core responsibility. Effective reporting not only requires accurate data but must also present this data in an interactive and timely format to support decision-making processes and maintain the confidence of donors and stakeholders (Ortega-Rodríguez et al., 2020). In this context, adopting digital management platforms becomes essential in addressing governance challenges and enhancing the operational effectiveness of non-profit organizations. As Jong and Ganzaroli emphasize, digital transformation can significantly improve non-profit organizations' efficiency and social impact (NPOs) (Jong & Ganzaroli, 2024).

Moreover, digitalization is now a key enabler in pursuing the Sustainable Development Goals (SDGs). Emerging technologies such as big data, the Internet of Things (IoT), and artificial intelligence (AI) enhance organizational transparency and facilitate real-time monitoring of sustainability indicators (Guandalini, 2022; Rosário & Dias, 2022). One example of this innovation in practice is the Inovasi Muda Indonesia Foundation, a non-profit organization committed to sustainability and youth empowerment. It has implemented the Social Responsibility Application (SR App) to optimize the governance of its community development programs.

The SR App is a digital platform developed to support e-governance in social responsibility efforts by enabling real-time program monitoring, data analysis, and reporting. The application aims to enhance transparency, streamline workflow processes, and facilitate evidence-based decision-making by consolidating key functions into a single integrated system. Its adoption is expected to improve the program management structure, accelerate reporting procedures, and strengthen evaluation practices through reliable data.

Although prior research has examined the broader role of digital technologies in enhancing transparency and organizational performance (Ribeiro-Navarrete et al., 2021; Shin et al., 2024), empirical studies specifically focused on how such technologies are operationalized within non-profit governance frameworks, particularly in the context of community empowerment in the Global South, remain limited. Furthermore, existing literature has not sufficiently explored how digital platforms are locally adapted to reinforce principles of good governance in non-profit organizations.

This study seeks to address this gap by analyzing the implementation of the SR App by the Inovasi Muda Indonesia Foundation, a non-profit organization engaged in sustainability and youth empowerment. The research contributes novel insights into the practical application of digital tools to enhance transparency, accountability, and reporting quality in non-profit governance. By offering a context-specific case from Indonesia, this study adds to the emerging knowledge on digital transformation in the non-profit sector. It provides actionable implications for effectively integrating digital infrastructure into social responsibility programming.

2. Literature Review

2.1. Digital Transformation and E-Governance in Non-Profit Organizations

E-governance refers to the deliberate application of digital technologies, particularly information and communication technologies (ICTs), to enhance institutional governance by improving transparency, accountability, participation, and administrative efficiency. Within the non-profit sector, e-governance has evolved from a peripheral innovation into a central strategy for managing organizational complexity and strengthening stakeholder trust (Agostino et al., 2021). It encompasses the digitalization of internal workflows and the redesign of interactions between non-profit organizations (NPOs), beneficiaries, donors, and regulatory authorities.

Adopting digital systems in non-profit governance has gained increasing relevance as organizations confront rising demands for legitimacy, impact demonstration, and adaptive program management. Recent studies highlight that digital transformation in the third sector is no longer confined to operational efficiency but extends to strategic areas such as social performance tracking, participatory planning, and donor accountability (Jong & Ganzaroli, 2024). Digital transformation in this context refers to more than the use of technology; it involves organizational change processes that align technological tools with the institution's mission, values, and governance needs (Margetts & Dorobantu, 2019).

Various digital tools, including mobile applications, program dashboards, and integrated monitoring systems, have proven instrumental in supporting governance practices across different organizational scales. These tools enable real-time data acquisition, structured reporting, and improved information flows within and across projects. For example, platforms incorporating beneficiary management, progress indicators, and automated reports allow organizations to ensure timely decision-making and better communication with funders and communities. As Shin et al. argue, citizen-facing digital interfaces can also enhance civic engagement, particularly in participatory programs implemented by non-profits in urban or decentralized contexts (Shin et al., 2024).

Globally, the digitalization of public governance has served as a model for non-profit adaptation, with many NPOs adopting digital solutions developed initially in the public sector to address scale and complexity governance challenges (Agostino et al., 2021). Regionally, non-profit institutions in Southeast Asia have begun integrating digital platforms to improve transparency and data integrity, particularly in response to increased expectations from digitally literate beneficiaries and donors.

These developments suggest a conceptual shift in non-profit governance. Rather than viewing digital tools as mere administrative conveniences, they are now recognized as foundational infrastructures that support core governance functions. The strategic deployment of such technologies enhances the ability of non-profit organizations to implement accountable, transparent, and participatory programs, especially in dynamic and resource-constrained environments.

2.2. Governance and Accountability in Social Responsibility Practices

Whether in corporate or non-profit contexts, governance within social responsibility frameworks relies on principles that ensure ethical integrity, institutional legitimacy, and program effectiveness. In the case of non-profit organizations (NPOs) and corporate social responsibility (CSR) programs, good governance is typically guided by the principles of accountability, transparency, participation, and fairness. These principles are embedded in Good Corporate Governance (GCG), which provides a normative foundation for how organizations should manage resources, interact with stakeholders, and measure the outcomes of their social initiatives.

Accountability is widely recognized as a core element of governance in social responsibility practice. It requires that organizations not only define clear responsibilities and performance indicators but also demonstrate how decisions are made and resources are utilized. Transparency complements accountability by ensuring that information regarding program implementation, financial management, and results is accessible, accurate, and timely. Participation involves creating meaningful opportunities for stakeholders, including beneficiaries, to engage in planning, oversight, and evaluation processes. These governance dimensions reinforce the need for organizations to adopt evidence-based reporting systems and performance monitoring frameworks (International Organization for Standardization, 2017; Organisation for Economic Co-operation and Development, 2011).

International standards such as ISO 26000 and the OECD Guidelines for Multinational Enterprises have significantly shaped ethical governance practices. ISO 26000 outlines a comprehensive approach to social responsibility, emphasizing stakeholder inclusivity, ethical conduct, and sustainable community engagement (International Organization for Standardization, 2017). Meanwhile, the OECD Guidelines provide recommendations for responsible organizational behavior, including guidance on disclosure, human rights, and environmental stewardship, which are increasingly applied beyond the corporate sector to inform the practices of civil society actors and non-profits (Organisation for Economic Co-operation and Development, 2011).

Despite the availability of such frameworks, many non-profit organizations continue to face systemic challenges in fostering what Mayne describes as an “evaluative culture.” This refers to the capacity and commitment of an organization to use evidence systematically in its decision-making processes (Mayne, 2020). Developing an evaluative culture involves more than establishing monitoring systems; it requires cultivating internal norms, skills, and leadership that value learning, reflection, and adaptive management. However, many NPOs struggle with

limited resources, fragmented data practices, and institutional inertia, hindering efforts to embed evaluation into routine governance.

As expectations for transparency and impact measurement increase, particularly from donors and regulatory bodies, non-profit organizations are under growing pressure to institutionalize governance practices that are not only accountable but also informed by data and responsive to stakeholder input. Strengthening such practices often necessitates using digital tools that streamline reporting, facilitate real-time monitoring, and enable participatory evaluation. In doing so, NPOs can better align their operations with the principles of good governance while enhancing their social legitimacy and long-term sustainability.

2.3. Digital Platforms as Tools for Monitoring and Reporting

The increasing complexity of social programs and the demand for greater accountability have prompted non-profit organizations to adopt digital platforms as integral tools for monitoring and reporting. These platforms are no longer limited to basic data entry functions but are now designed to support dynamic, real-time analytics and strategic decision-making. By integrating big data processing, cloud-based systems, and automated reporting interfaces, organizations can manage information flows more efficiently and present evidence of impact with greater clarity.

Big data and real-time systems have become especially valuable in the context of social responsibility reporting. These technologies allow organizations to gather and analyze vast data from multiple sources, including program activities, beneficiary interactions, geospatial tracking, and financial records. When processed in real time, such data offers immediate feedback loops that improve responsiveness and support adaptive program management (Rosário & Dias, 2022). Real-time monitoring also enhances the capacity to detect implementation issues early, enabling organizations to refine their strategies based on up-to-date insights rather than retrospective evaluations.

Efficiency is another key advantage of digital reporting tools. By automating many aspects of data consolidation, visualization, and reporting, these platforms significantly reduce the administrative workload associated with traditional manual systems. As Ortega-Rodríguez, Licerán-Gutiérrez, and Moreno-Albarracín emphasize, the implementation of digital reporting mechanisms contributes to enhanced transparency, reduced reporting errors, and timelier dissemination of program results (Ortega-Rodríguez et al., 2020). Furthermore, these tools facilitate compliance with donor reporting standards, particularly where periodic performance updates and structured impact documentation are required.

Beyond technical efficiency, digital platforms offer improved stakeholder engagement through data visualization and interactive access to reporting outputs. Dashboards that present key indicators in visually compelling formats allow donors, partners, and community members to better understand the scope and outcomes of programs. According to Jong and Ganzaroli, generating interactive, user-friendly reports strengthens the relationship between non-profit organizations and their supporters by reinforcing perceptions of professionalism, openness, and effectiveness (Jong & Ganzaroli, 2024).

Using digital platforms in monitoring and reporting represents a meaningful shift toward more transparent, participatory, and data-informed governance in the non-profit sector. These tools streamline internal operations and enhance organizational legitimacy by enabling timely and credible communication of results to external audiences.

3. Research Methodology

This study employed a descriptive qualitative research design to explore the perceived benefits of the Social Responsibility Application (SR App). This approach was chosen to enable an in-depth and context-sensitive understanding of both user experiences and organizational outcomes related to the implementation and utilization of the application in a real-world setting. Qualitative inquiry was deemed suitable given the exploratory nature of the research, which sought to uncover subjective perceptions, practical uses, and emergent outcomes that may not be readily quantifiable (Creswell & Poth, 2018).

The unit of analysis in this research was the Inovasi Muda Indonesia Foundation, a non-profit organization based in Bandung Regency. This organization is among the institutional users of the SR App developed by PT Olahkarsa Inovasi Indonesia. This organization was selected due to its active and consistent use of the application in managing and reporting social responsibility programs, making it a relevant and information-rich case for this study.

The study population comprised 30 SR App users affiliated with the foundation, including program managers, field officers, and administrative staff. A purposive sampling technique was applied to select five key informants based on pre-defined criteria, such as their involvement in program implementation, frequency of interaction with the app, and familiarity with its features and functionalities. This sampling method ensured that selected participants possessed substantial knowledge and practical experience regarding the operational use of the SR App, allowing the research to capture insightful and credible information (Patton, 2015).

Data was collected using in-depth interviews, participant observation, and document analysis of secondary sources, including program reports, internal guidelines, and organizational correspondence related to the governance of social responsibility initiatives. The interviews employed a semi-structured format, providing a flexible yet consistent framework to explore various dimensions of user interaction with the application, such as usability, transparency, accountability, and program monitoring. Observations were conducted during program coordination meetings, and routine application usage was used to contextualize and validate interview data. Document analysis supported the triangulation process by offering supplementary evidence of how the application was integrated into institutional workflows.

The data analysis followed a descriptive qualitative procedure, consisting of three main stages: data reduction, data presentation, and conclusion drawing/verification. In the data reduction phase, raw data were organized and coded to identify recurring themes, concepts, and categories. The data presentation involved arranging the findings into thematic clusters that reflected the patterns of user experience and governance outcomes. Finally, conclusions were drawn by interpreting these patterns concerning the study's objectives, supported by empirical evidence from multiple sources.

To enhance the credibility and reliability of the findings, the study employed methodological triangulation, cross-validating data from interviews, observations, and document analysis. This approach not only strengthened the internal validity of the research but also mitigated potential biases arising from reliance on a single data source. Furthermore, reflexivity was maintained throughout the research process, with the researchers continuously reflecting on their positionality and potential influence on data interpretation.

4. Results and Discussion

4.1. Social Responsibility Application (SR App)

The Social Responsibility Application (SR App) is a digital platform designed to support managing and monitoring sustainability programs more effectively, efficiently, and integratively.

Its primary function is to facilitate the complete implementation lifecycle of the corporate social responsibility (CSR) program, comprising four key stages: initiation, planning, implementation, and evaluation. Such digital tools reflect the broader trend of digital transformation in non-profit governance, where information and communication technologies (ICTs) are increasingly employed to enhance transparency, accountability, and administrative efficiency (Agostino et al., 2021; Shin et al., 2024).

In the initiation stage, the platform utilizes the Stakeholder Issue Management (SIM) module, which helps organizations identify, track, and manage stakeholder concerns. This early-stage function ensures that issues are addressed promptly and systematically, aligning with principles of stakeholder inclusiveness promoted in global standards such as ISO 26000 and the OECD Guidelines for Multinational Enterprises (International Organization for Standardization, 2017; Organisation for Economic Co-operation and Development, 2011). The SR App supports ethical and responsive program development by integrating such mechanisms.

During the planning stage, the application employs the Community Involvement and Development Management (CIDM) module, which facilitates the design and organization of community engagement strategies. This module includes field activity coordination, rapid reporting, beneficiary and entity management, and employee participation tracking. These planning tools reflect the evolving role of digital platforms in enabling participatory and decentralized governance processes in the non-profit sector (Shin et al., 2024). They also address the growing need for evidence-based planning and real-time stakeholder engagement (Jong & Ganzaroli, 2024).

The implementation stage involves the execution and ongoing monitoring of CSR programs. The SR App enables field data to be recorded and accessed in real time, allowing program managers to monitor progress continuously and adjust strategies as needed. This capacity for dynamic monitoring aligns with prior research that emphasizes the value of real-time data systems in improving responsiveness and operational decision-making (Guandalini, 2022). For organizations operating across multiple locations, such real-time access to data is essential for maintaining coherence between program objectives and actual field activities.

The application incorporates two key tools in the evaluation stage: the Community Satisfaction Index (CSI) and the Social Return on Investment (SROI) module. The CSI measures beneficiary satisfaction using standardized indicators, while the SROI quantifies a program's social and economic value. These features support systematic outcome measurement and contribute to developing an evaluative culture widely recognized as essential for learning-oriented governance in non-profit organizations (Mayne, 2020). In contrast to traditional evaluation practices that rely on retrospective reporting, the SR App provides timely insights that inform strategic planning and public accountability.

Overall, the SR App functions as a digital reporting tool and a strategic governance mechanism. It facilitates program transparency, strengthens institutional accountability, and supports continuous improvement in community-based initiatives. These functions are consistent with the broader literature on digital governance, which highlights the capacity of integrated platforms to enhance organizational legitimacy and stakeholder trust when properly implemented (Ortega-Rodríguez et al., 2020; Ribeiro-Navarrete et al., 2021).

Nonetheless, using such a digital system effectively depends on several contextual factors, including organizational readiness, internal digital literacy, and alignment between technological tools and institutional processes. As emphasized in earlier studies, digital transformation should be understood not merely as a technical shift but as an organizational change process that requires leadership commitment, staff adaptation, and meaningful integration into governance

routines (Agostino et al., 2021). The Inovasi Muda Indonesia Foundation's adoption of the SR App illustrates a successful example of how digital infrastructure can be leveraged to reinforce good governance practices in non-profit settings.

4.2. Inovasi Muda Foundation

The Inovasi Muda Foundation is a non-profit organization advancing sustainability education and youth empowerment in Indonesia. Its core mission is to position young people as proactive agents of change, called "Sustainable Innovators," who contribute to green job creation, environmental advocacy, and community-based development. This organizational orientation aligns with recent research highlighting the growing role of youth-led initiatives in localizing sustainability agendas, particularly in emerging economies (Guandalini, 2022; Shin et al., 2024).

Since its establishment three years ago, the foundation has implemented eight core programs and over eighty project-based initiatives, collaborating with more than thirty institutional partners. These collaborations span government agencies, academic institutions, media organizations, and civil society groups. Through these initiatives, the foundation has mobilized over 2,700 youth participants and directly impacted more than 13,000 individuals across various regions. This multi-stakeholder model reflects the increasing emphasis on partnership-based governance in non-profit operations, consistent with international guidance such as the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises (Organisation for Economic Co-operation and Development, 2011).

Programs such as Connect Academy, Green Future Leader, and Green Innovation Hub have enabled the foundation to make measurable contributions to at least ten of the United Nations Sustainable Development Goals (SDGs), particularly those related to quality education (SDG 4), decent work and economic growth (SDG 8), and climate action (SDG 13). This strategic alignment with global development frameworks aligns with calls in the literature for non-profit organizations to engage in mission-driven, impact-oriented programming that supports long-term sustainability outcomes (Ribeiro-Navarrete et al., 2021).

The foundation's integration of digital tools, including the Social Responsibility Application (SR App), into its program governance exemplifies the application of e-governance principles in the non-profit sector. Previous studies have shown that digital platforms can improve organizational efficiency, strengthen transparency, and facilitate real-time monitoring when effectively institutionalized (Agostino et al., 2021; Ortega-Rodríguez et al., 2020). In this context, the foundation demonstrates how technology can be utilized not merely for reporting, but as a strategic asset for operational planning, stakeholder engagement, and evidence-based decision-making.

Moreover, the foundation's youth-centered model represents a notable shift from conventional top-down program delivery to a more participatory and co-creative governance approach. Instead of positioning young people as passive beneficiaries, the foundation actively involves them in designing, implementing, and evaluating programs. This approach resonates with the growing body of scholarship recognizing participatory digital platforms as tools for fostering civic engagement and inclusive governance, particularly among younger demographics (Jong & Ganzaroli, 2024; Shin et al., 2024).

At the same time, the foundation's experience reflects broader challenges in the digitalization of non-profit governance, especially in the Global South. Scholars have noted that adopting digital platforms in resource-constrained environments often requires technical infrastructure, institutional readiness, human resource development, and sustained leadership commitment (Agostino et al., 2021; Mayne, 2020). While the foundation's progress demonstrates

organizational adaptability and innovation, the long-term success of its digital and participatory strategy will depend on its ability to build internal capacity and sustain cross-sectoral partnerships.

The Inovasi Muda Foundation illustrates how a non-profit organization can integrate sustainability objectives, youth empowerment, and digital governance into a coherent institutional strategy. Its experience contributes empirical support to the literature advocating for the digital transformation of the non-profit sector, particularly through models that emphasize inclusivity, accountability, and strategic alignment with the Sustainable Development Goals.

4.3. The Benefits of Social Responsibility Application (SR App) in Optimizing the Governance of Community Development Programs

The findings of this study indicate that the implementation of the Social Responsibility Application (SR App) by the Inovasi Muda Foundation offers several critical advantages in improving the governance and management of community development programs. These benefits reinforce and contextualize arguments presented in previous literature regarding the transformative potential of digital tools in non-profit governance, especially within frameworks of transparency, accountability, and responsiveness (Agostino et al., 2021; Ortega-Rodríguez et al., 2020).

Establishing a more structured and systematic governance framework is one of the most prominent benefits. The application enables the foundation to develop a well-documented and traceable workflow across all phases of program implementation. This structured process facilitates more effective coordination, monitoring, and administrative oversight. It also supports early identification and resolution of operational challenges. These findings align with the core tenets of Management Information Systems (MIS), which emphasize the integration of digital tools in consolidating organizational data, tracking performance indicators, and enabling evidence-based decision-making (Rosário & Dias, 2022).

The SR App also enhances real-time monitoring capabilities, especially valuable for programs operating across multiple and geographically dispersed sites. By enabling field teams to upload data directly and continuously, the application ensures that program managers have immediate access to accurate and up-to-date information. This feature significantly improves operational agility and allows for timely adjustments to ensure alignment with program objectives. These findings support earlier studies highlighting the effectiveness of real-time data systems in enhancing adaptive governance in complex implementation settings (Guandalini, 2022; Shin et al., 2024).

A third significant benefit is the SR App's ability to generate automated and interactive reports. By minimizing the reliance on manual compilation and formatting, the system reduces administrative burdens and allows program teams to redirect their focus toward higher-level strategic planning. Moreover, the interactive features of the reporting dashboard allow for more transparent and more accessible communication with stakeholders, including donors and community partners. This functionality contributes directly to greater institutional transparency and external accountability. Prior research has underscored the importance of automation in nonprofit organizations, noting that streamlined reporting processes improve organizational efficiency and enhance trust among stakeholders (Jong & Ganzaroli, 2024; Ortega-Rodríguez et al., 2020).

Additionally, the SR App significantly improves strategic planning and evaluation by providing access to integrated, high-quality program data. The availability of structured analytics supports comprehensive assessments of program effectiveness, facilitates social impact

measurement, and enables identification of areas for improvement. These features are aligned with recommendations in the literature that call for non-profit organizations to cultivate evaluative cultures, where decisions are informed by systematic evidence rather than anecdotal or retrospective reports (Mayne, 2020). The ability to generate longitudinal insights also helps position the organization to develop long-term strategies more aligned with sustainability objectives and principles of good governance (Ribeiro-Navarrete et al., 2021).

In sum, the application of the SR App by the Inovasi Muda Foundation substantiates the growing consensus in the literature that digital transformation, when strategically implemented, can reinforce institutional capacity in non-profit governance. The SR App serves as a digital reporting tool and a comprehensive governance mechanism that integrates planning, implementation, monitoring, and evaluation in a single, coherent system. Its contributions go beyond efficiency, enhancing accountability, improving stakeholder relations, and fostering a learning-oriented, evidence-based organizational culture.

5. Conclusion

This study has demonstrated that the Inovasi Muda Foundation's adoption of the Social Responsibility Application (SR App) offers tangible improvements in the governance of community development programs. Implementing the SR App has enabled the foundation to establish a more structured and transparent program management system, enhancing operational efficiency and internal accountability. By digitizing workflows across the program lifecycle, initiation, planning, implementation, and evaluation, the application supports timely monitoring, documentation, and coordination at every stage.

One of the SR App's most notable contributions is its real-time monitoring capabilities, which provide program managers with immediate access to field-level data. This feature improves organizational responsiveness, allowing the foundation to identify challenges as they emerge and to adapt its strategies accordingly. Such agility is particularly valuable in geographically dispersed or multi-stakeholder program contexts. The availability of real-time data aligns well with broader efforts in the non-profit sector to strengthen adaptive governance practices.

The application's automated and interactive reporting tools further enhance the foundation's ability to communicate with stakeholders transparently and accountably. By reducing the administrative burden of manual reporting, the system allows for greater attention to strategic planning and program evaluation. These findings support prior research suggesting that digital platforms, when properly institutionalized, play a central role in advancing evidence-based decision-making and reinforcing public trust in non-profit organizations.

Significantly, the SR App facilitates long-term strategic development by consolidating high-quality program data and analytics. This supports the foundation's capacity to conduct in-depth evaluations, measure social impact, and align its interventions with sustainability and inclusive development principles. The foundation exemplifies how non-profit organizations in the Global South can integrate digital infrastructure into their institutional routines to improve program effectiveness and strengthen stakeholder engagement.

However, several limitations of this study should be acknowledged. First, the research focused exclusively on a single organization, which limits the generalizability of the findings across different institutional or regional contexts. While the Inovasi Muda Foundation presents a compelling case of digital integration in program governance, the effectiveness of similar applications may vary depending on organizational capacity, digital literacy, and institutional culture. Second, the study relied on qualitative methods and a limited number of informants,

which, while appropriate for exploratory analysis, may not fully capture the breadth of user experiences or technical challenges associated with the platform.

Future research should consider comparative studies involving multiple non-profit organizations that utilize similar digital governance platforms. Such research could explore variations in implementation strategies, user adoption, and long-term organizational outcomes. In addition, quantitative assessments could help evaluate the measurable impact of digital applications on efficiency, transparency, and community satisfaction. Further investigation is needed to understand how platforms like the SR App can be adapted for smaller grassroots organizations lacking the technical and financial capacity for large-scale digital transformation.

In conclusion, this study reinforces the growing relevance of digital tools in supporting good governance practices within the non-profit sector. The Inovasi Muda Foundation's experience illustrates that, when effectively implemented, platforms like the SR App can serve as administrative tools and strategic assets that enhance accountability, responsiveness, and sustainability in community development programming.

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