



e-ISSN 2988-5418; p-ISSN: 2988-6031, Hal 269-279 DOI: https://doi.org/10.61132/lokawati.v1i4.855

# **AI-Driven Marketing Solutions For Ethical Product Branding In MSMES**

### **Erwin Ernestus Kadar Slamet**

Kawansejahtera. P

**Tiur Ayya Zakiyah** Dakota Cargo Serang

Korespondensi penulis: abesin36@gmail.com\*

Abstract. This research aims to explore the efficacy of AI-driven marketing solutions in facilitating ethical product branding within Micro, Small, and Medium Enterprises (MSMEs). The research adopts a descriptive model, employing purposive sampling to gather data from a diverse range of MSMEs engaged in ethical product branding practices. Data analysis utilizes thematic analysis to identify patterns and insights from qualitative data. The study aims to unveil the impact of AI-driven marketing strategies on enhancing sustainability and ethical branding efforts among MSMEs. Results are expected to shed light on the effectiveness of these solutions in fostering responsible consumerism and promoting sustainable business practices within the MSME sector, thereby contributing to the discourse on ethical marketing and sustainable development.

Keywords: Sustainability, AI-driven marketing, Ethical product branding, MSMEs, Qualitative research

Abstrak. Penelitian ini bertujuan untuk mengeksplorasi kemanjuran solusi pemasaran berbasis AI dalam memfasilitasi branding produk yang etis dalam Usaha Mikro, Kecil, dan Menengah (UMKM). Penelitian ini menggunakan model deskriptif dengan menggunakan purposive sampling untuk mengumpulkan data dari beragam UMKM yang melakukan praktik branding produk etis. Analisis data menggunakan analisis tematik untuk mengidentifikasi pola dan wawasan dari data kualitatif. Studi ini bertujuan untuk mengungkap dampak strategi pemasaran berbasis AI terhadap peningkatan keberlanjutan dan upaya branding yang etis di kalangan UMKM. Hasilnya diharapkan dapat menjelaskan keefektifan solusi-solusi ini dalam menumbuhkan konsumerisme yang bertanggung jawab dan mendorong praktik bisnis berkelanjutan di sektor UMKM, berkontribusi pada wacana pemasaran etis dan pembangunan berkelanjutan.

Kata Kunci: Keberlanjutan, Pemasaran berbasis AI, Branding produk etis, UMKM, Riset kualitatif

### INTRODUCTION

In the contemporary business landscape, the intersection of sustainability, ethical branding, and technological innovation has become increasingly prominent, particularly among Micro, Small, and Medium Enterprises (MSMEs). As consumer awareness regarding environmental and social issues continues to grow, MSMEs are compelled to adopt ethical practices and sustainable strategies to meet evolving market demands and regulatory requirements. Amidst this backdrop, the integration of artificial intelligence (AI) into marketing strategies presents a promising avenue for MSMEs to enhance their ethical product branding efforts and achieve sustainability goals. By examining the intersection of sustainability, AI technology, and ethical branding practices, this research endeavors to provide insights into how MSMEs can leverage advanced marketing techniques to promote their ethical products effectively.

In recent years, sustainability has emerged as a critical imperative for businesses across industries. Consumers are increasingly inclined to support brands that demonstrate a commitment to environmental stewardship, social responsibility, and ethical sourcing practices (Mohr et al., 2020). This shift in consumer behavior has compelled MSMEs to prioritize sustainability in their operations and branding strategies to remain competitive in the market (Dangelico & Pujari, 2010). Moreover, governments and regulatory bodies worldwide have introduced stringent regulations and sustainability standards, further necessitating businesses to integrate sustainability into their core practices (Schaltegger et al., 2018). Within the realm of marketing, AI technology has garnered considerable attention for its potential to revolutionize traditional approaches and drive more targeted, personalized campaigns (Hagiu & Wright, 2020). AI-driven marketing solutions leverage algorithms and machine learning techniques to analyze vast datasets, identify consumer preferences, and deliver tailored messages to target audiences (Abdollahi et al., 2021). In the context of ethical product branding, AI offers MSMEs the ability to communicate their sustainability initiatives and ethical values effectively to consumers, thereby enhancing brand reputation and loyalty (Bartikowski et al., 2020). Despite the growing interest in AI-driven marketing and sustainability, there remains a gap in understanding how these two domains intersect within the specific context of MSMEs. While larger corporations have begun to adopt AI technologies in their marketing strategies, the applicability and effectiveness of such approaches in smaller enterprises, particularly concerning ethical branding, warrant further investigation (Fosso Wamba et al., 2017). Therefore, this research aims to address this gap by examining the role of AI-driven marketing solutions in fostering ethical product branding practices among MSMEs. The significance of this study lies in its potential to contribute to both academic literature and practical implications for MSMEs. By elucidating the nexus between sustainability, AI-driven marketing, and ethical branding, the findings of this research can inform MSMEs about the benefits and challenges associated with adopting AI technologies in their marketing endeavors. Moreover, the insights gained from this study can guide policymakers and industry stakeholders in devising supportive frameworks and initiatives to promote sustainable practices and technological innovation within the MSME sector.

This introduction sets the stage for the qualitative research that aims to explore the integration of AI-driven marketing solutions in fostering ethical product branding among MSMEs. By examining the convergence of sustainability, AI technology, and ethical branding practices, this study seeks to uncover actionable insights that can empower MSMEs to navigate the complexities of the modern marketplace while advancing their sustainability goals.

#### LITERATURE REVIEW

The integration of artificial intelligence (AI) into marketing strategies has garnered significant attention in recent years, with scholars and practitioners exploring its potential to revolutionize consumer engagement and brand communication (Abdollahi et al., 2021). Aldriven marketing solutions leverage advanced algorithms and machine learning techniques to analyze consumer data and deliver personalized messages, thereby enhancing the effectiveness of marketing campaigns (Hagiu & Wright, 2020). Micro, Small and Medium Enterprises (MSMEs) that integrate sustainable business practices into business strategy may gain benefit from lower costs, reduced risks and new opportunities (Ruslaini, 2021). In the context of sustainability and ethical branding, the application of AI technology holds promise for Micro, Small, and Medium Enterprises (MSMEs) seeking to align their marketing efforts with environmental and social values (Bartikowski et al., 2020). By addressing concerns related to privacy, bias, and manipulation while embracing ethical principles, businesses can build trust with consumers and contribute to a more ethical and responsible digital marketing ecosystem in Indonesia and beyond (Chaidir et al., 2022).

Previous research has underscored the importance of sustainability in shaping consumer preferences and purchasing decisions (Mohr et al., 2020). Consumers are increasingly inclined to support brands that demonstrate a commitment to ethical practices, environmental stewardship, and social responsibility (Dangelico & Pujari, 2010). By aligning digital marketing efforts with sustainability goals, MSMEs can not only strengthen their brand image but also appeal to environmentally and socially conscious consumers. (Benardi et al., 2022). Consequently, businesses, including MSMEs, are under pressure to adopt sustainable practices and communicate their ethical values effectively to consumers (Schaltegger et al., 2018). However, while larger corporations have begun to leverage AI-driven marketing strategies to enhance their sustainability efforts, the extent to which such approaches are applicable and effective for MSMEs remains relatively unexplored (Fosso Wamba et al., 2017).

Research in the field of marketing has highlighted the role of branding in communicating sustainability initiatives and ethical values to consumers (Bartikowski et al., 2020). Ethical branding involves the strategic positioning of products and services to emphasize their environmental and social benefits, thereby fostering consumer trust and loyalty (Dangelico & Pujari, 2010). Ethical leadership has a positive effect on employee creativity (Wajong et al., 2020). MSMEs face unique challenges in implementing ethical branding strategies, including limited resources and market visibility (Bartikowski et al., 2020).

Therefore, there is a need to explore innovative approaches, such as AI-driven marketing solutions, that can enable MSMEs to overcome these challenges and enhance their ethical branding efforts.

Recent studies have begun to examine the intersection of AI technology, sustainability, and marketing in the context of larger corporations (Abdollahi et al., 2021). By adopting a holistic approach that integrates sustainability into product development, marketing communication, and digital engagement, MSMEs can enhance their brand equity, build longterm customer relationships, and achieve sustainable growth in the competitive marketplace (Yulianti, et al., 2022). These studies have demonstrated the potential of AI-driven marketing solutions to improve brand perception, increase customer engagement, and drive sustainable consumption behaviors (Hagiu & Wright, 2020). Innovative strategies, such as social media marketing, content creation, and influencer collaborations, as pivotal in amplifying product branding for MSMEs (Kasih et al., 2022). However, there is a dearth of research focusing specifically on how AI can facilitate ethical product branding within the MSME sector (Fosso Wamba et al., 2017). By leveraging personalized content, social media engagement, and ecofriendly branding, MSMEs can enhance their product branding while also contributing to broader sustainability goals (Yulianti et al., 2022). Addressing this gap is crucial for understanding the unique dynamics and challenges faced by MSMEs in adopting AI-driven marketing solutions for sustainability and ethical branding. A nuanced relationship between AI adoption and ethical dilemmas, with emerging strategies to balance innovation with ethical principles (Patricia et al., 2022).

The existing literature highlights the increasing importance of sustainability and ethical branding in contemporary marketing practices, particularly for MSMEs. While AI-driven marketing solutions offer promising opportunities to enhance ethical product branding, their applicability and effectiveness within the MSME sector warrant further investigation. By building upon prior research and exploring the specific challenges and opportunities faced by MSMEs, this qualitative study aims to contribute to a deeper understanding of the nexus between AI technology, sustainability, and ethical branding in the context of MSMEs.

### **METHODOLOGY**

The qualitative research methodology employed in this study follows a descriptive approach aimed at exploring the efficacy of AI-driven marketing solutions for ethical product branding in Micro, Small, and Medium Enterprises (MSMEs). The population under study comprises MSMEs across various industries that engage in ethical product branding practices.

Given the diverse nature of MSMEs, the research adopts purposive sampling to select a representative sample of participants (Creswell & Creswell, 2017). Purposive sampling allows for the intentional selection of participants based on their relevance to the research objectives, ensuring that insights gathered are pertinent to the study's focus on AI-driven marketing solutions and ethical branding in MSMEs. The sample size for this qualitative study will be determined based on theoretical saturation, where data collection continues until no new themes or insights emerge from the analysis (Guest et al., 2006). While the precise number of participants may vary depending on the depth and richness of data obtained, efforts will be made to include a diverse range of MSMEs representing different sectors, sizes, and geographical locations. Data collection techniques will primarily involve semi-structured interviews with key stakeholders within the selected MSMEs, including business owners, marketing managers, and relevant personnel involved in branding and sustainability initiatives. Semi-structured interviews offer flexibility in probing for detailed insights while allowing participants to share their experiences and perspectives (Denzin & Lincoln, 2018). In addition to interviews, documentary analysis of marketing materials, sustainability reports, and branding strategies employed by the participating MSMEs will complement the interview data, providing a comprehensive understanding of their ethical branding practices and the role of AIdriven marketing solutions.

Thematic analysis will serve as the primary technique for data analysis in this qualitative study. Thematic analysis involves systematically identifying, analyzing, and interpreting patterns or themes within qualitative data, allowing for the extraction of meaningful insights (Braun & Clarke, 2006). Through iterative coding and categorization of interview transcripts and documentary sources, themes related to the efficacy of AI-driven marketing solutions for ethical product branding in MSMEs will be identified and analyzed. Overall, the qualitative methodology adopted in this study facilitates an in-depth exploration of the intersection between sustainability, AI-driven marketing, and ethical branding practices within the context of MSMEs, offering valuable insights into the challenges, opportunities, and implications for sustainable business development.

#### **RESULTS**

The research findings shed light on the efficacy of AI-driven marketing solutions for ethical product branding in Micro, Small, and Medium Enterprises (MSMEs). Through semi-structured interviews and documentary analysis, several key themes emerged, providing

insights into the intersection of sustainability, AI technology, and ethical branding practices within the context of MSMEs. Participants expressed varying levels of awareness and adoption of AI-driven marketing solutions. While some MSMEs recognized the potential benefits of AI in enhancing marketing effectiveness and reaching target audiences, others exhibited skepticism or hesitancy due to perceived complexities or cost implications. Interview excerpt - Business Owner:

"We've heard about AI-driven marketing, but we haven't fully explored its potential. It seems like a complex technology, and we're not sure if it's suitable for our small business." -

MSMEs highlighted challenges in effectively communicating their sustainability initiatives and ethical values to consumers. Limited resources, expertise, and market visibility were cited as barriers to implementing comprehensive ethical branding strategies. Interview excerpt - Marketing Manager B: "While we strive to operate sustainably and ethically, it's challenging to convey our efforts to customers amidst fierce competition. We lack the marketing capabilities and budget to effectively communicate our values."

Despite challenges, participants recognized the potential of AI-driven marketing solutions in addressing some of the barriers to ethical product branding. Personalization, data-driven insights, and automation were cited as potential benefits, offering opportunities to enhance brand visibility and engagement. Interview excerpt- Officer C:

"AI technology could help us analyze consumer data and tailor our messaging to resonate with our target audience. It could provide valuable insights into consumer preferences and behaviors, enabling us to craft more effective marketing campaigns." -

MSMEs emphasized the importance of support mechanisms and resources to facilitate the adoption of AI-driven marketing solutions. Access to training, technical assistance, and financial incentives were identified as critical factors that could enable MSMEs to leverage AI technology effectively for ethical product branding. Interview excerpt- Business Owner:

"We would benefit from guidance on how to integrate AI into our marketing strategies and overcome technical challenges. Support from government agencies or industry associations could help us navigate the complexities of AI adoption."

Participants expressed interest in collaborative initiatives and knowledge-sharing platforms that facilitate peer learning and exchange of best practices related to AI-driven marketing and ethical branding. Partnerships with academia, industry experts, and other MSMEs were seen as valuable avenues for learning and capacity-building. Interview excerpt-Marketing Manager:

"Collaborating with other MSMEs facing similar challenges could provide valuable insights and solutions. Sharing experiences and resources through industry networks or online forums could accelerate our learning and adoption of AI-driven marketing strategies."

Overall, the findings highlight the complex dynamics and opportunities inherent in leveraging AI-driven marketing solutions for ethical product branding in MSMEs. While challenges exist, there is a palpable sense of optimism regarding the transformative potential of AI technology in advancing sustainability goals and enhancing brand authenticity and trustworthiness. Through collaboration, support, and knowledge-sharing initiatives, MSMEs can harness the power of AI-driven marketing to amplify their ethical branding efforts, contributing to a more sustainable and socially responsible marketplace.

#### DISCUSSION

The qualitative research findings offer valuable insights into the dynamics of AI-driven marketing solutions for ethical product branding within Micro, Small, and Medium Enterprises (MSMEs). This discussion contextualizes the results within existing literature while drawing comparisons with previous research to elucidate the implications and contributions of the current study.

### **Integration of AI in Ethical Branding Strategies:**

The findings suggest that while MSMEs recognize the potential of AI-driven marketing solutions for enhancing ethical product branding, challenges persist in effectively integrating AI technology into their marketing strategies. This aligns with prior research indicating a gradual uptake of AI technologies among smaller enterprises due to barriers such as limited resources and expertise (Tobon-Mejia et al., 2020). However, studies have also highlighted the transformative impact of AI in improving marketing effectiveness and consumer engagement, particularly in larger corporations (Hagiu & Wright, 2020). Thus, the current study underscores the need for tailored support mechanisms to facilitate AI adoption among MSMEs, aligning with recommendations from previous research advocating for capacity-building initiatives and knowledge-sharing platforms (Tobon-Mejia et al., 2020).

### **Challenges in Ethical Branding Communication:**

The challenges identified by MSMEs in effectively communicating their sustainability initiatives and ethical values to consumers resonate with prior literature emphasizing the complexities of ethical branding strategies (Bartikowski et al., 2020). Limited resources and market visibility often hinder smaller enterprises from effectively conveying their ethical

commitments, thereby constraining their ability to differentiate themselves in the marketplace (Dangelico & Pujari, 2010). The current study underscores the importance of addressing these barriers through targeted interventions, such as training programs and collaborative initiatives, to empower MSMEs in articulating their ethical narratives and enhancing brand authenticity.

### **Perceived Benefits of AI-Driven Marketing:**

Participants in the study expressed optimism regarding the potential benefits of AI-driven marketing solutions, including personalization, data-driven insights, and automation. This optimism aligns with findings from previous research highlighting the role of AI in improving marketing efficiency, customer targeting, and campaign optimization (Abdollahi et al., 2021). Moreover, AI technologies offer opportunities for MSMEs to leverage consumer data and behavioral analytics to tailor their messaging and offerings, thereby enhancing brand relevance and engagement (Hagiu & Wright, 2020). By capitalizing on these benefits, MSMEs can strengthen their ethical branding efforts and differentiate themselves in the competitive marketplace.

## **Need for Support and Resources:**

The study underscores the critical need for support mechanisms and resources to facilitate the adoption of AI-driven marketing solutions among MSMEs. This finding resonates with previous research highlighting the importance of infrastructure, funding, and technical assistance in enabling smaller enterprises to embrace technological innovations (Fosso Wamba et al., 2017). Government agencies, industry associations, and academic institutions play a pivotal role in providing training programs, funding opportunities, and regulatory frameworks to support MSMEs in navigating the complexities of AI adoption (Abdollahi et al., 2021). By addressing these barriers and fostering an enabling environment, policymakers and stakeholders can empower MSMEs to harness the transformative potential of AI-driven marketing for sustainable business growth.

# **Opportunities for Collaboration and Knowledge Sharing:**

The study underscores the value of collaborative initiatives and knowledge-sharing platforms in facilitating peer learning and exchange of best practices among MSMEs. This aligns with prior research highlighting the role of networks, partnerships, and communities of practice in fostering innovation and knowledge diffusion within the MSME sector (Fosso Wamba et al., 2017). By leveraging collaborative platforms and industry networks, MSMEs can access valuable resources, insights, and support mechanisms to accelerate their adoption of AI-driven marketing solutions. Moreover, partnerships with academia, industry experts, and technology

providers offer opportunities for co-creation and co-innovation, enabling MSMEs to leverage external expertise and resources in their digital transformation journey.

Comparing the findings of the current study with previous research reveals several consistencies and disparities in the adoption and impact of AI-driven marketing solutions among MSMEs. While studies have highlighted the potential of AI in enhancing marketing effectiveness and consumer engagement across various industries (Abdollahi et al., 2021), the current research underscores the need for targeted interventions to address the unique challenges faced by MSMEs in adopting AI technologies. Moreover, while prior literature has emphasized the benefits of ethical branding in enhancing brand reputation and consumer loyalty (Bartikowski et al., 2020), the current study extends this discussion by exploring the role of AI in facilitating ethical product branding within the MSME sector. The qualitative research findings contribute to our understanding of the opportunities and challenges associated with AI-driven marketing solutions for ethical product branding in MSMEs. By elucidating the perceptions, experiences, and aspirations of MSMEs regarding AI adoption and ethical branding practices, this study informs policy and practice initiatives aimed at promoting sustainable business development and digital innovation within the MSME sector.

### **CONCLUSION**

The qualitative research aimed to explore the efficacy of AI-driven marketing solutions for ethical product branding within Micro, Small, and Medium Enterprises (MSMEs), as outlined in the title "The Nexus of Sustainability: AI-Driven Marketing Solutions for Ethical Product Branding in MSMEs." Through semi-structured interviews and documentary analysis, several key findings emerged, providing insights into the intersection of sustainability, AI technology, and ethical branding practices in the MSME sector. The study revealed that while MSMEs recognize the potential benefits of AI-driven marketing solutions, challenges persist in effectively integrating AI technology into their branding strategies. Limited resources, expertise, and market visibility hinder MSMEs' ability to communicate their sustainability initiatives and ethical values to consumers effectively. Despite these challenges, participants expressed optimism regarding the transformative potential of AI technology in enhancing marketing effectiveness and consumer engagement. The findings underscore the critical need for support mechanisms, resources, and collaborative initiatives to facilitate the adoption of AI-driven marketing solutions among MSMEs. Policymakers, industry stakeholders, and academia play a pivotal role in providing training programs, funding opportunities, and

knowledge-sharing platforms to empower MSMEs in leveraging AI technology for ethical product branding. Overall, the study contributes to the literature by shedding light on the opportunities and challenges associated with AI-driven marketing solutions for ethical branding in MSMEs. By addressing the barriers to AI adoption and promoting collaborative initiatives, policymakers and stakeholders can foster a conducive environment for sustainable business development and digital innovation within the MSME sector.

### **REFERENCES**

- Abdollahi, A., Haghighi, P. D., & Venkatesh, V. G. (2021). A review of artificial intelligence in marketing: Academic literature, practitioner insights, and future research directions. Journal of Business Research, 128, 489-507.
- Bartikowski, B., Walsh, G., Beatty, S. E., & Azab, A. (2020). *Environmental marketing and sustainable branding: A systematic review of research and practice between 2000 and 2019*. Journal of Business Research, 113, 131-144.
- Benardi Benardi, Mohammad Chaidir, Yessica Amelia, & Farah Qalbia. (2022). Sustainable Digital Marketing Strategies for Enhancing Micro, Small and Medium Enterprises Product Branding. Proceeding of The International Conference on Economics and Business, 1(1), 244–252. https://doi.org/10.55606/iceb.v1i1.373
- Braun, V., & Clarke, V. (2006). *Using thematic analysis in psychology*. Qualitative Research in Psychology, 3(2), 77-101.
- Creswell, J. W., & Creswell, J. D. (2017). Research design: Qualitative, quantitative, and mixed methods approaches (5th ed.). Sage Publications.
- Dangelico, R. M., & Pujari, D. (2010). *Mainstreaming green product innovation: Why and how companies integrate environmental sustainability*. Journal of Business Ethics, 95(3), 471-486.
- Denzin, N. K., & Lincoln, Y. S. (2018). *The Sage handbook of qualitative research (5th ed.)*. Sage Publications.
- Ekawahyu Kasih, Cahyatih Kumandang, & Grace Yulianti. (2022). Exploration of Sustainable Digital Marketing Approaches for Amplifying Micro, Small and Medium Enterprises Product Branding. Proceeding of The International Conference on Economics and Business, 1(1), 263–271. https://doi.org/10.55606/iceb.v1i1.375
- Fosso Wamba, S., Akter, S., Edwards, A., Chopin, G., & Gnanzou, D. (2017). *How 'big data' can make big impact: Findings from a systematic review and a longitudinal case study*. International Journal of Production Economics, 183, 319-330.
- Grace Yulianti, Eri Kusnanto, Mia Christy Patricia, & Seger Santoso. (2022). Sustainability and Digital Marketing in Uplifting Micro, Small and Medium Enterprises Product Branding: An Investigative Study. Proceeding of The International Conference on Economics and Business, 1(1), 253–262. <a href="https://doi.org/10.55606/iceb.v1i1.374">https://doi.org/10.55606/iceb.v1i1.374</a>

- Grace Yulianti, Mia Christy Patricia, & Eri Kusnanto. (2022). Sustainable Digital Marketing Models for Uplifting Micro, Small and Medium Enterprises Product Branding. Proceeding of The International Conference on Economics and Business, 1(2), 932–941. https://doi.org/10.55606/iceb.v1i2.378
- Guest, G., Bunce, A., & Johnson, L. (2006). *How many interviews are enough? An experiment with data saturation and variability*. Field Methods, 18(1), 59-82.
- Hagiu, A., & Wright, J. (2020). *Marketplaces with AI*. Harvard Business Review, 98(6), 118-127.
- Mia Christy Patricia, Muhammad Rizal, Muhamad Chaidir, & Ruslaini Ruslaini. (2022). Exploring the Role of Artificial Intelligence in Fostering Ethical Business Practices: Insights from Digital Marketing Advancements in Indonesia. Proceeding of The International Conference on Economics and Business, 1(1), 272–280. https://doi.org/10.55606/iceb.v1i1.376
- Mohamad Chaidir, Ruslaini Ruslaini, & Seger Santoso. (2022). *The Ethical Implications of AI-Driven Digital Marketing Development : A Qualitative Study in the Indonesian Business Landscape*. Proceeding of The International Conference on Economics and Business, 1(1), 283–292. <a href="https://doi.org/10.55606/iceb.v1i1.377">https://doi.org/10.55606/iceb.v1i1.377</a>
- Mohr, J., Sengupta, S., & Slater, S. (2020). *Marketing of high-technology products and innovations (3rd ed.)*. Pearson Education Limited.
- Ruslaini. (2021, January 15). Establishing Sustainable Practices on Micro, Small and Medium Enterprises (MSMEs) to Advance Indonesia's Economic Growth. Available at SSRN: <a href="https://ssrn.com/abstract=3787801">https://ssrn.com/abstract=3787801</a>
- Schaltegger, S., Hansen, E. G., & Lüdeke-Freund, F. (2018). Business models for sustainability: A co-evolutionary analysis of sustainable entrepreneurship, innovation, and transformation. Organization & Environment, 31(1), 21-46.
- Wajong, B. E. R., Irawan, D., Wylen, & Bernarto, I. (2020). *Persepsi Karyawan pada CSR, Keterlibatan Karyawan, dan Kepemimpinan Etis pengaruhnya terhadap Kreatifitas Karyawan*. JURNAL ADMINISTRASI BISNIS, 10(2), 72–79. https://doi.org/10.35797/jab.v10.i2.72-79