JMM17 JURNAL ILMU EKONOMI DAN MANAJEMEN
Volume 12 No 01 – April 2025 – ISSN (Online): 2355-7435

Available Online to https://jurnal.untag-sby.ac.id/

JMM17: Jurnal Ilmu Ekonomi dan Manajemen

S3 Accredited SK No. 72/E/KPT/2024

Journal page is avaliable to
https://jurnal.untag-sby.ac.id/index.php/jmm17/index

A DYNAMIC MODEL OF SUSTAINABLE VALUE CREATION: THE IMPACT OF STRATEGIC HUMAN EMPOWERMENT, ECO-INNOVATION, CORPORATE RESPONSIBILITY EXCELLENCE, AND ORGANIZATIONAL RESILIENCE ON COMPETITIVE AGILITY AND FINANCIAL GROWTH IN THE CONSUMER GOODS SECTOR

Suwandi[a*]

[a] *Pancasakti University, Tegal, Indonesia*

**email:* [a] *suwandi@upstegal.ac.idr*

ARTICLE INFO

Article history:
Received: 24 January 2020
Revised: 30 April 2020
Accepted: 2 December 2020
Available online xxx

Keywords: [Key word heading]
Competitive Agility,
Financial Growth,
Corporate Responsibility Excellence,
Eco-Innovation,
Organizational Resilience

IEEE style in citing this article: [citation Heading]
F. Fulan and F. Fulana, "Article Title," *JMM17: Jurnal Ilmu Ekonomi dan Manajemen*, vol. 10, no. 1, pp. 1-10, 2021. [Fill citation heading]

ABSTRACT

This study aims to analyze the impact of Corporate Responsibility Excellence, Eco-Innovation, Organizational Resilience, and Strategic Human Empowerment on Competitive Agility and Financial Growth. Using a quantitative approach with the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method, this research examines the relationships between these variables in organizations implementing sustainability and innovation strategies. The findings indicate that Competitive Agility is significantly influenced by Corporate Responsibility Excellence, Eco-Innovation, Organizational Resilience, and Strategic Human Empowerment. Meanwhile, Financial Growth is only significantly affected by Eco-Innovation and Organizational Resilience, while Corporate Responsibility Excellence and Strategic Human Empowerment do not show a significant impact on financial growth. These findings suggest that organizational competitiveness can be enhanced through sustainable innovation, organizational resilience, and strategic human resource empowerment. However, to achieve financial growth, companies should focus more on ecological innovation and strengthening business resilience. The managerial implications of this study emphasize the importance of a holistic strategy that integrates sustainability, innovation, and organizational resilience to achieve competitive advantage and sustainable financial growth.

1. Introduction [Heading of Section]

The consumer goods sector faces significant challenges due to evolving consumer demands and technological advancements. Increasingly complex consumer preferences, including the demand for more environmentally friendly products and personalized customer experiences, drive companies to adapt quickly (Suwandi, 2024). Research shows that consumer environmental preferences can significantly drive green technology innovation in companies, particularly in industries with high pollution levels (Yu, 2024). This indicates that companies must consider consumer preferences in their innovation strategies to remain relevant and competitive in an increasingly tight market (Yuan & Zheng, 2022, Suwandi 2023).

On the other hand, intensifying competition in both domestic and global markets requires companies to deliver fast and relevant innovation. Innovations in supply chains, such as digitalization and predictive analytics, can enhance operational efficiency and create value that resonates with consumers (Holloway, 2024). By leveraging cutting-edge technology, companies can strengthen consumer interactions and enhance their competitive advantage (Ivanov et al., 2018). This aligns with findings that business model innovation, including product and process innovation, is key to achieving sustainability and long-term growth (Lu et al., 2020).

Digital transformation presents a significant opportunity for companies to adapt to these changes (Suwandi, 2024). Digitalization enables businesses to reshape their operations and consumer interactions, ultimately enhancing customer experiences and expanding market share (Abashidze, 2024). Research indicates that digital transformation can alter consumer purchasing behavior, increasingly leading to preferences for innovative and sustainable products (Thakkar, 2024). Therefore, a focus on strategic innovation, corporate social responsibility, and business sustainability is essential for maintaining relevance in an evolving business landscape (Trimarjoko, 2020).

Human resources (HR) are a crucial asset for organizations, especially in dynamic sectors like consumer goods, where innovation, operational efficiency, and adaptability to change are key to success. Strategic human empowerment goes beyond training and skill development; it also involves granting employees the authority to make significant decisions in their work. This fosters a work environment that encourages creativity, initiative, and a sense of responsibility. By empowering human resources, organizations can enhance productivity while accelerating their responsiveness to business environment changes, including consumer trends and evolving market demands (Lu et al., 2020).

The pressure on organizations to contribute to environmental conservation is increasing, in line with rising consumer awareness of sustainability issues and stricter government regulations on environmental protection. In this context, eco-innovation has become a strategic approach that helps organizations not only meet environmental demands but also create new business opportunities. Eco-innovation includes the development of environmentally friendly products, optimization of production processes to reduce waste and carbon emissions, and the use of more efficient green technology. By implementing these practices, organizations can enhance their reputation as responsible companies while meeting the needs of a market that is increasingly concerned with sustainability (Thakkar, 2024).

Corporate Social Responsibility (CSR) has evolved from being an additional obligation to becoming an integral part of modern business strategy. Companies that successfully implement superior social responsibility demonstrate a genuine commitment to environmental sustainability, community well-being, and ethical business practices. Outstanding CSR initiatives encompass various aspects, from waste management and natural resource conservation to community empowerment and the creation of inclusive work environments. In this context, CSR not only meets stakeholder expectations but also serves as a crucial tool for building a company's reputation as a socially and environmentally responsible entity (Ivanov et al., 2018).

The implementation of Corporate Social Responsibility (CSR) not only provides social and environmental benefits but also positively impacts a company's economic aspects. Research shows that companies with strong CSR performance gain easier access to capital markets, which in turn improves their stock market performance and allows for profitable strategic investments (Cheng et al., 2013). This indicates that well-structured and relevant CSR programs can enhance customer loyalty, especially among consumers who increasingly prioritize sustainability values in their purchasing decisions (Akşak et al., 2016). Moreover, investor trust also increases when companies demonstrate a commitment to responsible business practices, which can reduce reputational risks and project long-term stability (Akşak et al., 2016).

By integrating social responsibility into their business model, companies not only create social value but also strengthen their position in competitive markets. Research indicates that CSR can serve as an effective strategic marketing tool, enhancing corporate reputation and fostering strong relationships with stakeholders (Zatwarnicka-Madura et al., 2019). Good CSR practices can boost company stock value and provide a competitive edge, as consumers and investors increasingly pay attention to corporate social and environmental performance (Pucheta-Martínez & Chiva-Ortells, 2018). Therefore, companies that adopt proactive CSR practices can find synergies between business interests and contributions to society (Akyildirim, 2024).

Organizational resilience is also a crucial aspect in this context. Resilience refers to a company's ability to survive, adapt, and grow despite facing pressure or crises. In an increasingly complex and uncertain business environment, resilience is a key element in maintaining operational continuity and business sustainability (Thottoli & Thomas, 2021). Resilient companies have flexible structures, systems, and organizational cultures, enabling them to anticipate risks and manage change (Chang & Lee, 2020). Research shows that this capability allows companies not only to withstand difficult situations but also to discover new opportunities amid crises, such as developing products or services relevant to changing market needs (Daas & Al-Araj, 2019).

Strategic human empowerment, eco-innovation, corporate responsibility excellence, and organizational resilience are key elements that can enhance an organization's competitive agility. Strategic human empowerment enables employees to proactively contribute to innovation and responsive decision-making, which in turn enhances an organization's ability to adapt to market changes (Akhtar, 2024; Naqshbandi et al., 2019, Suwandi, 2022). Research shows that companies implementing effective empowerment practices achieve better innovation outcomes, which are crucial in a dynamic business environment (Papaioannou et al., 2023).

On the other hand, the implementation of eco-innovation not only creates more environmentally friendly products and processes but also accelerates an organization's ability to adapt to sustainability trends that are increasingly favored by consumers (Devie, 2023). This competitive agility advantage has a positive impact on a company's long-term financial growth. With a high level of responsiveness to market changes, companies can maintain customer loyalty by providing relevant and high-quality products and services (Zastempowski & Cyfert, 2023).

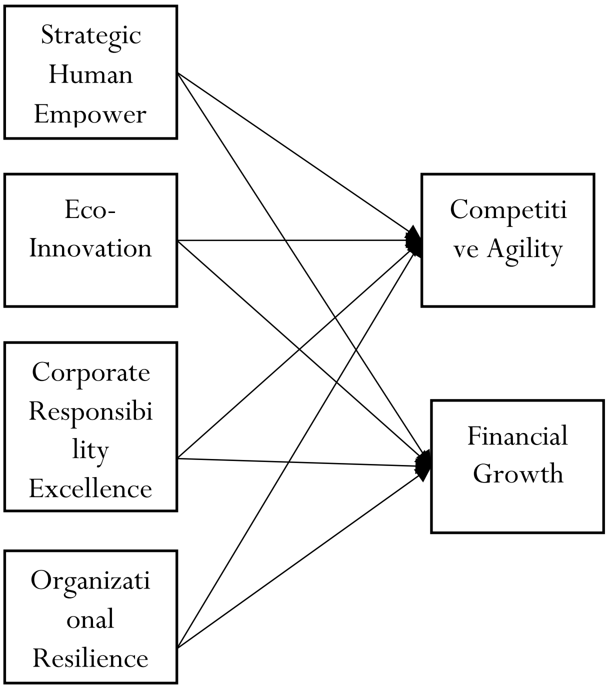
Corporate responsibility excellence and the ability to endure crises through organizational resilience also attract trust from investors and business partners (Mulyono & Syamsuri, 2023). The combination of these elements enables companies not only to sustain their business but also to achieve sustainable financial growth in a dynamic market (Qosasi et al., 2019).

This study aims to develop a dynamic model that can help consumer goods companies create sustainable value. By focusing on the relationship between strategic human empowerment, eco-innovation, corporate responsibility excellence, and organizational resilience in relation to competitive agility and financial growth, this research provides a theoretical contribution that enriches the literature on business sustainability and competitive strategy. This model is expected to explain the mechanisms by which these factors interact to drive organizational performance amid increasing competition and growing global sustainability demands.

In addressing increasingly complex sustainability challenges, this study offers strategic insights for consumer goods companies to remain relevant and competitive. By integrating key elements such as strategic human empowerment, eco-innovation, corporate responsibility excellence, and organizational resilience, this research highlights the importance of a holistic approach in creating sustainable competitive advantage. The focus on competitive agility as a key driver of financial growth also provides a new perspective that can help organizations quickly adapt to market changes and global demands.

The urgency of this research lies in the increasing pressure on companies not only to generate economic value but also to meet social and environmental expectations. With the developed model, organizations can formulate strategies that support long-term sustainability without compromising their competitiveness. Therefore, this study serves not only as a foundation for business sustainability theory development but also as a practical tool for strategic, data-driven decision-making, enabling consumer goods companies to confidently and effectively navigate future challenges.

2. State of the Art



Research Hypotheses

H1: Strategic Human Empowerment influences Competitive Agility.
H2: Eco-Innovation influences Competitive Agility.
H3: Corporate Responsibility Excellence influences Competitive Agility.
H4: Organizational Resilience influences Competitive Agility.
H5: Strategic Human Empowerment influences Financial Growth.
H6: Eco-Innovation influences Financial Growth.
H7: Corporate Responsibility Excellence influences Financial Growth.
H8: Organizational Resilience influences Financial Growth.
fluences Financial Growth.

3. Method

3.1 Research Design

This study employs a quantitative approach using a survey method. The objective of this research is to examine the relationship between strategic human empowerment, eco-innovation, corporate responsibility excellence, and organizational resilience with competitive agility and financial growth in the consumer goods sector. This study is causal, as it aims to analyze the influence between variables. Data collection is conducted using a structured questionnaire distributed to respondents.

3.2 Population and Sample

The population of this study consists of managers and senior staff in consumer goods companies operating in Indonesia. The sample is determined using purposive sampling, selecting respondents with deep insights into corporate strategy, innovation, and sustainability. A total of 100 respondents participate in this study, including representatives from middle and top management in consumer goods companies.

3.3 Data Collection Technique

Primary data is collected through an online questionnaire using a digital survey platform. The questionnaire is designed using a 5-point Likert scale, with responses ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaire consists of six main sections:

1. Strategic Human Empowerment
2. Eco-Innovation
3. Corporate Responsibility Excellence
4. Organizational Resilience
5. Competitive Agility
6. Financial Growth

In addition to the questionnaire, secondary data, such as annual company reports and other supporting documents, are used to strengthen the analysis.**3.4 Research Variables and Measurement**

This study involves six main variables, as follows:

- Strategic Human Empowerment (X1): Measured through indicators such as employee competency development, decision-making empowerment, and work motivation Andika, R., Rizky, M. C., Ritonga, H. M., & Nurhaliza, I. (2024, August).
- Eco-Innovation (X2): Measured through environmentally friendly innovations in products, processes, and business strategies Yurdakul, M., & Kazan, H. (2020).
- Corporate Responsibility Excellence (X3): Measured based on CSR program sustainability, social impact, and business ethics management Defretes, U., & Yusran, H. L. (2023).
- Organizational Resilience (X4): Measured through a company's ability to handle crises, strategic adaptation, and risk management Aden, I. A., & Muthimi, J. (2022).
- Competitive Agility (Y1): Measured through the company's flexibility in responding to market changes and product innovation Satar, A., Al Musadieq, M., & Hutahayan, B. (2023).
- Financial Growth (Y2): Measured through indicators of revenue growth, net profit, and operational efficiency Mangesti Rahayu, S. (2019).

3.5 Data Analysis Technique

Collected data will be analyzed using a quantitative approach. The data analysis process includes the following steps:

1. Validity and Reliability Test: Conducted to ensure the questionnaire has high validity and reliability. Validity is tested using Pearson Product Moment, while reliability is measured using Cronbach's Alpha.
2. Descriptive Analysis: To describe the characteristics of respondents and data distribution.
3. Hypothesis Testing: Conducted using the SEM-PLS (Structural Equation Modeling - Partial Least Squares) method, with software such as SmartPLS to examine relationships between variables.

3.6 Operational Definition of Variables

The following table presents the operational definitions of the variables used in this study:

Table 1. dimension and indicator

Variable	Dimension	Indicator	Reference

Strategic Human Empowerment (X1)	Competency, Empowerment, Motivation	- HR development programs - Work authority delegation - Employee contribution recognition	Andika, R., Rizky, M. C., Ritonga, H. M., & Nurhaliza, I. (2024, August)
Eco-Innovation (X2)	Product, Process, Business Model	Development of eco-friendly products - Resource efficiency - Green technology	Yurdakul, M., & Kazan, H. (2020)
Corporate Responsibility Excellence (X3)	Sustainability, Social Impact	CSR impact on the environment - Community empowerment programs - Business ethics transparency	Defretes, U., & Yusran, H. L. (2023)
Organizational Resilience (X4)	Adaptability, Resilience, Innovation	- Crisis management capability - Business strategy adaptation - Risk management	Aden, I. A., & Muthimi, J. (2022)
Competitive Agility (Y1)	Flexibility, Responsiveness	- Market responsiveness speed - Product/service innovation - Operational efficiency	Satar, A., Al Musadieq, M., & Hutahayan, B. (2023)
Financial Growth (Y2)	Revenue, Efficiency	- Profit growth - ROI improvement - Reduction in operational costs	Mangesti Rahayu, S. (2019)

3.7 Research Stages

1. Planning: Questionnaire development, initial validity testing, and sample determination.
2. Data Collection: Distribution of online questionnaires to 100 respondents.
3. Data Analysis: Conducting statistical tests, including validity and reliability tests, as well as SEM-PLS analysis.
4. Results Reporting: Preparation of the research report and strategic recommendations based on findings.

4. Results and Discussion

4.1 Outer Model

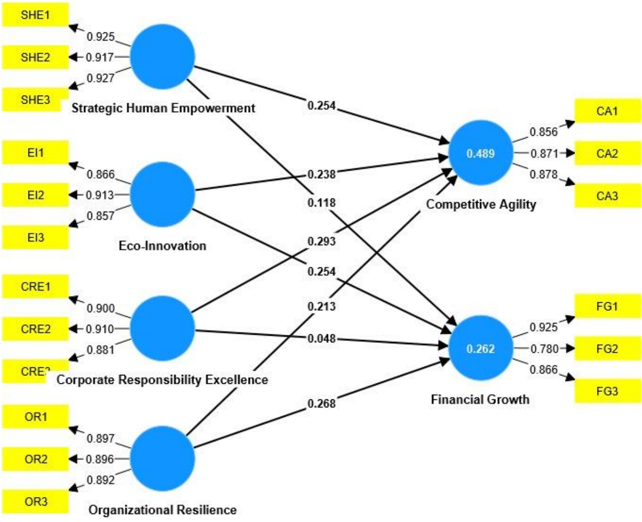
a. Convergent Validity

In this analysis, measuring the extent to which the indicators in the reflective model are significantly related to the latent construct being measured. In this case, the factor loadings of the indicators must be sufficiently high (greater than 0.7).

Table 2. Outer Loading

	Competitive Agility	Corporate Responsibility Excellence	Eco-Innovation	Financial Growth	Organizational Resilience	Strategic Human Empowerment
CA1	0.856					
CA2	0.871					
CA3	0.878					
CRE1		0.900				
CRE2		0.910				
CRE3		0.881				
EI1			0.866			
EI2			0.913			
EI3			0.857			
FG1				0.925		
FG2				0.780		
FG3				0.866		
OR1					0.897	
OR2					0.896	
OR3					0.892	
SHE1						0.925
SHE2						0.917
SHE3						0.927

The factor loading values above 0.70 indicate that the indicator has a strong contribution in representing the measured variable.



Gambar 1. Outer loading

b. Reliability Test

This study uses two types of reliability tests: Cronbach's Alpha and Composite Reliability Test. Cronbach's Alpha measures the lowest reliability value (lower bound). The data is considered reliable if the Cronbach alpha value is >0.7. Composite reliability measures the actual reliability value of a variable. The data is considered to have high reliability if the composite reliability score is >0.7.

Table 2: Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Competitive Agility	0.838	0.843	0.902	0.755
Corporate Responsibility Excellence	0.879	0.887	0.925	0.805
Eco-Innovation	0.853	0.869	0.911	0.772
Financial Growth	0.821	0.836	0.894	0.738
Organizational Resilience	0.876	0.886	0.923	0.801
Strategic Human Empowerment	0.913	0.914	0.945	0.852

The table above shows the results of the reliability and construct validity tests for the six main variables in the study, namely Competitive Agility (CA), Corporate Responsibility Excellence (CRE), Eco-Innovation (EI), Financial Growth (FG), Organizational Resilience (OR), and Strategic Human Empowerment (SHE).

Based on the Cronbach's Alpha values, all variables have values above 0.70, indicating that the indicators within each variable have good internal consistency. In addition, the Composite Reliability values (rho_a and rho_c) are also above 0.70, confirming that each variable has high reliability in measuring the intended concepts.

The Average Variance Extracted (AVE) values for all variables are above 0.50, with the highest value in Strategic Human Empowerment (SHE) at 0.852. This indicates that each variable has strong convergent validity, meaning the indicators used effectively explain the variable. Overall, these results show that the constructs in the study have good validity and reliability, making them suitable for further analysis to examine the relationships between the variables.

4.2 **Inner Model**

a. Direct Effect

Table 4. Direct Effect

	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P value
Corporate Responsibility Excellence -> Competitive Agility	0.293	0.096	3.072	0.002
Corporate Responsibility Excellence -> Financial Growth	0.048	0.095	0.503	0.615
Eco-Innovation -> Competitive Agility	0.238	0.093	2.558	0.011
Eco-Innovation -> Financial Growth	0.254	0.108	2.357	0.018
Organizational Resilience -> Competitive Agility	0.213	0.100	2.125	0.034
Organizational Resilience -> Financial Growth	0.268	0.117	2.287	0.022
Strategic Human Empowerment -> Competitive Agility	0.254	0.082	3.112	0.002
Strategic Human Empowerment -> Financial Growth	0.118	0.122	0.966	0.334

1. Corporate Responsibility Excellence has an impact on Competitive Agility

The analysis results show that Corporate Responsibility Excellence has a positive and significant effect on Competitive Agility with values of O = 0.293, T = 3.072, and P = 0.002. This means that the higher the corporate social responsibility, the more competitive the organization's agility becomes.

2. Corporate Responsibility Excellence does not have a significant effect on Financial Growth

With values of O = 0.048, T = 0.503, and P = 0.615, this hypothesis is not statistically supported. This indicates that increasing corporate social responsibility does not directly contribute to the organization’s financial growth.

3. Eco-Innovation has an impact on Competitive Agility

The relationship between Eco-Innovation and Competitive Agility is positive and significant with O = 0.238, T = 2.558, and P = 0.011. This shows that the higher the ecological-based innovation in the organization, the better its competitive agility.

4. Eco-Innovation has an impact on Financial Growth

With O = 0.254, T = 2.357, and P = 0.018, this hypothesis is statistically significant. This means that ecological innovation in the organization contributes to its financial growth, such as through cost efficiency, business sustainability, and attractiveness to investors.

5. Organizational Resilience has an impact on Competitive Agility

The test results show a positive and significant relationship with O = 0.213, T = 2.125, and P = 0.034. This means that organizations with better resilience tend to have higher competitive agility, such as through the ability to adapt to market changes.

6. Organizational Resilience has an impact on Financial Growth

With O = 0.268, T = 2.287, and P = 0.022, this hypothesis is statistically significant. This indicates that organizational resilience plays an important role in increasing financial growth, for instance through better risk management and the ability to withstand economic crises.

7. Strategic Human Empowerment has an impact on Competitive Agility

The analysis results show a significant relationship with O = 0.254, T = 3.112, and P = 0.002. This means that strategically empowering human resources can improve the organization’s competitive agility by enhancing competency, innovation, and labor productivity.

8. Strategic Human Empowerment does not have a significant effect on Financial Growth

With values of O = 0.118, T = 0.966, and P = 0.334, this hypothesis is not statistically significant. This suggests that although strategic human empowerment can enhance competitive agility, its direct impact on financial growth is either indirect or requires other intermediary factors.

4.3 Discussion

Corporate Responsibility Excellence (CRE) has emerged as a significant factor influencing Competitive Agility (CA) within organizations. The analysis indicates a positive and significant relationship between CRE and CA, with coefficients suggesting that as corporate social responsibility (CSR) increases, so does the competitive agility of the organization (O = 0.293, T = 3.072, P = 0.002). This finding aligns with existing literature that emphasizes the role of CSR in enhancing a firm's competitive stance. For instance, research has shown that firms engaged in CSR activities tend to develop a positive corporate image and reputation, which can enhance their competitive advantage and market responsiveness (Ali et al., 2019; Bahta et al., 2020; Jang et al., 2019). Furthermore, the integration of agile methodologies in CSR practices can facilitate the development of eco-innovation, thereby further enhancing competitive agility (Conesa, 2024; Nuryakin et al., 2022).

Conversely, the analysis reveals that CRE does not have a statistically significant impact on Financial Growth (FG), with values indicating a lack of direct correlation (O = 0.048, T = 0.503, P = 0.615). This suggests that while CSR initiatives may bolster competitive agility, they do not necessarily translate into immediate financial benefits. This finding is supported by various studies that have highlighted the complex relationship between CSR and financial performance, indicating that the benefits of CSR may manifest over a longer time frame or through indirect pathways, such as improved stakeholder relations and enhanced corporate reputation (Primasari, 2024; Hou, 2018; Coelho et al., 2023). For example, while some studies assert a positive correlation between CSR and financial performance, others have found that the relationship is not straightforward and can vary significantly across different contexts and industries (Mi et al., 2018; Zhang & Bi, 2022).

Moreover, the role of Eco-Innovation (EI) in enhancing CA is also noteworthy. The analysis shows a positive and significant relationship between EI and CA (O = 0.238, T = 2.558, P = 0.011), indicating that organizations that prioritize eco-innovation are better positioned to adapt to market changes and enhance their competitive stance. This is consistent with research that underscores the importance of eco-innovation in fostering organizational agility and responsiveness to environmental challenges (Ryszko, 2017; Mulyono & Syamsuri, 2023). The ability to innovate sustainably not only improves operational efficiency but also aligns with stakeholder expectations, thereby reinforcing the organization's competitive edge (Conesa, 2024; Nuryakin et al., 2022).

Eco-Innovation (EI) has been shown to significantly influence Financial Growth (FG) within organizations, as evidenced by the analysis indicating a positive relationship (O = 0.254, T = 2.357, P = 0.018). This suggests that organizations that implement eco-innovative practices can achieve financial benefits through various mechanisms, such as cost efficiency, enhanced sustainability, and increased attractiveness to investors. The findings are consistent with existing literature that highlights the financial advantages of eco-innovation, including improved operational efficiencies and reduced resource consumption, which can lead to lower costs and higher profit margins Sahili (2024)Marín-Vinuesa et al., 2018; Yurdakul & Kazan, 2020). For instance, eco-innovative firms are often able to leverage their sustainable practices to attract investment, as stakeholders increasingly prioritize environmental responsibility in their investment decisions (Peyravi et al., 2023; Lopes, 2024).

Moreover, the relationship between Organizational Resilience (OR) and Competitive Agility (CA) is also significant, with results indicating that organizations with greater resilience tend to exhibit higher levels of competitive agility (O = 0.213, T = 2.125, P = 0.034). This finding underscores the importance of resilience in enabling organizations to adapt effectively to market changes and disruptions. Resilient organizations are better equipped to manage risks and uncertainties, which enhances their ability to respond swiftly to competitive pressures and evolving consumer demands (Lewandowska, 2016; Cheng & Shiu, 2020). The literature supports this notion, suggesting that resilient firms can maintain operational continuity and capitalize on emerging opportunities, thereby strengthening their competitive position (Antončič, 2024; Brogi & Menichini, 2021).

Furthermore, the analysis reveals that Organizational Resilience also positively impacts Financial Growth (O = 0.268, T = 2.287, P = 0.022). This indicates that organizations with strong resilience capabilities are more likely to experience financial growth, particularly through effective risk management and the ability to withstand economic downturns. Resilient organizations can navigate crises more effectively, ensuring sustained performance even in challenging conditions (Sica, 2016; Lewandowska, 2016). Research has shown that resilience contributes to better financial outcomes by enabling firms to recover from setbacks and capitalize on new opportunities that arise during periods of disruption (Jang et al., 2015; Astuti et al., 2018).

Strategic Human Empowerment (SHE) has been identified as a significant factor influencing Competitive Agility (CA) within organizations. The analysis indicates a positive and significant relationship between SHE and CA, with coefficients demonstrating that strategic empowerment of human resources can enhance an organization's competitiveness by improving workforce competencies, innovation, and productivity (O = 0.254, T = 3.112, P = 0.002). This finding is consistent with existing literature that emphasizes the role of human resource management in fostering organizational agility. For instance, studies have shown that empowered employees are more likely to engage in innovative behaviors and contribute to the organization's adaptability in dynamic environments Moh'd (2024)"The Role of Strategic Human Resource Management in Achieving

Organizational Agility", 2024). Empowerment strategies, such as providing employees with autonomy and opportunities for professional development, can lead to increased motivation and commitment, ultimately enhancing the organization's ability to respond to market changes (Rumman et al., 2020; Ahammad et al., 2020).

However, the analysis also reveals that SHE does not have a statistically significant impact on Financial Growth (FG), with results indicating a lack of direct correlation (O = 0.118, T = 0.966, P = 0.334). This suggests that while strategic human empowerment can bolster competitive agility, its effects on financial performance may be indirect or contingent upon other mediating factors. This aligns with findings from previous research that highlights the complexity of the relationship between human resource practices and financial outcomes. For instance, while empowered employees can drive innovation and improve operational efficiency, these benefits may not immediately translate into financial growth without the presence of supportive organizational structures or market conditions (Nurbaiti, 2021; Suwarno, 2023). Furthermore, the impact of SHE on financial performance may require additional factors, such as effective strategic alignment and resource allocation, to fully realize its potential (Dehmolaee & Rashnavadi, 2019; Clauß et al., 2021).

In summary, Strategic Human Empowerment plays a crucial role in enhancing Competitive Agility by fostering a more competent and innovative workforce. However, its influence on Financial Growth appears to be less direct, indicating the need for organizations to consider additional factors that may mediate this relationship. This underscores the importance of a holistic approach to human resource management, where empowerment strategies are integrated with broader organizational objectives to achieve both agility and financial success.

5. Conclusions

The results of this study indicate that Competitive Agility is significantly influenced by Corporate Responsibility Excellence, Eco-Innovation, Organizational Resilience, and Strategic Human Empowerment. This suggests that an organization’s competitiveness can be enhanced through the implementation of corporate social responsibility, sustainable innovation, organizational resilience, and strategic human resource empowerment. Meanwhile, Financial Growth is more influenced by Eco-Innovation and Organizational Resilience, meaning that the organization’s financial growth depends more on ecological innovation and business resilience compared to other factors. Corporate Responsibility Excellence and Strategic Human Empowerment do not have a significant impact on financial growth, indicating that although these factors are important in improving the organization’s competitiveness, their impact on financial growth is not direct. Therefore, companies seeking to enhance both competitiveness and financial growth need to implement a holistic strategy that includes sustainable innovation, strengthening organizational resilience, and effective human resource empowerment. Additionally, corporate social responsibility remains crucial for business sustainability and corporate reputation, even though its impact on financial growth may not be immediately apparent. By understanding the relationships between these factors, organizations can design more effective strategies to achieve competitive advantage and sustainable financial growth.

6. References

Abashidze, G. (2024). Unveiling the digital economy: how digitization transforms economic structures. Innovative Economics and Management, 11(1), 17-26. https://doi.org/10.46361/2449-2604.11.1.2024.17-26

Aden, I. A., & Muthimi, J. (2022). Explicating the Impact of Customer Retention on Organizational

Resilience: An Empirical Study of Selected Insurance Companies in Kenya. *International Journal of Research and Innovation in Social Science*, *6*(10), 582-592.

Ahammad, M., Glaister, K., & Gomes, E. (2020). Strategic agility and human resource management. Human Resource Management Review, 30(1), 100700. https://doi.org/10.1016/j.hrmr.2019.100700

Akhtar, N. (2024). Elevating industry iq: the dance of empowerment, resourcefulness, and innovation in petrochemical realms. International Review of Management and Marketing, 14(3), 56-64. https://doi.org/10.32479/irmm.16041

Akşak, E., Ferguson, M., & Duman, Ş. (2016). Corporate social responsibility and csr fit as predictors of corporate reputation: a global perspective. Public Relations Review, 42(1), 79-81. https://doi.org/10.1016/j.pubrev.2015.11.004

Akyildirim, E. (2024). 'take back control': the implications of brexit uncertainty on investor perception of esg reputational events. European Financial Management, 31(1), 72-114. https://doi.org/10.1111/eufm.12490

Ali, H., Danish, R., & Haq, M. (2019). How corporate social responsibility boosts firm financial performance: the mediating role of corporate image and customer satisfaction. Corporate Social Responsibility and Environmental Management, 27(1), 166-177. https://doi.org/10.1002/csr.1781

Andika, R., Rizky, M. C., Ritonga, H. M., & Nurhaliza, I. (2024, August). Human Resources Empowerment Program on Village Development Performance (Case Study of Pematang Serai Village). In *1St International Conference Epicentrum of Economic Global Framework* (Vol. 1, No. 1, pp. 976-990).

Bahta, D., Jiang, Y., Islam, R., & Ashfaq, M. (2020). Corporate social responsibility, innovation capability and firm performance: evidence from sme. Social Responsibility Journal, 17(6), 840-860. https://doi.org/10.1108/srj-12-2019-0401

Chang, J. and Lee, C. (2020). The effect of service innovation on customer behavioral intention in the taiwanese insurance sector: the role of word of mouth and corporate social responsibility. Journal of Asia Business Studies, 14(3), 341-360. https://doi.org/10.1108/jabs-06-2018-0168

Cheng, B., Ioannou, I., & Serafeim, G. (2013). Corporate social responsibility and access to finance. Strategic Management Journal, 35(1), 1-23. https://doi.org/10.1002/smj.2131

Clauß, T., Abebe, M., Tangpong, C., & Hock, M. (2021). Strategic agility, business model innovation, and firm performance: an empirical investigation. Ieee Transactions on Engineering Management, 68(3), 767-784. https://doi.org/10.1109/tem.2019.2910381

Coelho, R., Jayantilal, S., & Ferreira, J. (2023). The impact of social responsibility on corporate financial performance: a systematic literature review. Corporate Social Responsibility and Environmental Management, 30(4), 1535-1560. https://doi.org/10.1002/csr.2446

Conesa, J. (2024). Performing in green: towards eco-innovation through agility and customer involvement. Journal of Organizational Change Management, 37(3), 641-658. https://doi.org/10.1108/jocm-09-2023-0359

Daas, A. and Al-Araj, R. (2019). The complementarity between corporate social responsibility disclosure and institutional investor in jordan. International Journal of Islamic and Middle Eastern Finance and Management, 12(2), 191-215. https://doi.org/10.1108/imefm-10-2017-0272

Defretes, U., & Yusran, H. L. (2023). The Effect Of The Corporate Social Responsibility (CSR) Program In Improving The Quality Of Education. *International Journal of Education, Vocational and Social Science*, *2*(04), 184-212.

Dehmolaee, S. and Rashnavadi, Y. (2019). Strategic agility in telecom industry: the effective factors on competitive advantages. Middle East J of Management, 6(1), 1. https://doi.org/10.1504/mejm.2019.10016558

Devie, D. (2023). The importance of organizational agility to improve performance: evidence from the hotel industry in the post-covid-19 era. Binus Business Review, 14(3), 271-284. https://doi.org/10.21512/bbr.v14i3.9363

Du, Y. and Wang, H. (2022). Green innovation sustainability: how green market orientation and absorptive capacity matter?. Sustainability, 14(13), 8192. https://doi.org/10.3390/su14138192

Holloway, S. (2024). How supply chain innovations drive marketing differentiation: a qualitative analysis of consumer goods companies.. https://doi.org/10.20944/preprints202406.1613.v1

Hou, T. (2018). The relationship between corporate social responsibility and sustainable financial performance: firm‐level evidence from taiwan. Corporate Social Responsibility and Environmental Management, 26(1), 19-28. https://doi.org/10.1002/csr.1647

Ivanov, D., Dolgui, A., & Sokolov, B. (2018). The impact of digital technology and industry 4.0 on the ripple effect and supply chain risk analytics. International Journal of Production Research, 57(3), 829-846. https://doi.org/10.1080/00207543.2018.1488086

Jang, S., Ko, H., Chung, Y., & Woo, C. (2019). Csr, social ties and firm performance. Corporate Governance, 19(6), 1310-1323. https://doi.org/10.1108/cg-02-2019-0068

Lu, Q., Hu, D., & Wang, Y. (2020). How do firms achieve sustainability through green innovation under external pressures of environmental regulation and market turbulence?. Business Strategy and the Environment, 29(6), 2695-2714. https://doi.org/10.1002/bse.2530

Mangesti Rahayu, S. (2019). Mediation effects financial performance toward influences of corporate growth and assets utilization. *International Journal of Productivity and Performance Management*, *68*(5), 981-996.

Mi, J., Jiang, S., Tao, X., & Hu, W. (2018). The relevance of social responsibility and financial performance of listed companies. Journal of Management and Sustainability, 8(2), 40. https://doi.org/10.5539/jms.v8n2p40

Moh'd, S. (2024). Agile human resource management: a systematic mapping study. German Journal of Human Resource Management Zeitschrift Für Personalforschung, 38(4), 345-374. https://doi.org/10.1177/23970022231226316

Mulyono, H. and Syamsuri, A. (2023). Organizational agility, open innovation, and business competitive advantage: evidence from culinary smes in indonesia. International Journal of Social Science and Business, 7(2), 268-275. https://doi.org/10.23887/ijssb.v7i2.54083

Mulyono, H. and Syamsuri, A. (2023). Organizational agility, open innovation, and business competitive advantage: evidence from culinary smes in indonesia. International Journal of Social Science and Business, 7(2), 268-275. https://doi.org/10.23887/ijssb.v7i2.54083

Naqshbandi, M., Tabche, I., & Choudhary, N. (2019). Managing open innovation. Management Decision, 57(3), 703-723. https://doi.org/10.1108/md-07-2017-0660

Nurbaiti, B. (2021). Hr analytics: predicting and enhancing financial performance through human resource data. Atestasi Jurnal Ilmiah Akuntansi, 4(2), 446-462. https://doi.org/10.57178/atestasi.v4i2.819

Nuryakin, N., Nurjanah, A., & Ardyan, E. (2022). Open innovation strategies and smes' performance: the mediating role of eco-innovation in environmental uncertainty. Management Systems in Production Engineering, 30(3), 214-222. https://doi.org/10.2478/mspe-2022-0027

Papaioannou, A., Dimitropoulos, P., Koronios, K., & Marinakos, K. (2023). Perceived financial performance in sport services firms: the role of hrm practices and innovation. Evidence-Based HRM a Global Forum for Empirical Scholarship, 12(1), 1-22. https://doi.org/10.1108/ebhrm-10-2022-0250

Primasari, N. (2024). Environmental, corporate social responsibility, governance, and sales growth effects on financial performance. E3s Web of Conferences, 482, 02003. https://doi.org/10.1051/e3sconf/202448202003

Pucheta-Martínez, M. and Chiva-Ortells, C. (2018). The role of directors representing institutional ownership in sustainable development through corporate social responsibility reporting. Sustainable Development, 26(6), 835-846. https://doi.org/10.1002/sd.1853

Qosasi, A., Permana, E., Muftiadi, A., Purnomo, M., & Maulina, E. (2019). Building smes' competitive advantage and the organizational agility of apparel retailers in indonesia: the role of ict as an initial trigger. Gadjah Mada International Journal of Business, 21(1), 69. https://doi.org/10.22146/gamaijb.39001

Rumman, A., Al-Abbadi, L., & Alshawabkeh, R. (2020). The impact of human resource development practices on employee engagement and performance in jordanian family restaurants. Problems and Perspectives in Management, 18(1), 130-140. https://doi.org/10.21511/ppm.18(1).2020.12

Ryszko, A. (2017). Eco-innovation performance and selected competitiveness issues perceived by managers in the eu member states - a cross-country analysis. Acta Universitatis Agriculturae Et Silviculturae Mendelianae Brunensis, 65(5), 1751-1760. https://doi.org/10.11118/actaun201765051751

Sarkar, S., Chatterjee, M., & Bhattacharjee, T. (2021). Does csr disclosure enhance corporate brand performance in emerging economy? evidence from india. Journal of Indian Business Research, 13(2), 253-269. https://doi.org/10.1108/jibr-06-2019-0201

Satar, A., Al Musadieq, M., & Hutahayan, B. (2023). Enhancing Sustainable Competitive Advantage: The Role of Dynamic Capability and Organizational Agility in Technology and Knowledge Management: Indonesian Stock Exchange Evidence. *International Journal of Operations and Quantitative Management*, *29*(2).

Suwandi, S., & Susilawati, A. (2023). THE EFFECT OF CORPORATE SOCIAL RESPONSIBILITY, MANAGERIAL OWNERSHIP AND INTELLECTUAL CAPITAL ON COMPANY VALUE WITH COMPANY PERFORMANCE AS A MEDIATION VARIABLE. Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA), 7(2), 483-496. https://doi.org/10.31955/mea.v7i2.3046

Suwandi, S. (2024). PENGARUH ETIKA BISNIS, ETOS KERJA, REMUNERASI, DAN PELIBATAN KARYAWAN TERHADAP REPUTASI PERUSAHAAN PADA PERUSAHAAN PERKEBUNAN TERBUKA DIMEDIASI KEPUASAN KERJA. JMM17 : Jurnal Ilmu Ekonomi Dan Manajemen, 11(2), 102-112. https://doi.org/10.30996/jmm17.v11i2.11041

Suwandi. (2022). The Effect of Green Development Models on Business Sustainability in Property Companies in the Digital Age. International Journal of Social Science and Business, 6(4), 605–612. https://doi.org/10.23887/ijssb.v6i4.48159

Suwandi, I. M. H., Subroto, S., & Amalia, M. R. (2024). A study on influence of select variables on mediation of green information technology capital in mining industry. Asian Journal of Economics, Business and Accounting, 24(10), 104-119. https://doi.org/10.9734/ajeba/2024/v24i101516

Suwarno, S. (2023). Optimizing budget allocation: a strategic framework for aligning human resource investments with financial objectives and business goals. Atestasi Jurnal Ilmiah Akuntansi, 6(2), 835-855. https://doi.org/10.57178/atestasi.v6i2.880

Thakkar, D. (2024). A study on consumer purchasing behaviour after digital transformation of business. Int Res J Adv Engg Mgt, 2(05), 1778-1784. https://doi.org/10.47392/irjaem.2024.0264

Thottoli, M. and Thomas, K. (2021). The impact of web marketing on corporate social responsibility (csr) and firms' performance. Rajagiri Management Journal, 17(1), 37-51. https://doi.org/10.1108/ramj-03-2021-0022

Tilt, C., Qian, W., Kuruppu, S., & Dissanayake, D. (2020). The state of business sustainability reporting in sub-saharan africa: an agenda for policy and practice. Sustainability Accounting Management and Policy Journal, 12(2), 267-296. https://doi.org/10.1108/sampj-06-2019-0248

Yu, P. (2024). The impact of consumer environmental preferences on the green technological innovation of chinese listed companies. Sustainability, 16(7), 2951. https://doi.org/10.3390/su16072951

Yuan, X. and Zheng, C. (2022). Evolutionary game and simulation analysis of low-carbon technology innovation with multi-agent participation. Ieee Access, 10, 11284-11295. https://doi.org/10.1109/access.2022.3143869

Yurdakul, M., & Kazan, H. (2020). Effects of eco-innovation on economic and environmental performance: Evidence from Turkey's manufacturing companies. *Sustainability*, *12*(8), 3167.

Zastempowski, M. and Cyfert, S. (2023). A new angle on smes' competitiveness. how do agility capabilities affect a firm's competitive position?. Journal of Organizational Change Management, 36(4), 635-662. https://doi.org/10.1108/jocm-09-2022-0255

Zatwarnicka-Madura, B., Siemieniako, D., Gliński, E., & Sazonenka, Y. (2019). Strategic and operational levels of csr marketing communication for sustainable orientation of a company: a case study from bangladesh. Sustainability, 11(2), 555. https://doi.org/10.3390/su11020555

Zhang, H. and Bi, C. (2022). Research on the relationship between corporate social responsibility and financial performance of chemical companies. Technium Social Sciences Journal, 35, 490-499. https://doi.org/10.47577/tssj.v35i1.7329