

Effective Strategy to Maintain Social Enterprise Business Sustainability

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ABSTRACT

Sociopreneurship is expected to address poverty and the unequal distribution of wealth in Indonesia. In Indonesia's Social Enterprise (SE) crowdfunding platform, only 21% are active, while 79% are inactive. This research examines how marketing dimensions such as trust, commitment, communication, and conflict-handling abilities influence customer satisfaction and loyalty. The study surveyed 210 respondents. Data management and analysis were conducted using SPSS version 22.0. All five hypotheses of this study were accepted. The managerial implications highlight that relationship marketing has an important effect in increasing customer satisfaction and loyalty, crucial for advancing social enterprises. This research contributes to sustainability and relationship marketing in social enterprises. Therefore, companies should prioritize relationship marketing by consistently fulfilling promises to customers and maintaining a positive reputation in the community.

Keywords: Social Enterprise; Relationship Marketing; Trust, Commitment, Communication, Conflict Handling, Social Enterprise Sustainability; Sociopreneur, Customer Satisfaction, Customer Loyalty.

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1. INTRODUCTION

The Covid-19 pandemic entered Indonesia in early 2020 and has affected all aspects of human life, especially consumption patterns (Amelia et al., 2022). According to Yulianti (2019), the distribution of social enterprises in Indonesia is still very limited. Based on data from AlliedCrowd in 2018, Indonesia has 61 Social Enterprise crowdfunding platforms, with 14 active and 47 inactive. In percentage terms, only 21% are active, while 79% are inactive (Nugroho and Rachmaniyah, 2019). Although around 900 Social Enterprises are recorded in PLUS, these enterprises started their business within the last 5 years, and their current status is unclear. Various technologies and methods were used by companies to deliver products (Rofiah et al., 2023).

In accordance with Keefe (2008), the Social Enterprise model has the same organs as conventional companies in general, Social Enterprise also has a marketing unit for the products it produces, creating value for different stakeholders and society in a profitable way. Social or environmental problems that occur in society are the origin of the emergence of Social Enterprise which seeks to solve existing problems through entrepreneurship in specific fields (Hackett, 2016). According to Roy and Goswami (2020), Social Enterprise marketing hasn't significantly emerged in over sixty years. In Indonesia, the draft Social Enterprise Law was only discussed in the 2016 plenary meeting, and the Social Enterprise Bill is considered a necessity and urgent to pass (platformusahasosial.com, 2019).

This research was conducted at the Bhakti Alam Sendang Biru Foundation Social Enterprise, which has succeeded in replacing the old paradigm, utilizing nature by exploiting its potential (forest logging, mining, fishing that are not environmentally friendly) with a new paradigm of "just protecting nature so we don't damage it.". Departing from the phenomenon of success in marketing its services and maintaining its business for up to 18 years (starting from 2005 until now) (Kominfo Jatim et al., 2016), and having a measurable impact, it is crucial to reveal and explore the strategy of the Bhakti Alam Sendang Biru Foundation in marketing the Tiga Warna Clungup Mangrove Conservation (CMC) ecotourism.

Saputra dan Ariningsih, (2014) suggested that relationship marketing dimensions include trust, commitment, communication, and conflict handling abilities. This study also seeks to determine the influence of four dimensions of relationship marketing on Customer Satisfaction and ultimately on Customer Loyalty.

Based on the explanation above, this research tries to reveal how the strategy for maintaining social enterprise sustainability aligns with existing phenomena. According to data from the British Council, the social enterprise sector has made a significant contribution in empowering women, with a workforce that is estimated to consist of 69 percent women. This sector saw a 99 percent increase in female employees from 2016 to 2017. The success of social enterprises has the potential to contribute around 1.91 percent of Indonesia's GDP, amounting to IDR 19.4 billion (Hesselbein and Goldsmith, 2013).

This research is important to examine, considering the significant contribution of this sector to expanding the understanding of social enterprise, sustainability and relationship marketing. Currently, social enterprises face fierce competition in educating customers about the importance of social activity. Therefore, understanding the variables that have a significant influence on shaping customer loyalty will greatly help social enterprises globally. In addition, this research enhances the understanding of relationship marketing, especially in social enterprises, which ultimately contributes to the sustainability of social enterprise.

2. LITERATURE REVIEW

2.1. Business Collaboration and Social Enterprise for Social Transformation

There are 37 articles from reputable journals that have been summarized by researchers related to social enterprise issues in running and maintaining their businesses, particularly concerning the social enterprise marketing strategy as described earlier.

2.2. Relationship Marketing Dimension

Most research on Relationship Marketing consistently emphasizes the dimensions of Trust and Commitment, supported by statements from Palmatier et al. (2009): "Most theories of relationship marketing emphasize the role of trust and commitment in affecting performance outcomes." Additionally, Palmatier stated that Gratitude also play a significant role in influencing Relationship Marketing: "Overall, the research empirically demonstrates that gratitude plays an important role in understanding how relationship marketing investments increase purchase intentions, sales growth, and share of wallet." According to Saputra dan Ariningsih (2014), relationship marketing dimensions include trust, commitment, competence, communication, and conflict handling abilities.

2.3. Trust

Ndubisi (2007) explains trust as the belief that a partner's words or promises are reliable and that party will fulfill their obligations in this relationship. Sirdeshmukh *et al.*, (2002) state that there is a relationship between trust and consumer loyalty; when a provider acts in a way

that builds consumer trust, the perceived risk with a particular service provider is likely reduced, allowing consumers to make confident predictions about the future behavior of the provider. Ndubisi (2007) concluded that there is a positive influence of trust on customer loyalty.

H1: Trust Has a Significant Influence on Customer Satisfaction.

2.4. Commitment

Leung et al. (2005) define commitment as a psychological state that represents the experience of dependence on a relationship; it summarizes previous experiences of dependence and directs reactions to new situations. Ndubisi (2007) states that psychologists define commitment in terms of decisions or cognitions that bind individuals to behavioral dispositions. Ndubisi (2007) concluded that there is a positive influence of commitment on customer loyalty.

H2: Commitment Has a Significant Effect on Customer Satisfaction.

2.5. Communication

Mc Daniel, Lamb and Hair (2007, p.394) define communication as the process by which we exchange or share meaning through a common set of symbols. Ndubisi (2007) explains that communication means staying in touch with valuable customers, providing timely and reliable information about services and service changes, and communicating proactively in case of delivery problems. Ndubisi (2007) concluded that there is a positive influence of communication on customer loyalty.

H3: Communication Has a Significant Influence on Customer Satisfaction.

2.6. Conflict Handling

Leung et al. (2005) define conflict handling as a person's ability to manage and resolve disagreements in a relationship. Ndubisi (2007) defines conflict handling as the ability of suppliers to prevent potential conflicts, resolve apparent conflicts before they escalate, and openly discuss solutions when problems arise. Ndubisi (2007) concluded that there is a positive influence of conflict handling on customer loyalty.

H4: Conflict Handling Has a Significant Effect on Customer Satisfaction.

2.7. Customer Satisfaction

Darian et al. (2001) stated that customer satisfaction is a central element in the marketing exchange process because it undoubtedly contributes to the success of service providers. Research by Martin-Consuegra, Molina, and Esteban (2007) found findings that support the positive effect of customer satisfaction on customer loyalty.

H5: Customer Satisfaction Has a Significant Effect on Customer Loyalty

2.8. Customer Loyalty

Dean (2007) explains that customer loyalty is defined as the degree to which customers recommend and express a preference for future use of a particular company. According to Bell and Eisingerich (2007), customer loyalty is defined as the consumer's intention to stay with the organization and their commitment to increase the depth (i.e., through increased transaction volume) and breadth (i.e., through purchasing a wider range of products) of their relationship with the organization.

3. METHODS

This study used qualitative research methods (Ihalauw, 2008) with a post-positivist

paradigm (Ardial, 2014). The research design employed in this study is Grounded Theory, which derives theory from reality and explains existing events (Ihalauw, 2008).

The analysis unit in this study utilized purposive snowball sampling, targeting individuals who possess deep understanding of current issues. This included Pioneers, Founders, and Management involved in decision-making, the Research and Development Unit, Business Activity Unit, and Conservation Unit as technical implementers, along with structural officials at the Bhakti Alam Sendang Biru Foundation.

Additionally, this study incorporated quantitative methods by distributing questionnaires to 110 respondents who are customers of the Bahkti Alam Sendang Biru Foundation. Data from the quantitative methods were processed using multiple regression analysis with SPSS 21.00 software.

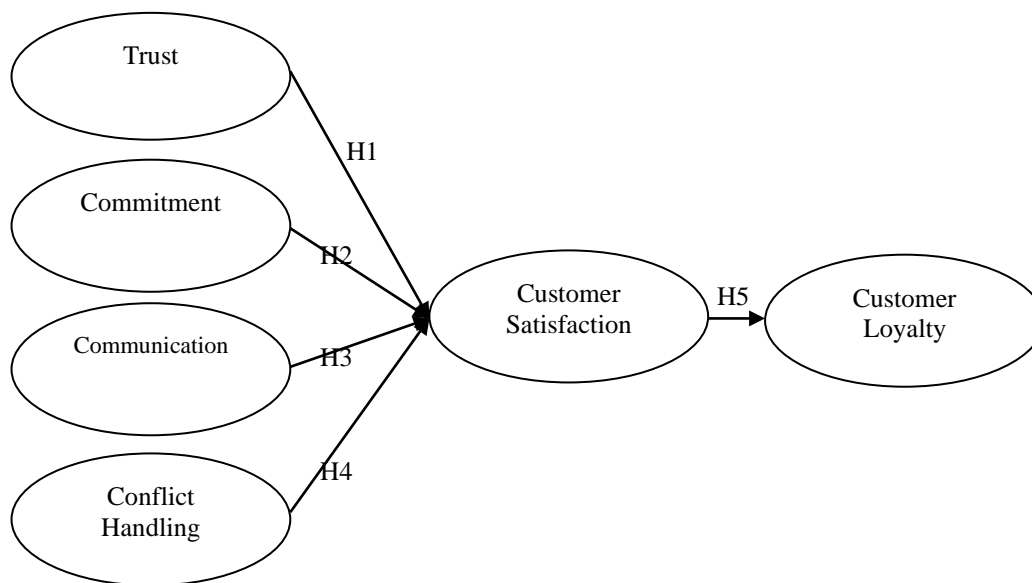


Figure 1. Research Model

4. RESULTS

4.1. Qualitative Approach

The results of this study were obtained through in-depth interview techniques conducted directly with informants, serving as a form of direct search and documentation in the field. Additionally, observation techniques were employed to complement the collected data. Grounded theory was selected as the primary method, capable of fulfilling the need and recommended as a strategy for making sense of situations where prior theoretical frameworks are absent (Langley, 1999), and for generating new theories from empirical data (Goulding, 2002).

Manual Data Analysis Procedure

Each interview transcript was carefully listened to, read, and reviewed to ensure accurate reflection of the communicated content during the interviews (Rofiah, 2023). The stages of manual analysis of qualitative data included Diary, Transcript, Coding, Categorization, Themes, and Propositions. The detailed process of analyzing manual data in this study is outlined in the accompanying procedure.

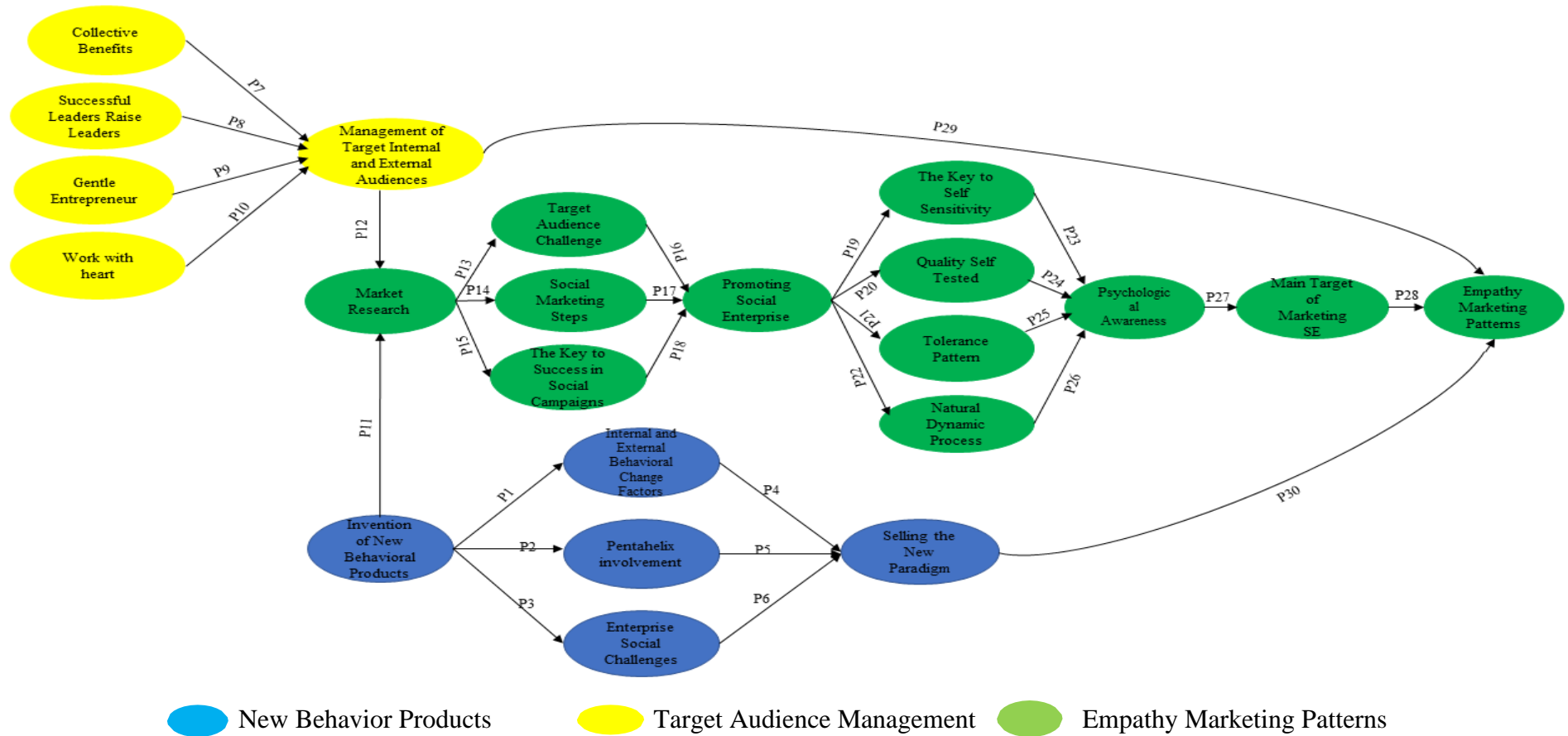


Figure 2. Image of Social Enterprise Sustainability Strategy Construction Through Empathetic Marketing

Reporting Research Results

Figure 2 presents the results of manual data analysis conducted by researchers through the process of coding, categorizing themes, and developing propositions. The image below provides a detailed overview of Sustainability Management in Social Enterprises, illustrating the relationships between concepts and forming Propositions.

4.2. Quantitative Approach

4.2.1. Validity, Reliability and Multicollinearity Test

The outputs from this process, in the form of corrected item-total correlation and Cronbach's Alpha, represent the validity and reliability of each questionnaire based on the indicators of each variable. To pass the validity test, the corrected item-total correlation must be greater than the R Table (0.196). For the reliability test, Cronbach's Alpha value must be greater than 0.7. Additionally, to pass the multicollinearity test, the VIF value must be less than 10, and the tolerance must be less than 0.1.

Table 1. Validity, Reliability, and Multicollinearity Test

Variable	Indicator	Validity Test	Reliability Test	Tolerance	VIF
Trust (TR)	TR1	.603	.667	.582	1.733
	TR2	.559			
	TR3	.543			
Commitment (CO)	CO1	.670	.773	.967	1.198
	CO2	.676			
	CO3	.652			
Communication (COM)	COM1	.658	.783	.922	1.095
	COM2	.788			
	COM3	.763			
Conflict Handling (CH)	CH1	.543	.674	0.457	2.008
	CH2	.788			
	CH3	.564			
Customer Satisfaction (CS)	CS1	.657	.759	0.836	1.209
	CS2	.782			
	CS3	.598			
Customer Loyalty (CL)	CL1	.676	.903	-	-
	CL2	.887			
	CL3	.817			

Source: Researcher, 2024

Based on the validity, reliability, and multicollinearity tests conducted on the data (Table 1), it is confirmed that all indicators used to estimate each variable are valid, reliable, and pass the multicollinearity test.

4.2.2. Normality Test

A normality test is conducted to assess whether the residual variable in the regression model follows a normal distribution. The Kolmogorov-Smirnov test is employed for this purpose. If the Asymp Value exceeds 0.05, it indicates that the residuals are normally distributed.

Table 2. Normality Test

No.	Equation	Asymp.Sig. (2-tailed)	Critical Number	Description
1.	TR,CO,COM,CH→ CS	0.065	0.05	Normal
2.	CS → CL	0.054	0.05	Normal

Source: Researcher, 2024

Note:

TR: Trust

CO: Commitment

COM: Communication

CH: Conflict Handling

CS: Customer Satisfaction

CL: Customer Loyalty

From table 2, the value of Asymp. Sig is greater than 0.05, indicating that the data collected in this research follows a normal distribution.

4.2.3. Multiple Regression and T-Test

Table 3. Multiple Regression and T-Test

Variable	Standardised Coef	Sig	Description
TR*CS	.233	.011	Hypothesis Accepted
CO*CS	.211	.014	Hypothesis Accepted
COM*CS	.202	.022	Hypothesis Accepted
CH*CS	.311	.006	Hypothesis Accepted
CS*CL	.412	.000	Hypothesis Accepted

Source: Researcher, 2024

Note:

TR: Trust

CO: Commitment

COM: Communication

CH: Conflict Handling

CS: Customer Satisfaction

CL: Customer Loyalty

The results of the t-test sig from Table 3 show that all three hypotheses are supported since the t-test values are lower than 0.05. Therefore, it can be concluded that H1, H2, H3, and H4 are supported. Furthermore, as shown in Table 3 above, Customer Satisfaction has the largest and positive direct influence on Customer Loyalty, with a regression coefficient of 0.412. The factors with biggest positive influence on Customer Satisfaction are Conflict Handling (0.311), Trust (0.233), Commitment (0.211) and Communication (0.202).

5. DISCUSSION

Social Enterprise Marketing Strategy Construction

To address the fifth research question regarding the construction of a social enterprise marketing strategy, it is necessary to link the concepts discussed previously to formulate the following propositions:

The Link between the Discovery of New Behavioral Products and Internal and External Behavioral Change Factors

The invention of new behavioral products, which leads to achieving the goals of the Bhakti Alam Sendang Biru Foundation's social enterprise, should be considered as an intermediate goal with potential implementation problems. Ordinary daily behavior may encounter unexpected obstacles, and the desire for new behavior should be carefully considered as a challenge. This concept of new behavior change has also been explored by Nielsen et al. (2021).

Proposition 1 (P1): Discovery of New Behavioral Products Influences Internal and External Behavior Change Factors

The Link between Invention of New Behavioral Products and Pentahelix Engagement

Cross-sectoral cooperation, facilitated by the pentahelix structure, has been identified as a driver for beneficial relationships among economic sectors, supported by academic knowledge and government support (Marasco et al., 2018). The role of the social enterprise Bhakti Alam Sendang Biru Foundation in tourism destination management can be enhanced through the support of a proactive, organized target audience that can assist in developing this knowledge from a bottom-up perspective (Björk, 2014) and the pentahelix model (Calzada, 2019).

Proposition 2 (P2): New Behavioral Product Inventions Affect Pentahelix Engagement.

Links between Invention of New Behavioral Products and Social Enterprise Challenges

In realizing the discovery of new behavioral products, systematic action is needed to achieve specific targets. This endeavor is linked to behavior change within the rapidly expanding domain of social enterprise, where organizations strive to innovate solutions for persistent social problems such as hunger, poverty, and education. They frequently utilize business knowledge, strategies, and tactics to fulfill their social objectives (Smith et al., 2010).

Proposition 3 (P3): Invention of New Behavioral Products Affects Social Enterprise Challenges.

The Link between Internal and External Behavioral Change Factors and the Promotion of the New Paradigm

The gap between internal and external factors influencing behavior change highlights a major challenge in research, or perhaps even provides support for it. A study on the intention-behavior gap conducted by Kwasnicka et al. (2016) sheds light on this issue. Understanding how external factors influence behavior may elucidate some discrepancies in the attitude-behavior model. Additionally, efforts to promote a new paradigm may be more effective if the target audience considers factors beyond the motivations of the team leader. Stern et al. (1995) argue that situational factors play a role in determining how accurately the attitudinal-behavior model predicts behavior when selling or promoting a new paradigm.

Proposition 4 (P4): Internal and External Behavioral Change Factors Influencing the Promotion of the New Paradigm

Links between Pentahelix's Engagement and New Paradigm Promotion

The social enterprise Bhakti Alam Sendang Biru Foundation advocates for a new paradigm that can benefit its target audiences. Therefore, addressing this requires a multi-stakeholder approach. Oberlack et al. (2019) and the Pentahelix model (Calzada, 2016) underscore the importance of maintaining a dynamic power balance

among stakeholders, emphasizing collaboration and transparency. Updating the Pentahelix model complements the ongoing promotion strategy (Jacobs et al., 2022).

Proposition 5 (P5): Penta Helix's Involvement Influences New Paradigm Promotion

The Link between Enterprise Social Challenges and the Promotion of a New Paradigm

According to Liu et al. (2021), the challenges faced by Social Enterprises in creating synergy opportunities, which enable companies to devise promotional strategies or offer different services through online channels, have a significant impact not only on management but also on consumer behavior. As part of this promotion strategy, a new touchpoint portfolio is introduced, allowing companies to interact with consumers (Ascarza et al., 2018), ultimately leading to a shift to a new paradigm (Balland et al., 2022).

Proposition 6 (P6): Enterprise Social Challenges Influencing New Paradigm Promotion

Links between Collective Usefulness and Management of Internal and External Target Audiences

The conceptualization of shared values interaction is based on the assumption of mutual benefit embodied in the values used and emerges in socially mediated contexts (Essamri et al., 2019). This understanding of interaction demonstrates the consensual logic of co-creation of value, assuming shared facilities and dispositions among actors to integrate both internal and external resources. According to Vargo and Lusch (2011), shared value creation is collective in nature, as highlighted by Bridoux and Stoelhorst (2022), and by Corvellec & Hultman (2014).

Proposition 7 (P7): Collective Usefulness Influences Management of Internal and External Target Audiences

The Link between Successful Leaders Emerging Leaders and Management of Internal and External Target Audiences

A causal relationship between transformational leadership behavior and unit performance, moderated by the degree of support for innovation and various transformational, charismatic, or aspirational labels, has been proposed (Zheng et al., 2016). Successful leaders emerge through active and positive exchanges between leaders and followers, where followers are rewarded or recognized for achieving agreed-upon goals (Patiar & Wang, 2020).

Proposition 8 (P8): Successful Leaders Emerge Leaders Influence Management Target Internal and External Audiences

Links between Responsible Entrepreneurs and Management of Internal and External Target Audiences

The primary mechanism for managing the main external target audience is enterprise market control, where the company is accountable to its internal target audience. Responsible entrepreneurs have increasingly recognized the significance of governance mechanisms for both internal and external target audiences. Compliance has led to notable changes in mechanisms related to target audiences—mechanisms (Khan et al., 2020). The company prioritizes structural governance mechanisms for both internal and external target audiences (Asiaei et al., 2022).

Proposition 9 (P9): Responsible Entrepreneurs Influence Management Target Internal and External Audiences

The Relationship between Working with Heart and Management of Internal and External Target Audiences

Systematic management of planned behavior, communication, and symbolism is crucial for achieving a positive reputation with the target audience of an organization (Moon, 2021). A potent "navigation tool" involves addressing both internal and external target audiences, effectively balancing external orientation with internal orientation. The internal target audience serves as the focal point for managing the company's brand, internal branding, and branding initiatives (Ngo et al., 2020).

Proposition 10 (P10) : Working With Heart Influence Management Target Internal and External Audiences

The Link Between The Discovery Of New Behavioral Products And Market Research

Bhattarai et al. (2019) suggest that social enterprises aiming for disruptive innovations should not only concentrate on cultivating market-disruptive capabilities but also prioritize learning about and addressing the prevailing needs and demands of their existing market targets. This approach is advocated to improve both the economic and social performance of the organization, rather than investing solely in the development of products and services for new markets.

Proposition 11 (P11): Product Discovery New Behavior Influences Market Research

Linkages between Internal and External Target Audience Management and Market Research

Lin et al. (2022) assert that the trust of the internal target audience in a social enterprise significantly influences their behavior. Consequently, social enterprises adopt the attitudes of both internal and external target audiences as focal points in their market research efforts.

Proposition 12 (P12): Management Target Internal And External Audiences Influencing Market Research

Links between Market Research and Target Audience Challenges

According to Sahasranamam & Nandakumar (2020), social enterprise market research does not utilize financial metrics to gauge business success; instead, it relies on subjective measures determined by the target audience. Social enterprises are driven to launch their businesses to address social needs that are not adequately met by current market suppliers (Rosca et al., 2020).

Proposition 13 (P13): Market Research Affects Target Audience Challenges

The link between Market Research and Social Marketing Measures

Erhardt et al. (2019) argue that it is crucial to broaden the scope of traditional social marketing to address global poverty, with 90% of cases found in developing countries. Ancillai et al. (2019) emphasize the importance of integrating approaches through the development of a social marketing plan, elucidating the various roles of implementing social marketing principles and techniques in developing countries. Englund et al. (2020) explain the steps involved in "social marketing" and continue to generate interest in the field.

Proposition 14 (P14): Market Research Influences Social Marketing Steps

The link between Market Research and the Key to Success in Social Campaigns

Successful social marketing campaigns utilize market research to identify the key elements of the "marketing mix," including product, price, place, and promotion (Lahtinen et al., 2020), target audience, and brand segmentation (Jones et al., 2019). The most fundamental characteristic of social marketing is rigorous market research (Petrescu & Krishen, 2020).

Proposition 15 (P15): Market Research Affects the Key to Success in Social Campaigns

Links between Target Audience Challenges and Socializing Social Enterprise

Social enterprise socialization strategies aimed at meeting the need for more professional skills and more effective management methods for social enterprises operating within challenging target audience conditions can be more effectively communicated. Petrescu & Krishen (2020) develop the concept of the "public service entrepreneur," demonstrating that entrepreneurship can emerge in any field, each accompanied by its own set of challenges.

Proposition 16 (P16): Target Audience Challenges Influence Socializing Social Enterprise.

The Link between Social Marketing Steps and Promoting Social Enterprise

According to Bublitz et al. (2021), understanding the relative effectiveness of social marketing in influencing how social enterprises socialize with their target audience is facilitated by highlighting the conceptual framework employed by marketing strategists. Marketers perceive the marketing challenge as one of developing the right product supported by appropriate promotion and placing it at the correct price.

Proposition 17 (P17): Social Marketing Steps Influence Socializing Social Enterprise

The link between the Keys to Success in Social Campaigns and Promoting Social Enterprise

Fan et al. (2020) state that measuring the success of a social campaign is an ongoing process aimed at increasing positive impact (Gleditsch et al., 2022). Social enterprises utilize a strategy of socialization to gauge their success (Connolly, 2020).

6. CONCLUSION

Empathy Marketing Patterns encompass five associations that contribute to reaching a heightened level of psychological awareness, as revealed in this study. The researchers have coined this framework as the "Empathy Marketing Theory for Social Enterprises". Given the limited research on empathy marketing strategies for social enterprises and the precarious existence of many social enterprises within five years of operation, delving into this area becomes increasingly crucial. With the burgeoning establishment of new social enterprises in Indonesia, there is a pressing need for researchers to expedite such studies to aid these nascent enterprises in effectively marketing their products.

In addition, companies must prioritize enhancing customer satisfaction to foster customer loyalty. This can be achieved by consistently updating customers on the progress of projects undertaken by the company. Furthermore, elevating certain variables, such as conflict resolution, ensures that every issue encountered by customers is promptly and effectively resolved, which significantly contributes to customer satisfaction.

Enhancing customer trust is crucial, and this can be achieved by consistently delivering progress updates on projects as promised. Moreover, bolstering commitment entails maintaining discipline in project execution and ensuring project success before venturing into new endeavors. Additionally, improving communication is vital, involving transparent and regular updates on project progress.

The findings of this study reinforce the significance of relationship marketing in social entrepreneurship, with potential global applicability. Hence, it remains

imperative for companies to prioritize improving relationship marketing efforts, upholding promises made to customers, and safeguarding the company's reputation within the community.

7. LIMITATION

Firstly, this research focused on the social enterprise marketing strategy, conducting in-depth interviews directly with only two key informants who demonstrated success. However, interviews with the remaining three informants were conducted under various constraints and through different mediums, primarily due to prevailing pandemic conditions. Nevertheless, researchers endeavored to gather comprehensive insights from other informant sources, using mediums conducive to triangulating aspects of firsthand knowledge and experience in initiating and managing the social enterprise operations of the Bhakti Alam Sendang Biru Foundation.

Secondly, for quantitative research, expanding the scope to include more independent variables and increasing the sample size could enhance the depth of analysis. Additional independent variables, such as cultural factors, relative advantage, and technological information, could be incorporated into the study.

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