Resilience mechanisms of social enterprises in times of crisis

Radikal Yuda Utama[a,*], Babita Bhatt[b]

[a]*The Australian National University, CBE Building, 26C Kingsley Street, Acton ACT 2601, Australia*
[b]*Research School of Management, The Australian National University, Room 1056, PAP Moran Building (26B), Acton ACT 2601, Australia*

Abstract

Unlike typical organizations, social enterprises are considered inherently vulnerable in view of their integration of two distinct institutional logics: economic and social. This duality, however, also positions social enterprises as a crucial societal agent, particularly in Indonesia, for addressing any intricate social issues. In turn, this research aims to examine the challenges, resilience sources, and strategies that social enterprises employ to maintain resilience during crises. Semi-structured interviews were conducted with five social enterprise founders and utilize the framework analysis technique to analyze data collected. Data triangulation was achieved by supplementing interview data with secondary sources, including reports, websites, and social media from all participants. The study identified two primary resilience sources: internal and external factors. Notably, the resilience process can be articulated through four mechanisms: social imprinting, community dynamics, weak ties, and Gotong Royong (mutual cooperation). This research aims to contribute to the theoretical understanding of social enterprise resilience and relationships, while also offering practical insights for social enterprises to enhance their resilience.

1. Introduction

Efforts to achieve resilience are more crucial now than ever. Businesses, including social enterprises, must navigate ongoing challenges and adapt to a global economic downturn, especially during and after the pandemic. In Indonesia, a developing country, these challenges are not only market-related but also encompass administrative and bureaucratic hurdles, human capital issues, and infrastructure deficiencies. Consequently, Indonesia ranks 73rd out of 190 countries in the Ease of Doing Business Index, according to the latest World Bank report (World Bank Group, 2020).

Statistics from Indonesia indicated that during the pandemic from 2019 to 2020, the proportion of enterprises in good condition plummeted from 74.8% to 33%, while those in poor condition surged from 3.6% to 42.5%. These figures starkly illustrate the significant impact of the COVID-19 pandemic on Indonesian enterprises. The situation is particularly severe for social enterprises due to their hybrid nature. The dual pursuit of commercial and social objectives during the pandemic might place them in a challenging position, as they must balance the allocation of limited resources to both goals (Aldianto et al., 2021).

The concept of social enterprise in Indonesia dates to the 20th century when Mohammad Hatta, the first vice president, introduced cooperatives to tackle the nation's economic and social issues. This initiative is rooted in the Indonesian philosophy of Gotong Royong, which translates to "working together." In traditional society, Gotong Royong emphasizes collective welfare, where individuals assist to each other and prioritize communal benefits over personal gains. The founding fathers of Indonesia believed that this cooperative spirit would expedite the resolution of social and economic problems (Lukiyanto & Wijayaningtyas, 2020)

As a developing nation, Indonesia faces a multitude of complex social issues. More than 100 million people lack access to electricity (Global Entrepreneurship Monitor, 2016), and the poverty rate still elevates at 10.19% (Izzati, 2020). There is also the insufficient support for individuals with disabilities (Indrasari et al., 2019), considerable disparities in educational quality (Harahap et al., 2020), and critical environmental challenges such as waste management, deforestation, and climate change. Social enterprises are essential for addressing these challenges, and their long-term viability is a key to foster positive transformation. They aim to boost local economies through creative industries, empower communities in environmental conservation efforts, support vulnerable youth and children, innovate rehabilitation methods for individuals with mental health disorders, and offer renewable energy solutions to rural areas lacking electricity (British Council, 2018). This study aims to explore three following research questions: challenges faced by social enterprises in Indonesia; key resources and capabilities to cope with those challenges and strategies that social enterprises adopt to survive.

2. Methodology

2.1. Research design

This qualitative study employed semi-structured interviews for data collection, selected for their ability to delve deeply into participants' interpretations, experiences, perspectives, and viewpoints (Hammarberg et al., 2016). Thus, the qualitative approach is suitable for examining the challenges faced by social enterprises in Indonesia, identifying crucial resources and capabilities they employ, and exploring the strategies resilient social enterprises use to overcome these challenges. The study aims to investigate: 1) the specific obstacles social enterprises encounter in Indonesia, 2) the essential resources and capabilities necessary to address these challenges, and 3) the survival strategies implemented by resilient social enterprises.

2.2. Research context

The participants involved in this study are those living in Java, Indonesia, which dominates more than half of the country's population (56 percent, equivalent to 151 million people) and remains a key center for business and government activities (Azzizah, 2015; Statista, 2021). Java is also a significant region for social enterprises, determined by its historical role in Indonesia's economic and political development, including the emergence of the Gotong Royong movement that embodies the ethos of social enterprise in the area (Lukiyanto & Wijayaningtyas, 2020). The research included participants from several social enterprise groups focused on different social missions such as education, creative industries, and promoting healthy lifestyles. These organizations tackle various social issues including economic, social, and educational challenges. The study also involved five founders from different social enterprises, specifically selected at the management level to offer strategic and comprehensive responses to the research inquiries.

2.3. Participants background

Participant 1 (P1) is the founder of AD, a social enterprise established in 2014 to improve community well-being through adding value to agricultural commodities. The enterprise was started by a married couple based in City A. The founder has a background in social activism and previously participated in a notable education initiative led by Mr. A, a former Minister of Education and Culture in Indonesia. The co-founder, P1's wife, is the daughter of Mrs. T, a prominent social entrepreneur in Indonesia known for her contributions at global platforms such as the World Economic Forum.

Participant 2 (P2) is the founder of RK, a rehabilitation facility for people with mental disorders (ODGJ), aimed at eradicating discrimination, social exclusion, and negative stereotypes associated with ODGJ. RK uses a dual approach of rehabilitation and commerce. The founder introduced "Batik Ciprat," traditional clothing adorned with the splashes of paint, as a medium for ODGJ individuals to express their emotions. "Ciprat" means "splash," and in Batik Ciprat, ODGJ participants create unique paintings by splashing paint with their hands or tools. Each Batik is distinct, representing the current emotions of the creators. This activity not only fosters positive emotional states among ODGJ participants but also contributes financially to the organization through the sale of these unique artworks.

Participant 3 (P3) founded SID; a social enterprise focused on promoting high-quality education throughout Indonesia. With a background in aircraft safety and experience with the UN, P3's childhood and volunteer work motivated the establishment of SID in 2013. SID is recognized for developing an innovative Entrepreneurship Education curriculum for higher education institutions nationwide.

Table 1. Profile of participants

Aspects	P1. AD	P2. RK	P3. SID	P4. RM	P5. DS
Initial background	Concerning the rural issues, inequality, and local resources.	Concerning the discrimination issue and social rejection of People with Mental Disorder (ODGJ).	Concerning the inequality issue in education across the country.	Sense of urgency from founder to advance education in her village.	Under-utilized resources in the village to drive the quality of education, spirituality, and local economy.
Social problem to be addressed	Economic problem	Community problem, social discrimination	Education – higher institution	Education – children in village	Community problem – education, spirituality, and economy
Social value creation	Community empowerment and increasing local farmer's income.	Innovative rehabilitation and creating high-value products	Creating an innovative learning method.	Community empowerment and creating education savings.	Creating an integration of education and economic for betterment in village.
Main activities	Production spices from local farmers into powder products, marketing and selling them to end consumers.	ODGJ rehabilitation, training, and Produce Batik Ciprat by empowering ODGJ	Conducting training and consulting for entrepreneurship education	Local handicraft repackaging, marketing, and selling to domestic and international markets.	Free offline and online lectures/training integrated to Radio, YouTube, and social media.
How to generate profit	Selling products – Healthy Food and Beverage	Selling products – Batik Ciprat	Consulting and training service – Design	Selling products – Handcraft and merchandise	Selling multiple commodities, i.e., rice, building materials, vegetables, bookstore, and merchandise.

Collaborating with diverse stakeholders including government, NGOs, schools, and local authorities, SID partners with 350 institutions across Indonesia. Internationally, SID engages in cross-border initiatives with around 100 overseas partners and coordinates a global network of 1600 volunteers.

Participant 4 (P4) is the founder of RM that has made notable advancements in education in her village by collaborating with local artisans to market their products online. This initiative has increased the value of their products by 20 to 30 times. Additionally, RM introduced an education savings program for the children of these artisans. A portion of the artisans' profits is set aside into this savings fund, managed by the RM team, and used exclusively for educational purposes. RM has successfully sold its products in several countries, including Malaysia, Singapore, and Philippines.

Participant 5 (P5) is the founder of DS, a social enterprise aimed at tackling any complex social issues in a village in City B, Indonesia. DS primarily focuses on Islamic-based education and improvement of the community economy. The founder, a scholar with substantial influence locally and nationally, is crucial to the organization's operations. His influence is evidenced by the 3.5 million followers on the organization's Facebook account and 150,000 followers on his personal account. When DS was founded in 2013, it encountered a significant opposition from various stakeholders, especially local leaders, due to perceived conflicts of interest. These leaders felt threatened by the enterprise's presence, believing it would undermine their popularity. However, these conflicts were eventually resolved through effective communication. DS manages several business units, including household stores (selling vegetables, rice, food, and beverages), a merchandise store, a building materials shop, and a multimedia studio for content creation. The income from these ventures funds the organization's operations and activities. Additionally, DS accepts donations to support its expansion efforts.

The key information from all participants is summarized in Table 1

2.4. Data analysis

The data analysis in this research utilized a framework analysis approach. This method, common in qualitative research, offers a systematic structure for organizing, analyzing, identifying themes, and interpreting data. It is especially effective when dealing with the large volumes of text (Hackett & Strickland, 2019). According to Smith & Firth (2011), the framework involves several interconnected steps that offer clear guidelines for the research process, started from data collection and management to the development of explanations and interpretations.

An essential component of this approach is the creation of a thematic framework derived from participant responses. Framework analysis allows researchers to investigate meanings and motives, as well as to label, classify, and organize data into key themes and categories (Hackett & Strickland, 2019).

In short, the process of data analysis can be seen at Fig. 1:
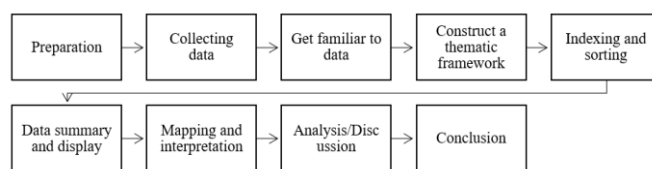

Fig. 1. Process of data analysis

3. Results and Discussion

3.1. Results

3.1.1. Challenges

The responses varied among participants. Regarding the first research objective, which pertains to the challenges faced by the enterprises, participants provided the following responses:

Participant 1 (AD) faces a significant challenge in balancing the availability of potential resources with market demand. This necessitates entrepreneurial skills to identify readily available commodities and suitable markets for them. The current problem is that market demand does not always match the available local resources. Thus, whenever they contemplate developing a new product, they must first consider the market demand.

The primary challenge for Participant 2 (RK) is to manage the unstable and vulnerable emotions of individuals with mental disorders (ODGJs). The founder noted that dealing with ODGJs is difficult due to their highly fluctuating emotions and impaired brain function. Beyond standard business management issues, frequent relapses among ODGJs often lead to instability for others. Consequently, the organization may struggle to operate when ODGJs experience relapses and emotional instability. In extreme cases, ODGJs may also pose a risk of harm to the founder and those nearby.

The main challenge for Participant 3 (SID) is to overcoming significant skepticism from key stakeholders. The founder mentioned that academicians often respond skeptically to SID's initiatives. Additionally, it is challenging to engage academicians and researchers in dedicatedly implementing the concept. This poses a major obstacle because SID's goals cannot be achieved without academic support. SID generates revenue by offering consulting and training services to the government, educational institutions, NGOs, and other partners.

Participant 4 (RM) faces a key challenge in managing the balance between production capacity and market demand. This challenge stems from two main factors. Firstly, there is the limited technology adoption in the production process, which remains largely manual. Secondly, local traditions in the village, such as observing mourning rituals for a week following a death, disrupt regular work routines and productivity as a sign of respect to the family.

Participant 5 (DS) encountered significant challenges. Initially, the organization faced resistance from local leaders, leading to opposition, criticism, and misunderstandings that could escalate into broader conflicts. Apart from community acceptance, DS also faced difficulties in recruiting new members. Additionally, the organization deals with

geographic obstacles such as challenging routes and limited digital infrastructure availability.

3.1.2. Key resources and capabilities to address challenges

P1. During challenging periods, the founder of AD has profoundly influenced the organization through their developed capabilities over time. Our analysis revealed that the founder possesses strong abilities such as networking skills, spirituality, optimism, persistence, and ability to confront reality. At the organizational level, AD demonstrates an ability to generate value, innovate, assume responsibility, and fulfill its social mission. External factors contributing to AD's success in overcoming challenges include social support from its environment, expertise support from professionals, knowledge exchange with stakeholders, and the availability of new opportunities that AD can leverage.

P2. The sustainability of RK depends significantly on the founder's awareness and sensitivity towards the challenges faced by People with Mental Disorders (ODGJs). Embracing the philosophical principle of "Tat Twam Asi" ("I am you and you are me"), the founder and co-founder have demonstrated some key qualities including passion, long-term focus, optimism, realism, and shared values, which are crucial in overcoming obstacles. Operationally, RK is equipped with strong resources and capabilities such as a robust social mission, value creation for stakeholders, effective systems, innovation capacity, and adaptability in diversifying products to respond to changes. External factors like knowledge exchange, access to essential resources, networking opportunities, support for competency, and community endorsement further enhance RK's resilience.

P3. SID's ability to address challenges is bolstered by both internal and external resources and capabilities. Internally, these resources stem from two primary sources: individual-level attributes of the founder and co-founder, and organizational-level strengths. Firstly, the founder and co-founder excel in networking and communication, effectively conveying their values, vision, and beliefs to their surroundings. Secondly, at the organizational level, SID demonstrates strong accountability, operates with an agile system, and possesses the capacity for diversification, value creation, and innovation. In addition to these internal strengths, SID benefits from external support including social backing, competency support, knowledge exchange, extensive networking opportunities, and access to new opportunities and resources enabling the value creation externally.

P4. RM's resilience depends significantly on the capabilities and leadership of its founders. Internally, these strengths are primarily embodied by the founder, who has brought solid values, persistence, motivation, optimism, networking skills, and realistic perspective. At the organizational level, RM demonstrates critical capabilities such as a strong social mission, effective accountability, an ability to innovate and create value from available resources, and flexibility in diversification. Externally, RM receives support in various forms including social, psychological, and competency support. The organization also benefits from a strong network, engages in knowledge exchange with external

stakeholders, and capitalizes on opportunities for new developments.

P5. Through his expertise and knowledge, the DS founder plays a pivotal role in sustaining the organization during challenging periods. With a significant societal influence—demonstrated by 1.5 million followers on the organization's page and over 150 thousand on his personal page—the founder wields substantial leadership and impact. As a leader, he excels in networking, effectively communicates values, vision, and beliefs to the community, exhibits heightened awareness, creativity in problem-solving, passion, and a steadfast long-term focus. At the organizational level, DS benefits from robust systems, accountability, a focus on value creation, and a compelling social mission, all contributing factors that bolster the organization's sustainability and expansion.

3.1.3. Mapping the source of resilience

Based on the responses from research participants, the primary sources of resilience can be categorized into two main factors: internal and external. The detailed categories and subcategories of these resilience sources are illustrated in Fig. 2 and 3.
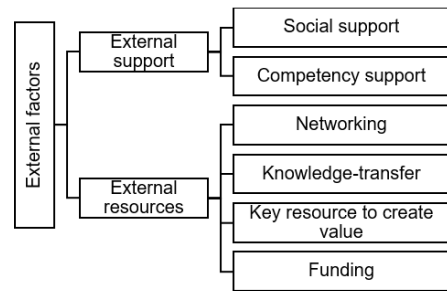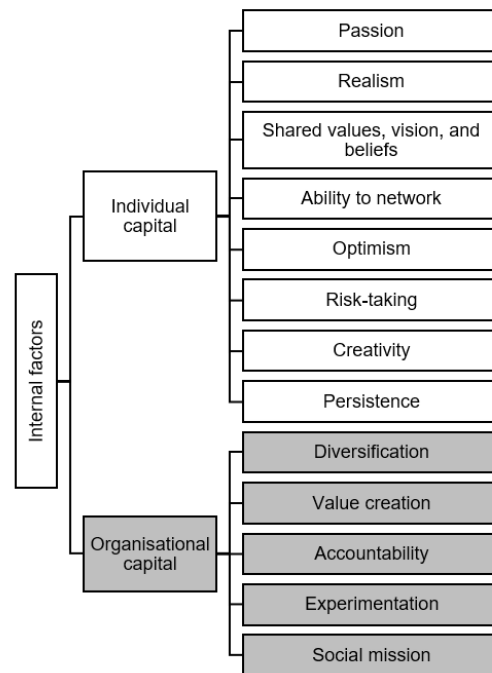
Fig. 2. External factors of resilience

Fig. 3. Internal factors of resilience

3.1.4. The sources of resilience may come from internal and external factors.

Littlewood & Holt (2018) conducted a research indicating a robust correlation between internal and external factors that support organizations in achieving resilience during crises and overcoming ongoing challenges effectively. Participants in the study acknowledged the significant influence of both internal and external organizational factors on their ability to navigate any difficulties and adversity. This study categorized internal factors into two main types: individual capital and organizational capital. Individual capital encompasses qualities such as passion, shared values, networking skills, and persistence, as highlighted by P1, P3, P4, and P5. Meanwhile, P2 emphasizes the critical roles of realism and passion in sustaining resilience despite challenges. For instance, the founder of P3 demonstrated proficiency in networking efforts,

"...we are connected globally with a network of 1,600 individuals and have established extensive partnerships. This includes nearly 350 educational institutions among our partners, along with collaborations with ministries, local governments, central banks, local businesses, and NGOs. Additionally, we maintain relationships with approximately 100 partners abroad…" (P3)

In another interview, P4 expressed her deep passion for establishing and maintaining the organization, stating, "... I am primarily driven by internal excitement rather than external factors... that is the primary reason motivating me to persist despite encountering numerous obstacles. There is a strong internal motivation to ensure that more children have an access to higher education..." She reiterated her commitment, saying, "I strongly believe that everything I have received should be given back to society. Education is crucial for societal progress. I am determined to provide more children from rural areas with opportunities for higher education." (P4)

Apart from the founder's individual capital, organizational capital is equally pivotal in fostering resilience. According to participants' feedback, two primary capitals stand out in bolstering resilience during tough times: organizational accountability and the capacity to elevate undervalued resources into high-value products through effective value creation. Throughout the interviews, participants highlighted how robust accountability and proficiency in generating value have enabled them to rebound, maintain operations, and potentially thrive during periods of crisis. As one participant articulated regarding the significance of accountability,

"...One of the most crucial factors for survival and network-building is our ability to uphold performance and consistently deliver high-quality products and services, which ensures our organization to remain esteemed by stakeholders and customers. Interestingly, during the pandemic, our sales saw a notable increase due to heightened demand for healthy beverages... Additionally, our products were endorsed by other agencies, further expanding our reach." (P1)

Another participant said how she built accountability,

"…We hold monthly meetings with craftswomen and local residents where we openly discuss all issues faced, including market conditions, demand trends, and developments. I believe that transparency strengthens our relationships and

business… The business outcome aims to establish an education savings fund and a Cooperative (Koperasi) system for the future of our craftsmen's children. This Cooperative is owned by the community, not our organization, but fostering a sense of responsibility among community members for the Koperasi is an ongoing process." (P4)

Regarding value creation, P2 illustrated a transformative approach where initially ODGJ posed challenges, but now they are seen as the sources of value. The founder has gained insights into another aspect of ODGJ and turned it into an opportunity.

"…These individuals often experience relapses, displaying anger, instability, and varying temperaments. However, I noticed that their Batik paintings became increasingly unique, abstract, and remarkably beautiful… These Batik pieces became a symbol of hope for them, proving that they deserve recognition for their existence… Gradually, started from these Batik pieces, they are transforming from being seen as insignificant (or negative) to becoming heroes…" (P2)

3.1.5. Leadership capabilities have a significant impact on the sustainability of the organization.

Leadership stands as a crucial determinant of organizational success globally and across various sectors. According to Jackson (2017), the capability of leadership directly determines whether an organization achieves its goals. Kotas (2016) identified leadership as the primary success factor for social service organizations, followed by teamwork and the commitment of management and employees. Additionally, Flores (2016) argued that an effective leadership positively impacts an organization's resilience. Through the insights gathered from participants, it becomes evident that the leadership of founders has played a pivotal role in enabling organizations to sustainably navigate crises, maintain operations, and foster growth. P1 told his story to sustain his organization.

"I once found myself at a very challenging point in life, at the lowest level of Maslow's hierarchy. I struggled even to feed myself and my family, and at one point, I contemplated giving up on AD and returning to seek employment at a company. I felt like my life was akin to a candle—I was trying to illuminate those around me but at the cost of burning myself out. However, I managed to rise again because I firmly believed that every cloud has a silver lining." (P1)

"After returning from Melbourne, I felt compelled to participate in a business competition in Hong Kong. During that journey, I was overwhelmed by a sense of responsibility to return to my village and improve the lives of its residents. Initially, I had no choice but to visit people in their homes. The path was incredibly challenging—a narrow, uphill, and slippery trail with cliffs on either side, prone to frequent landslides. Overcoming these challenges was crucial in my efforts to work alongside the community." (P4)

3.1.6. Diversification and partnerships are considered the most helpful strategies during difficult times

Reficco et al. (2021) emphasized the importance of identifying 'core competencies' in organizations to support

diversification efforts. Conversely, Littlewood & Holt (2018) cautioned against ill-advised diversification strategies that can lead to failure if resources are not properly allocated. Moreover, Gliedt & Parker (2014) underscored the necessity for diversification among organizations undergoing transition and transformation. They argued that successful diversification hinges on effectively balancing resources with market demands. In challenging circumstances, participants in the study implemented diversification as a strategy to enhance resilience and adapt to changing conditions.

P2 explicitly discussed their product diversification during the pandemic, stating, "[When the coronavirus struck], to survive we ended up creating different products, such as masks and so on..." (P2).

P4 mentioned their approach to diversification as follows: "... We have two brands: R and K. They target different markets and offer different products. This is how the K brand was born, focusing on crafts by our artists... We have successfully exported products to Singapore, Malaysia, Philippines, Vietnam, Thailand, and Brazil" (P4).

And P5 disclosed that

"Within our organization, we have various business units such as bookstores, merchandise shop, vegetable businesses, and rice shops, all of which are operational. This setup allows the organization to function independently without relying solely on external support, although we continue to accept donations." (P5)

Partnerships, alongside diversification, emerged as a critical strategy adopted by research participants to maintain their organizations during tough periods. Previous studies, including Osberg & Martin (2015) in their paper "Two Keys of Sustainable Social Enterprises," emphasized that partnerships streamline organizational efficiency by enabling resource exchange. Sonnet (2016) also corroborated this perspective, affirming that resilience during adversity is fortified through alliances with supportive external stakeholders. During interviews, participants stressed the pivotal role of partnerships in their organization's resilience. As articulated by P1,

"... We established a partnership with Regency A through our network with company B. They referred us to Bappenas (National Development Planning Agency), which had a program with Regency A," he also emphasized, "... I firmly believe in the adage that friendship opens the door to fortune. Since my college days, I have actively sought to meet new people and build friendships. Similarly, in developing this enterprise, I continue to seek out mentors, educators, and partners, viewing it as an integral part of unlocking opportunities." (P1).

P3 mentioned, "... we collaborate with nearly 350 institutions including ministries, local governments, central banks, local businesses, and NGOs. We also have about 100 international partners. This number is significant... we recognize that our growth hinges on partnerships. Partnering facilitates the exchange of knowledge, values, and vision. That is why we have cultivated numerous partnerships..."

3.1.7. *The role of proverbs and philosophical words in sharpening the leader's personality to create social value.*

The determination of founders in pursuing their goals is often shaped by proverbs or philosophical aphorisms, which play a pivotal role in molding their personalities to drive social change. Research indicated that proverbs have significantly contributed to define a leader's vision. Whetstone (2002) suggested that there exists an overlap between moral philosophy and scientific understanding within human personality, determining their cognitive and behavioral patterns. Additionally, Guevara (2015) found empirical evidence linking the higher levels of pragmatic philosophy adopted by leaders to higher scores in the assessments of transformational leadership qualities.

At the start of the interview, P2 referenced a philosophical concept, Tat Twam Asi, from Hindu tradition, which is translated into "I am you and you are me." This philosophy underscores an interconnectedness among individuals and organizations, suggesting they are not isolated entities but part of a broader whole, as noted by Chinna Natesan et al. (2009). This perspective aligns with systems thinking, emphasizing that understanding must encompass the entire context.

P1 shared a personal philosophy that has influenced his resilience, encapsulated in the saying "every cloud has a silver lining." This belief, rooted in Islamic tradition from the Quranic verse *"Inna maal usri yusro"* (Verily, with hardship comes ease), highlights the conviction that challenges are followed by relief.

Similarly, P5 found motivation in philosophical words inspiring him to leave a meaningful legacy for future generations. Originating from Arabic, the phrase "Utruk atsaran qoblar rohiil" translates to "Leave behind traces of your good deeds before you depart." This philosophy underscores P5's commitment to leave a legacy of kindness and positive impact before his inevitable departure.

3.2. Discussion

Most insights shared by participants in this study were found consistent with prior research, albeit previous studies have focused on resilience across diverse organizational contexts. This research introduced fresh perspectives and interpretations that enhance the comprehension of resilience specifically within social enterprises. The subsequent section delves into a detailed discussion of these findings.

3.2.1. *Social imprinting and social enterprise resilience*

One of the notable findings from this study is the effect of social imprinting on the resilience of social enterprises. Contrary to Battilana et al. (2015), who suggested that social imprinting negatively impacts economic performance but positively influences social performance, our research offers a different perspective. We discovered that the social imprinting of social enterprise founders positively correlates with both economic and social performance. This implies that a strong commitment to social goals through social imprinting does not necessarily undermine economic success.

Battilana et al. (2015) argued that social imprinting might create a conflict between an organization's social and economic goals, potentially leading to misaligned priorities and resource allocation. They suggested that a strong focus on a social mission could divert resources from economic

activities, or vice versa, resulting in opportunity costs.

Conversely, our study found that social enterprises can effectively balance their commitment to social goals with economic performance. This balance allows them to strategically align resources to achieve both objectives. This discrepancy in findings highlighted the complexity of social enterprise dynamics and emphasized the need for further exploration into how social imprinting influences organizational resilience in various contexts.

However, neglecting economic performance can diminish social performance. Conversely, when a company's economic performance is strong, its social performance tends to thrive. Economically productive firms are theoretically capable of achieving higher profitability, innovating more effectively, and enhancing their overall capacity. This financial strength translates into greater independence, higher survival rates, and bolstered capabilities to pursue social goals (Battilana et al., 2015).

Our research revealed unique insights that challenge the conventional understanding in this field. Battilana et al. (2015) hypothesized that "social imprinting is negatively associated with economic productivity," but this may not universally apply across different contexts. Two out of five research participants demonstrated some contrasting outcomes.

For example, P4's social imprinting played a crucial role in reversing the fortunes of her social enterprise, which was on the brink of collapse. During the pandemic, she lost customers, and the economic downturn, along with budget reallocation for health supplements, internet costs, and digital devices, made resilience difficult. The business was close to shutting down. However, her social imprinting enabled her to identify new opportunities and understand market needs, leading to the introduction of new products. Consequently, P4's economic performance significantly improved with new products being exported to countries such as Singapore, Malaysia, and Philippines.

P4 discussed how her social imprinting served as a foundation for developing new products. She shared, "...I learned much about SMEs and social enterprises through various opportunities such as a fellowship at University X in Melbourne, participating in a business competition in Hong Kong, and being selected for the Social Innovation Acceleration Program (SIAP). There, I gained some significant insights into social entrepreneurship and met someone who eventually became the co-founder of P4. After SIAP, I also received the Active Citizenship Social Enterprise and Civil Society Organization (ACSE-CSO) recognition from the British Council..."

P4 continued telling her journey,

"Until the pandemic hit Indonesia in February 2020, our business was thriving. However, with the lockdown started on March 2, 2020, P4's sales plummeted. It was really challenging. But in the end of December, I had a discussion with local residents and discovered an abundance of bamboo, with some people already working on bamboo packaging. This inspired me to redesign our products, introducing innovations that resonated well with customers, not just locally but also internationally in Malaysia, Singapore, and Philippines," P4 recounted.

"In addition to the influences of adulthood, my childhood experiences have significantly shaped my actions and thoughts today," she added. "My family was once quite wealthy, but we faced a major setback when my parents' business was scammed, resulting in significant financial loss amounting to billions of rupiah. This incident drastically affected our family's financial stability and forced me to struggle to finance my own education."

Mathias et al. (2015) suggested that social imprinting, which influences social performance, often originates from significant childhood events. P3 shared how her upbringing during childhood has shaped her activities in social entrepreneurship during adulthood.

"My life experiences inspired me to initiate SID. Since childhood, my parents consistently gave me money on a weekly or monthly basis, and taught me financial management. They also instilled a sense of independence in us as children. We were encouraged to be self-reliant—if we wanted something, we had to work for it." (P3)

Parkinson & Howorth (2008) stressed the criticality of understanding the antecedents of social entrepreneurship. Without this knowledge, policies aimed at supporting the sector may lack effectiveness. Imprinting theory posits that individuals can develop a predisposition towards entrepreneurship through direct experiences or indirect social influences, such as role models and educational imperatives (Dickel et al., 2021).

Social imprinting has garnered attention in the field of entrepreneurship research, focusing on how critical events from the past can significantly influence present and future outcomes (Dickel et al., 2021; Mathias et al., 2015). This imprinting process is particularly evident during career transitions, where individuals face heightened uncertainty (Tilcsik, 2014). During such periods, individuals often observe and adopt behaviors exhibited by peers, mentors, and leaders, thereby imprinting these behaviors onto themselves (Dickel et al., 2021; Mathias et al., 2015; Tilcsik, 2014).

3.2.2. Weak ties and social enterprises resilience

All participants in the research demonstrated that networks play a crucial role as a source of resilience during challenging times. For instance, P1 maintains a robust network with a prominent figure in the social enterprise sector. P3, on the other hand, has established over 400 partnerships both locally and globally. Additionally, P5 emphasizes building strong collaborations and fostering positive relationships with local influencers and authorities in its operational areas. The significance of social networks for social enterprises aligns with the Strength of Weak Ties theory proposed by Granovetter (1973).

According to Granovetter (1973), the Theory of Strength of Weak Ties underscores how social networks influence individual or organizational performance. Weak Ties, as described by Granovetter, are characterized by infrequent interactions, brief communication histories, and limited emotional intimacy. However, despite these characteristics, weak ties enable individuals to connect with a broader network that encompasses diverse perspectives. This diversity within networks is essential as it fosters creativity, unveils

new opportunities, and provides unexpected solutions (Bullough & Renko, 2013; de Bruin et al., 2017; Stephan et al., 2016). Granovetter (1973) emphasizes that every tie in a network serves a purpose by offering unique perspectives and insights at various levels.

Baer (2010) suggested that a greater number of ties in social networks correlates with the higher levels of creativity among employees. This finding indicated that weaker ties can provide an access to a more diverse range of potential information, thereby enhancing the likelihood of creativity.

However, Nziku and Struthers (2018) offered a contrasting perspective on the relationship between weak ties and creativity, highlighting conceptual ambiguity. They argued that the impact of weak ties on creativity is contingent on factors such as the size and strength of the network. According to Nziku and Struthers (2018), innovations and new ideas may spread more slowly because groups differentiated by factors such as geography, ethnicity, and race may have unequal access to information.

In this study, it was observed that both weak ties and strong ties contribute positively to innovation and diversification, as demonstrated empirically by research participants navigating through challenging times. The research indicated that relying solely on either weak ties or strong ties is insufficient for supporting social enterprises during crises; instead, a balanced integration of both types of ties is crucial for achieving optimal performance (Kono, 2016).

As a hybrid organization, social enterprises evolve and thrive through diverse strategies and goals. This research highlighted that achieving strong performance may involve leveraging weak ties to gather a wide range of new and diverse information pockets. Subsequently, social enterprises analyze this information to identify its relevance to their specific context and challenges. Once decisions are made, strong ties become crucial. These strong ties enable founders to delve deeper into information and enhance their capabilities for diversification. For example, P1 initially engaged in economic activities by selling tubers, but faced challenges in finding markets and achieving sales growth. Seeking new opportunities through their network, P1 identified processed spices as having high market potential and accessible supply resources. To capture this value, strong ties were essential as the founder established intensive interactions with local suppliers.

The research findings indicated that both weak and strong ties play crucial roles at different stages. As Kono (2016) highlighted, it is insufficient for a business to rely solely on strong ties or weak ties; to achieve optimal performance, entrepreneurs must balance both types of ties.

P2's responses reflected a similar trajectory. Initially, the social enterprise focused on rehabilitating people with mental disorders (ODGJ). However, as the founder gathered new information, the concept evolved to integrate therapeutic painting with economic activities. ODGJ members expressed their emotions and psychological states through painting on cloth. Through strong ties with Organization A, they initiated "Batik Ciprat," where "Batik" refers to painted cloth and "Ciprat" means splash. Batik Ciprat, crafted by ODGJ, proved to hold significant economic value. These products not only has fulfilled the organization's social mission but also has

contributed to its economic objectives. P2 mentioned,

"Our distinctive idea stemmed from a workshop program held in City A. During these workshops, we gained diverse skills and creative insights. Among the offerings, we chose to adopt Batik as our focal point. We adapted the process to involve individuals with mental disorders and disabilities, resulting in what we now call Batik Ciprat" (P2).

This research demonstrated that both weak ties and strong ties contribute significantly to supporting the resilience of social enterprises through diversification and partnerships. It suggests that relying solely on either weak ties or strong ties is less effective compared to integrating both approaches and strategically deploying them at different stages of building resilience.

3.2.3. Community dynamics and social enterprise resilience

In this study, we found that resilience in social entrepreneurship can be understood through the lens of community dynamics mechanisms. Community dynamics in this context refers to how individuals or organizations influence their environment to align with their goals (Gormley, 2012; Habiyaremye, 2021; Amini et al., 2018). One participant highlighted that social influence has played a crucial role in fostering resilience within their organization, especially when facing external threats. Before delving into this, it is important to note that social influence is a multidisciplinary concept that intersects with various fields, including social enterprise (Bonomi et al., 2021; Sigasa, 2015).

The influence of social dynamics on organizational success has been extensively studied by scholars (French & Raven, 1959). The role of founders/managers here is crucial in promoting, mobilizing, and strengthening organizations internally (Cooper et al., 2013; Sunio et al., 2020), as well as in cultivating positive relationships and interactions with external stakeholders (Korber & McNaughton, 2018; McManus, 2008; Nicholls, 2006). Leadership effectiveness hinges on an ability to wield power, irrespective of its form, with French and Raven (1959) identifying five types: reward power, coercive power, legitimate power, referent power, and expert power. This study underscored that one key driver of social enterprise effectiveness lies in leaders' capacity to negotiate and collaborate with local authorities. Failure to build strong relationships with community leaders, local authorities, and other influential figures can pose a significant threat (French & Raven, 1959; Gormley, 2012). This threat intensifies if social enterprises become embroiled in conflicts with these sources of power.

In village X, P5 faced significant challenges due to his social enterprise's presence, primarily stemming from his status as an immigrant from another island. This cultural disparity, included differences in language and traditions, contrast sharply with local customs. Secondly, the educational initiatives introduced by P5 were perceived by community leaders as conflicting with established local norms and values, further heightening tensions. This perception fueled a perceived threat to the community leader and the community itself. The conflict escalated due to the founder's influential expertise and referent power, which he wielded within the

community. This dynamic sets the stage for a "war of influence" between P5 and the community leader. On one side, P5 leveraged his expert knowledge and the respect he commanded, while the community leader had significant legitimate power. This legitimate authority granted the community leader an ability to pose a substantial threat to the social enterprise by potentially shutting down its operations.

Expert power, unlike legitimate power, originates from the knowledge and expertise an individual or entity possesses, and which others acknowledge. This expertise is typically acquired through education, practical experience, training, and continuous learning (French & Raven, 1959). In the case of P5, his expert power is derived from both his scholarly credentials as an Islamic scholar and his professional background as an engineer. P5's significant online presence underscores the extent of his influence: he boasts nearly 3.5 million followers on Facebook, 254 thousand YouTube subscribers, and 836 followers on Instagram. This substantial following highlights P5's ability to sway public opinion and shape discourse on various platforms.

However, P5's influential position also presented challenges, especially in the eyes of local community leaders and other authorities who perceived his influence as potentially disruptive. These leaders possessed legitimate power, which encompassed legal authority and influence grounded in local customs and culture. This divergence in power dynamics could create tensions, as P5's expert power conflicted with the established legitimacy and authority maintained by local leaders.

Rather than engaging in conflict, P5 demonstrated a nuanced understanding of community and power dynamics. He prioritized an effective in-person communication, showed respect for local leaders, fostered strong relationships, and engaged in collaborative activities. By positioning local authorities as allies and partners rather than adversaries, P5 facilitated a cooperative environment where mutual support for the community thrived. This approach enabled smooth achievement of win-win solutions, benefiting all stakeholders involved. The study participants recognized that such partnerships could foster enduring resilience, particularly crucial during times of crisis.

P5 told the story, "Another significant challenge arose from community leaders initially resistant to accepting my presence. There were the instances of misinformation, slander, and rumors directed at our organization, leading to conflicts. However, we have successfully addressed this issue. The strategy involved actively engaging with local leaders and residents by participating in social gatherings, conducting social activities, and providing support such as food, financial assistance, and addressing their personal challenges, including settling family debts. Furthermore, we have offered employment opportunities to those in need, including community leaders. Personally, visiting their homes and collaborating with related organizations has helped to foster positive relationships, and now they actively support our organization's activities" (P5).

Previous research studies (Amy Stephenson, 2010; Asamoah et al., 2020; Norris et al., 2008) consistently demonstrated that relationships, partnerships, and collaborations are the effective strategies for enhancing resilience. Asamoah et al. (2020) contended that, according to social capital theory, combining internal and external social networks provides firms with both tangible and intangible resources. These resources enhance product innovation and competitiveness while also promoting resilience through shared responsibilities, risk mitigation, social support, goodwill, and mutual learning among firms to navigate challenges.

3.2.4. Gotong royong (work-together spirit)

Past research highlighted the role of Gotong Royong in addressing various economic and social challenges. For instance, it has been applied to resolve school operational issues (Rahayu et al., 2015), develop infrastructure and public facilities (Suwignyo, 2019), reduce poverty (Lukiyanto & Wijayaningtyas, 2020; Suwignyo, 2019), address health issues (Izzati, 2020), and even manage the COVID-19 crisis (Merdeka, 2021; Olivia et al., 2020).

Throughout Indonesia's developmental history, the principle of Gotong Royong has served as a rallying cry to foster unity and has proven to be a pivotal source of resilience in navigating crises. This includes its role during the global economic turmoil in 1998, as marked by a staggering inflation rate of 78%, and during the 2008 crisis triggered by the US subprime mortgage crisis (Samuelson, 2020).

Gotong Royong, as emphasized by President Joko Widodo during the COVID-19 crisis in his statement on Instagram on August 17, 2021, coinciding with Indonesia's Independence Day, underscores the nation's strength and unity in overcoming challenges. He stated, "Indonesia is strong and rising, we can do it. We will succeed if we join hands and Gotong Royong in one goal" (Merdeka, 2021).

In the context of social enterprises in Indonesia, Gotong Royong serves as a crucial strategy for resilience. This principle is manifested through collaborative efforts, partnerships, and networking with various stakeholders including the government, NGOs, state-owned enterprises, local communities, and other businesses (Lukiyanto & Wijayaningtyas, 2020).

Gotong Royong, widely recognized as the spirit of collective effort in various sectors, including social enterprises (Lukiyanto & Wijayaningtyas, 2020; Suwignyo, 2019), serves as a unifying principle to tackle any economic and social challenges. Just as Gotong Royong embodies a spirit of communal support to address these issues, social enterprises similarly strive to achieve dual missions—commercial and social (Battilana et al., 2015b; Sigasa, 2015; Wolfgang Grassl, 2012).

One research participant exemplified the Gotong Royong principle in action by addressing educational and economic challenges in his village through the establishment of a cooperative (Koperasi).

"We are building a cooperative (koperasi) system to save the next generation of craftsmen and the ownership of it completely belongs to them..." (P4).

P1 even stated clearly of the realization of gotong royong to create sustainability by involving young talents and collaborating with farmers in different areas, "In the future, our vision is to mobilize numerous young individuals to

collaborate through gotong royong, empowering them to act as the agents of change and enhance community welfare. Additionally, we aim to broaden our influence across multiple regions, facilitating the advancement and optimal development of Indonesian farmers. Our goal is to promote their local potential and elevate overall farmer welfare" (P1).

The concept of Gotong Royong and its relationship with social enterprise resilience is a distinctive topic, particularly relevant within the Indonesian context. The theoretical underpinning of resilience building through collective action (Gotong Royong) holds potential applicability across various contexts as cooperative effort is a universal value transcending diverse places and countries.

4. Conclusion

This article investigates the foundations of resilience among social enterprises and the strategies they employ to endure crises. Our findings highlighted that resilience stems from both internal and external factors. External factors such as social support, networking, and knowledge transfer play crucial roles in bolstering resilience. Meanwhile, internal factors such as passion, shared values, diversification capabilities, networking prowess, and value creation also significantly contribute to the resilience as observed among participants.

The resilience process of social enterprises can be elucidated through four key mechanisms: weak ties, social imprinting, community dynamics, and Gotong Royong. Social imprinting contributes by shaping entrepreneurial character and decision-making processes. Weak ties enable participants to access diverse networks, thereby gaining new information and opportunities. Community dynamics, meanwhile, involve negotiating and collaborating with local authorities to ensure sustainability amidst challenges. Finally, Gotong Royong, rooted in Indonesian philosophy, enhances individual and organizational values, fostering strength and adaptability. Together, these mechanisms underscore the multifaceted approach social enterprises employ to navigate and thrive in dynamic environments.

Limitation

As with any case study research, the findings are specific and may not generalize broadly due to the limited scope and unique characteristics of the participants involved. Different socio-demographic backgrounds could have different results. Moreover, the exploration of external support relies solely on participants' descriptions, potentially overlooking support that is not consciously recognized. Additionally, conducting interviews remotely might result in data loss, such as missing non-verbal cues like gestures, which are valuable for interpreting findings. Despite these limitations, this research provides valuable insights into the challenges, resources, capabilities, and strategies that contribute to resilience in Indonesian social enterprises. Future research can address these limitations by expanding the participant pool and incorporating face-to-face interviews to enrich data collection and interpretation.

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