

Achieving Social Entrepreneurship Sustainability through the Development of Human Resource Business Partner Competency

Bernadinne Cintantya Pradipta¹
Agus Sugiarto²

^{1,2}Management, Satya Wacana Christian University, Indonesia

²Author's correspondence: agus.sugiarto@uksw.edu

Abstract. Building a sustainable business is the top priority of all business actors. The easiest way to accomplish this is to start a business based on social entrepreneurship, which primarily focuses on developing human resource (HR) business partner competency. This study aims to identify reasons for the need to develop the HR business partner competency with a social entrepreneurship concept and the challenges experienced by IKAT Indonesia in the weaving industry. A case study approach was employed with multiple informants who had relevant experience and knowledge. The results show that the reasons included the need to improve business partners' motives, traits, self-image, knowledge, and skills. The development of HR business partner competency with the social entrepreneurship concept was implemented by using several methods, including projects, workshops, and coaching and mentoring. Further, the challenges faced consisted of limited access, education, and motivation, and the younger generation's lack of interest in maintaining woven crafts. These findings are expected to be used as references in social entrepreneurship-based business sustainability, particularly in terms of developing the HR business partner competency.

Keywords: Competency; Business sustainability; Social entrepreneurship.

Abstrak. Membangun bisnis yang berkelanjutan menjadi prioritas utama seluruh pelaku usaha. Cara yang paling mudah dilakukan adalah dengan memulai usaha dengan berlandaskan konsep kewirausahaan sosial, yang fokus utamanya adalah pada perlunya pengembangan kompetensi sumber daya manusia (SDM) mitra usaha. Penelitian ini bertujuan untuk mengidentifikasi alasan perlunya pengembangan kompetensi SDM mitra bisnis dengan konsep kewirausahaan sosial, dan tantangan yang dialami IKAT Indonesia di industri tenun. Pendekatan studi kasus dilakukan dengan melibatkan beberapa informan yang mempunyai pengalaman dan pengetahuan yang relevan. Hasilnya menunjukkan bahwa alasannya mencakup kebutuhan untuk meningkatkan motif, sifat, citra diri, pengetahuan dan keterampilan mitra bisnis. Pengembangan kompetensi SDM mitra bisnis dengan konsep wirausaha sosial dilaksanakan melalui beberapa metode, antara lain proyek, workshop, serta pembinaan dan pendampingan. Tantangan yang dihadapi selanjutnya adalah terbatasnya akses, pendidikan, dan motivasi, serta rendahnya minat

generasi muda untuk memelihara kerajinan tenun. Temuan-temuan ini diharapkan dapat menjadi acuan dalam keberlanjutan bisnis berbasis kewirausahaan sosial, khususnya dalam hal pengembangan kompetensi SDM mitra bisnis.

Kata kunci: *Kompetensi; Keberlanjutan bisnis; Kewirausahaan sosial*

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BACKGROUND

Business sustainability is one of the factors to make Indonesia a developed country which has its roots on the Sustainable Development Goals (SDGs) by 2045. A sustainable business brings a positive impact on the environment and society because it can change the process of production, consumption, and recycling of remaining materials (Boons & Lüdeke-Freund, 2013). This sustainable business model can also be a competitive advantage for both the company and stakeholders, as well as a growth strategy for business development (Yudawisastra, 2022).

The sustainable business does not only attempt to maximize profit, but also contributes to long-term social and environmental welfare, allowing it to adapt to ever-changing circumstances (Fajar et al., 2023). Assessment of values and ethical considerations of the social and economic conditions are involved in the decision making on the business sustainability. The decisions should also consider community welfare, ecological sustainability, and cultural values (Bocken et al., 2015). In this case, dimensions of triple bottom line (economic, social and planet) are crucial in the efforts of achieving the business sustainability (Sebhatu & Enquist, 2022). Social entrepreneurship is a concept providing systematic strategies to social and environmental concerns, while also ensuring the business sustainability (Bansal et al., 2019), and bringing positive impacts on the community welfare through innovative methods to efficiently achieve the social goals (Ishak et al., 2015).

One of the efforts to ensure the business sustainability is by establishing human resource (HR) business partner competency of social entrepreneurs – a practice aiming at long-term social transformations (Ndou, 2021). This is consistent with the definition of social entrepreneurship. Eka et al. (2022) explained that the HR competency is one of the variables determining firm performance and business sustainability. In order to produce quality HR, the development of HR competency is critical in the business development plan.

The weaving industry is one that has embraced the concept of social entrepreneurship. As a social entrepreneur, IKAT Indonesia—a fashion business based on *ikat* weaving—believes that the business sustainability is significant and must involve other parties; hence, before cooperating with skilled craftsmen, IKAT Indonesia has visited and observed the craftsmen who live in remote areas (<https://theikatindonesia.com/>). The natural resources and HR at IKAT Indonesia have their own standards to ensure that the production and distribution executed smoothly and efficiently. Following preliminary observations, IKAT Indonesia does not only prioritize their business sustainability, but

also the sustainability of its partners, particularly the weaving craftsmen. IKAT Indonesia improves their partners' HR competency through training and mentorship in product development, distribution, and marketing to make their products more appealing and commercial.

A study by Poerwanto G. et al. (2021) found that members of Micro, Small, and Medium Enterprises (MSMEs) believe that community managers are committed to assisting the MSMEs in achieving a sustainable business model, although it is difficult. In addition, Sofia (2017) stated that the social entrepreneurship is another perspective in developing chances for problem solutions by employing new business models beneficial for community empowerment as an effort to achieve the business sustainability. Similarly, Poerwanto G. et al. (2021) illustrated the relevance of MSME community promoting the MSMEs towards a sustainable economy by considering the triple bottom line to survive in the long run.

IKAT Indonesia, a social entrepreneurship-based business, took the initiative to increase the competency of their partners, particularly the weaving craftsmen, as they were still unaware of HR business partner competency standards. IKAT Indonesia is accountable for their partners to have relevant competency to support their long term sustainability. However, there is little research investigating the development of HR business partner competency in an exploratory manner. Therefore, this study aims to identify reasons for the need to develop the HR business partner competency with a social entrepreneurship concept, and its challenges experienced by IKAT Indonesia in the weaving industry. The research problems of this study include: (1) Why is the development of HR business partner competency important in the social entrepreneurship-based business?; (2) How do social entrepreneurs of IKAT Indonesia develop the HR business partner competency to build a sustainable business?; and (3) What are the challenges in developing the HR business partner competency for IKAT Indonesia?

The results of this study are expected to be beneficial for the social entrepreneurs in developing the HR business partner competency to establish a sustainable business. Further, the results of this study are also expected to theoretically benefits future researchers as references in studying the development of HR business partner competency for the social entrepreneurs.

THEORETICAL REVIEW

Sustainable business is a strategic business that is positively oriented towards social and environmental issues. It actively contributes to balance in various economic, social, and environmental aspects and dimensions by taking the company's system and stakeholders into account to lead to the transformation of business models for long-term sustainability (Rudnicka, 2017). Harmasanto et al. (2019) defined the sustainable business as a sustainable economic activity; therefore collaboration is required in developing networks that can assist the businesses in optimizing the production, consumption, and distribution. Sustainability is seen as a new strategic planning approach utilized by the businesses, since establishing a sustainable business would help a company achieve its strategic goals (Fauzi et al., 2021).

Social Entrepreneurship

Social entrepreneurship is concerned with more than just profit, it also has a good impact on the society (Moulaert et al., 2014). Social entrepreneurs are motivated to utilize various chances in business approaches while including the social and economic issues. They have created or extended chances for the society to participate in driving the economy (McQuilten et al., 2020). In Indonesia, the social entrepreneurs engage in a variety of creative and innovative actions in order to attract more stakeholders and raise more funds (Rostiani et al., 2014). According to Bechir (2021), there are three major challenges for the social entrepreneurs: (1) developing good entrepreneurial skills; (2) promoting social entrepreneurship and recognizing social needs; and (3) developing partnerships and networks of various actors working to develop the social entrepreneurship. The social entrepreneurship can be implemented to increase the business sustainability (Halsall et al., 2022).

The Development of HR Business Partner Competency

Competency underpins individual personality, resulting in a relationship between behavioral criteria for the effectiveness of individual performance in their profession (Widjaja et al., 2018). Hamidi et al. (2021) revealed that the higher the HR competency, the higher the firm performance. This is inextricably related to the HR function as a means of increasing the firm productivity in order to be more competitive in achieving goals. The HR development helps developing the environment, fostering and improving the community's welfare in a sustainable manner (Albab et al., 2023). As a result, the competency is vital for the firm performance to carry out tasks effectively and efficiently (Halim et al., 2022). Opportunity competency, organizational competency, strategic competency, connection competency, commitment competency, and conceptual competency are the six primary competency categories in the MSMEs (Dhamayantie & Fauzan, 2017). Meanwhile, according to Setiadiputra (2017), the concept of competency has numerous dimensions, including understanding, skill, knowledge, interest, and attitude.

Furthermore, the business sector requires the HR development to produce competent HR to establish a sustainable business. In practice, the competency development can be done independently or in collaboration with the local government. There are two types of competency development training: (1) classical training – includes face-to-face learning such as training, seminars, and courses; and (2) non-classical training—includes e-learning and workplace coaching (Sartika & Kusumaningrum, 2018).

In this study, the development of HR business partner competency is developed using many strategies, including: (1) training and development—focuses on growing an employee's knowledge, abilities, and attitudes to do the job competently (Gomathy et al., 2022); (2) project—refers to a training in which the employees engage as team members on a project in order to provide them more freedom to participate in the business activities (Widari & Darma, 2017); (3) workshop – includes material presentation, discussion, and project work throughout the activity (Hasan & Fitriana, 2022); (4) demonstration – refers to the presentation of learning utilizing teaching aids as a method of presenting concepts with visual aids, so that the audience fully understands the topic (Hakim et al., 2023); (5) knowledge capture—refers to the process of capturing knowledge or experience from individuals, groups, or organizations and transferring it to text, films, or books, so that the partners can readily study it (Tahar et al., 2022); and (6) coaching and mentoring—

refer to methods of improving practice by expert trainers sharing experience and information to accelerate the learning process to help the partners understand the objectives better (Hidayat, 2022; Hu et al., 2022).

Challenges in the Development of HR Business Partner Competency

To this day, the weaving industry as one of the potential MSME industries has not been fully optimized due to the lack of development of production management systems. This is owing to the lack of enthusiasm among the craftsmen due to the lengthy production process, as well as the lack of public awareness for woven crafts. Furthermore, challenges faced are also results of low competency, since the majority of craftsmen are housewives with a high school diploma or less. There is also a lack of motivation, thus the partners have a lack of excitement and simply execute the work as a routine (Lestari et al., 2023).

The challenges can also arise as a result of a lack of awareness about technology and digitalization. According to Siregar et al. (2022), the weaving manufacturing process is still carried out in a simple manner, because the craftsmen are just considered as the means of production. In a study by Santhi et al. (2022), there is a lack of creativity in woven crafts, although woven cloth can be transformed into numerous types of souvenirs, such as bags and shoes.

RESEARCH METHODS

This study employed a qualitative research method with a case study approach to explain a novel phenomena by collecting the data to answer the research questions. The informants participated included: (1) the creative director as the key informant (Informant A), (2) the business development supervisor as the primary informant (Informant B), and (3) the marketing team as the supporting informant (Informant C).

The data was collected through observations, in-depth interviews, and documentation. The data was reviewed, categorized, interpreted, and verified to have academic, scientific, and social significance. The validity of data analysis was assessed using a triangulation technique to test and cross-check the validity of information, and the results were then compared with other analysis (Alfansyur & Mariyani, 2020). There were two types of triangulation technique implemented: (1) source triangulation—carried out by performing a specific cross-check between IKAT Indonesia (Informant A and Informant B) and the weaving craftsmen who had been partners for three to ten years (Informant C). Then, the data was further analyzed to produce a conclusion which was agreed by all three informants; and (2) data triangulation—done based on the results of observations, interviews, and documentation. Further, the data was analyzed in three stages of data reduction, data presentation, and drawing conclusions (Huberman & Miles, 1983).

RESULTS AND DISCUSSIONS

Reasons for the Need to Develop the HR Business Partner Competency at IKAT Indonesias

The development of HR business partner competency aimed to optimize the partners' performance, therefore it was one of the most significant factors in achieving

the long-term business sustainability for IKAT Indonesia. This was also due to the fact that the craftsmen's competency directly influenced the IKAT Indonesia's product quality and production. As a result, not only IKAT Indonesia, the craftsmen as partners would also benefit. In relation to the need to develop the HR business partner competency to achieve sustainability. Informant A stated that:

“The more competent the craftsmen, the higher the productivity and quality. As a result, us, as the users, are benefitted. When the quality has improved, we may produce a greater quantity and increase the selling price, so that the craftsmen benefit later as their orders increase, and the price for every meter fabric can also be increased.” (Interview results; June 10, 2023).

This statement was also supported by Informant B, who indicated that the HR played a significant role in the business sustainability, and that when the company provided trainings to the partners, the quality of woven crafts would also improve.

“The HR, as one of the most important elements, plays a critical role in the company's long-term sustainability. The HR training can have a significant impact, for example, on the quality of products produced.” (Interview results; June 10, 2023).

The statements conveyed by Informant A and Informant B were supported by Informant C, who stated that the competency development was critical since it allowed the partners to obtain new knowledge and boost production and time efficiency.

“After the training was completed through several stages, the quality of the products produced is improved. For example, initially, the craftsmen could only produce one type of motif, but after the training, they are now able to produce a variety of other woven motifs.” (Interview results; June 12, 2023).

The interview results with all informants in IKAT Indonesia indicated that developing the HR competency was essential to the company's long term sustainability (Table 1). It could help the craftsmen increase their competency, giving them a competitive advantage and allowing them to meet IKAT Indonesia's HR competency standards.

Further, there were five indicators of competency development in the context of developing a sustainable business, including (1) motive—the constant thinking of a person that led to particular acts; (2) traits—individual qualities and reactions to information or events; (3) self-image—the idea a person had to his/her image; (4) knowledge—individual expertise in a certain topic; and (5) skills—the capacity to accomplish specific tasks or jobs (Azmy, 2015). IKAT Indonesia concentrated more on strengthening the knowledge and skills of the craftsmen while developing their competency. It was done so that the craftsmen as partners had the required knowledge and skills about the weaving industry and could acquire a competitive advantage in relation to running a sustainable business. Similarly, Klarin and Suseno (2023) revealed that the social entrepreneurship was an activity done to improve the economy and welfare of the society by establishing new business innovatively.

Table 1. Reasons to Develop the HR Business Partner Competency

No	Reason	Description
1	Motive	Providing leadership and motivating partners to understand that being a weaving craftsman is much more than just labor.
2	Traits	Increasing the partners' confidence.
3	Self-Image	Helping the partners see themselves as experts by portraying their identities.
4	Knowledge	Providing information on current trends, weaving motifs, and marketing.
5	Skills	Developing and supervising the partners in weaving techniques, dyeing procedures, and technology.

Source: Processed data (2023).

Process of Development of HR Business Partner Competency at IKAT Indonesia

Initially, IKAT Indonesia auditioned groups of craftsmen and selected them based on good and competent work, followed by making a collaboration agreement. Although in selecting the partners was done professionally and the personal approach was deemed appropriate for IKAT Indonesia's goals, the craftsmen must still be given a competency development program. This was done to ensure that the craftsmen had the necessary knowledge and abilities to meet the company standards. Aside from that, it was expected that the partners would improve their job efficiency, product quality, and brand awareness, allowing them to become independent partners with a better market.

"Usually, we conduct workshops for the craftsmen by sharing knowledge about current trends, then how to recognize the quality that should be achieved and can satisfy the market." (Interview results; June 10, 2023).

IKAT Indonesia innovated by organizing inter-regional craftsmen exchanges to assist the partner competency development. This was done in order for the partners to exchange information, particularly in the context of technology. Informant B stated that:

"Innovation is possible by exchanging technological information. For example, if one location has more efficient working tools, we will normally strive to bring the craftsmen from area A to area B, so that they can share the technology and information." (Interview results; June 10, 2023).

Furthermore, IKAT Indonesia also monitored, both directly and indirectly, to optimize the partners' competency. Informant A stated that:

"In this technological era, we can maximize communication with the craftsmen through Zoom meetings, direct visits, or phone calls, so that we can continuously monitor their progress and our relationship can be well maintained." (Interview results; June 10, 2023).

As a method of competency development, IKAT Indonesia regularly offered workshops on product knowledge, technology, and work efficiency, as well as opportunities for the partners to explore their potential by participating in regional craftsman exchange programs with other, more advanced regions, particularly in the context of technology. This was the fundamental key for the partners to achieve the business sustainability.

Table 1. Application of Methods for the Development of HR Business Partner Competency

No	Methods of Competency Development	Forms of Application of Competency Development Methods
1	Project	An agreement with the partners to develop projects with agreed work durations and produce items in accordance with the standards provided. The craftsmen are also responsible for the products if they are not in line with the standards given during the production process.
2	Workshop	Information on current trends, quality standardization, and product innovation.
3	Coaching and Mentoring	Branding and marketing trainings, as well as the sharing session of experiences among the craftsmen to learn from one another and help understanding the goals.

Source: Processed data (2023).

Table 2 explains how IKAT Indonesia developed the partners' competency using three methods: (1) project—done by making cooperation agreements with the partners in creating projects with fixed work durations and producing products in accordance with the standards that had been given. According to Widari and Darma (2017), the projects must be carried out by involving employees as team members so that they could have more freedom to participate in the business; (2) workshop—done by providing knowledge about current trends, quality standardization, dyeing techniques, and product innovation. According to Hasan and Fitriana (2022), the workshops must be carried out by presenting materials, having discussions, and working on the projects during the activities; and (3) coaching and mentoring—done by providing training facilities for branding and marketing and exchanging experiences, as well as dialogues with other craftsmen to learn from each other and help the partners comprehend the goals (Hidayat, 2022).

Challenges in the Development of HR Business Partner Competency at IKAT Indonesia

Issues in relation with the business sustainability at IKAT Indonesia were related to the craftsmen who were elderly, and that the young generation was not interested in running the weaving business in the future as they had lack of information and education about the industry. As a result, IKAT Indonesia took a holistic strategy to strengthening the young talents' capabilities and training them to carry on the weaving culture. In this case, more obstacles were found which were related to the environment, access, and motivation. Therefore, IKAT Indonesia attempted to innovate in developing the HR competency so that existing challenges would not reoccur over an extended period of time. Informant A stated that:

“Challenges faced by IKAT Indonesia are having craftsmen located in remote areas, such as in Maumere, making the access to them difficult and time-consuming. As a result, they are unaware of the weaving and dyeing processes, the raw materials needed, and they spend long time to produce 1 product.” (Interview results; June 12, 2023).

This statement was supported by Informant B who stated that:

“There is a lack of information and education about the weaving, so that many young people do not want to inherit this culture. They also consider this profession to be less productive.” (Interview results; June 12, 2023).

Informant C added that:

“Since the craftsmen live in remote areas, most of them still use simple tools to weave. Thus, the production duration is long and ineffective. It is also difficult to increase the productivity.” (Interview results; June 12, 2023).

Based on the results of interviews, it can be concluded that the main challenges encountered are limited access, poor education, and a lack of information, all of which had a broad impact on the low level of competency and awareness of maintaining a sustainable business. However, IKAT Indonesia had several strategies to overcome these challenges. Informant A stated that:

“We collaborate with the local government because they are directly connected to the location and craftsmen. In addition, by including the weaving as an extra-curricular activity in vocational high schools, it is expected that being a weaving craftsman can be an option for career.” (Interview results; June 12, 2023).

Furthermore, Informant B added that:

“The development of young talents should begin at an early age. For example, as a form of seriousness by the local government, additional classes at school can be explored more.” (Interview results; June 12, 2023).

Informant C claimed that:

“We are trying to give our partners as much creative space as possible. As a result, new ideas are developed and become the primary milestone for innovations.” (Interview results; June 12, 2023).

To eliminate the challenges in developing the HR competency, IKAT Indonesia collaborated with the local government, attempting to develop potential MSME areas by establishing regional infrastructure to support the adoption of competency development methods. The local government played a crucial role in the development of MSMEs in these remote areas, since they had safer characteristics from external influences (Putra, 2015). To constantly develop the HR business partner competency, IKAT Indonesia did a monitoring on how the partners' competency developed and increased through Zoom meetings or direct visits to the location. This was done to determine whether the partners were in accordance with the company's competency standards.

The following Table 3 shows the challenges in the development of HR business partner competency at IKAT Indonesia. Based on Table 3, the challenges are interconnected. *First*, there was inadequate technology which led to a decline in the output due to a lack of creativity in the weaving production process (Octaviani et al., 2020). *Second*, the craftsmen had poor education which made them have insufficient knowledge and limited abilities. This occurred because women's access to higher education was limited, thus they could only read and write (Netrawati et al., 2019). *Furthermore*, it was difficult to access the craftsmen's areas, since they lived in remote areas. Most of the craftsmen were also at an unproductive age. Besides, the young generation had a lack of interest in inheriting the weaving culture. They also lacked of motivation to make crafts-

man as a professional career and their major source of income. Being a craftsman was apparently only a part time for them, since most of them were housewives.

Table 2. Challenges in the Development of HR Business Partner Competency

No.	Challenge	Description
1	Technology and Information	Limited adequate technology which leads to the partners experiencing a decline in productivity.
2	Skill and Knowledge	The weaving craftsmen have poor education, so that they have limited skill and knowledge.
3	Access	The weaving craftsmen live in remote areas.
4	Human Resource	The weaving craftsmen are old and the younger generation has lack of interest in weaving.
5	Motivation	The weaving craftsmen have lack of motivation and professionalism.

Source: Processed data (2023).

CONCLUSIONS AND RECOMMENDATIONS

This study offers several reasons for the need to develop the HR business partner competency in the social entrepreneurship-based business, including the motive, traits, self-image, knowledge, and skills. The motive was related to providing leadership and motivating partners to understand that being a weaving craftsman was much more than just labor. The traits were related to increasing the partners' confidence. The self-image was related to helping the partners see themselves as experts by portraying their identities. The knowledge was related to providing information on current trends, weaving motifs, and marketing. Meanwhile, the skills were related to developing and supervising the partners in weaving techniques, dyeing procedures, and technology.

Furthermore, the methods for the development of HR business partner competency consisted of project, workshop, and coaching and mentoring. The first method was project, which was done by making an agreement with the partners to develop projects with agreed work durations and produce items in accordance with the standards provided. The second method was workshop, which was done by providing the information on current trends, quality standardization, and product innovation. Meanwhile, the third method was coaching and mentoring which was done by providing branding and marketing trainings, as well as the sharing session of experiences among the craftsmen to learn from one another and help understanding the goals.

In addition, the challenges faced by IKAT Indonesia in the development of HR business partner competency included limited access, poor education and motivation, and the lack of interest of the younger generation in the weaving crafts. To minimize these challenges, IKAT Indonesia is working with the local government to include weaving as an extra-curricular activity in the vocational high schools, so that the weaving crafts can still be maintained and its businesses are sustainable in the long term.

The social entrepreneurship-based businesses are expected to optimize the development of HR business partner competency through different methods to motivate the business partners working professionally. In addition to engaging with the local government, IKAT Indonesia is suggested to work with institutions linked to the MSMEs, particularly the ones in the weaving industry.

However, this study faced three major limitations. First, it was difficult to obtain in-depth information due to limited time and access with the craftsmen. Second, the informants did not provide detailed explanations as it contained the company's secret. Third, the researchers had difficulty in arranging interview schedules both on line and in person due to busy work. Therefore, future researches are suggested to study similar topics in more social entrepreneurship-based companies to generate a broader and more diverse analysis. In addition, methods of interview and direct observations are recommended to improve the clarity of the information acquired. Besides, the results of this study are expected to be used as references in the development of HR business partner competency

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