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## Harnessing Heritage: The Impact of Local Wisdom-Based Marketing on Social Enterprise Performance in Indonesia

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### Abstract

**Background:** To advance economic development and societal well-being, it is essential to conduct comprehensive research analyzing the social entrepreneurship's effect on the performance of economic and social aspects, together with the principal factors influencing these outcomes.

**Purpose:** This study seeks to improve the efficacy of social entrepreneurship by highlighting its contribution to economic and social progress. The study employs a marketing management approach that incorporates aspects of local wisdom, rooted in Indonesian society's religious and cultural values.

**Method:** This study involved 350 social entrepreneurs from 20 provinces in Indonesia. The study employs a quantitative method approach, utilizing Structural Equation Modeling (SEM).

**Findings:** Both religiosity-based entrepreneurial marketing (REM) and the entrepreneurial marketing mix (EMM) substantially affect social enterprise performance (SEP). EMM shows a positive, substantial correlation with SEP, whereas REM shows a negative, statistically significant effect. Moreover, REM does not substantially influence the link between market orientation and SEP. Likewise, market orientation (MO) exhibits no substantial direct impact on the social enterprise performance.

**Conclusions:** This research finds that EMM has a favorable and significant influence on SEP, while MO does not significantly affect social enterprise performance. Instead of mediating, REM shows a large yet negative impact. These results highlight the complexity of integrating REM with MO strategies in SEP.

**Research implication:** This research provides valuable insights for social entrepreneurs, governments, and academics on the strategic integration of local wisdom heritage in marketing to accelerate SEP in Indonesia.

**Keywords:** entrepreneurial marketing, entrepreneurial marketing mix, market orientation, religiosity, social enterprise performance

**JEL Classification:** D12, L26, M31

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### PUBLIC INTEREST STATEMENT

The study addresses the impact of local wisdom-based marketing on social enterprise performance in Indonesia. This study provides understanding and recommendations for stakeholders, such as the beneficiary, consumers, government institutions, and social entrepreneurship owners seeking sustainable growth performance in Indonesia.

This research faced several challenges; first, the limitations in the comprehensive data on social entrepreneurship due to the government has not launched official social enterprise data. Therefore, the authors collected the data from the United Nations partnership, namely PLUS (Social Enterprise Platform). Second, the study involved a limited sample size, so the results still provide a general captured and are not detailed yet that could classify, and categorize the social enterprise performance based on the revenue scale. Nonetheless, this research has provided useful insights into the impact of local wisdom-based marketing on social enterprise performance in Indonesia, as an initial research from a series of longitudinal studies.



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## 1. Introduction

Entrepreneurship is crucial to Indonesia's economic framework, serving as the foremost contributor to the nation's Gross Domestic Product (GDP) (Ariana et al., 2025). Bank Indonesia statistics indicate that micro, small, and medium firms (MSMEs) constitute roughly 64% of the national GDP and provide 95% of total employment (Manansala & Vargas, 2025). Unlike commercial entrepreneurship, social entrepreneurship prioritizes social value creation alongside financial returns. In the context of developing economies, entrepreneurial activities are essential in revitalizing sluggish economic conditions and mitigating unemployment by creating new job opportunities (Huda et al., 2025). Furthermore, there has been growing momentum in entrepreneurship education, particularly among students, as a strategic initiative to close the gap between practical contribution and academic potential to national economic growth.

Social entrepreneurship catalyzes social welfare and development (Nasoha et al., 2024). In Indonesia, this sector has shown significant and sustained growth over the past two decades, particularly between 2007 and 2017 (Sinolungan & Kimbal, 2024). Among the various sectors, the creative industry has emerged as the most prominent, contributing approximately 22% of the total social entrepreneurial activities (Astuti & Solihin, 2024). This trend reflects a growing recognition of social entrepreneurship as a vital mechanism for addressing socio-economic challenges through innovative and sustainable solutions, especially within culturally rich and economically dynamic environments like Indonesia (Iradianty & Sitorus, 2024).

Indonesia is grounded in a foundational philosophical principle of collectivism and cooperation known as Pancasila. It reflected its first principle of Pancasila, i.e., "belief in the One Supreme God". Theoretically, this kind of spiritual cohesion and cultural unity should enable Indonesia to effectively surmount complex social challenges. This philosophical underpinning provides a socially driven approach to entrepreneurship grounded in compassion, communal well-being, and moral behavior. According to a British Council study, there are approximately 342,000 registered social entrepreneurs in Indonesia (Suwandi et al., 2024). Yet, Indonesia's Central Statistics Agency data released that 86.52% of businesses do not contribute to social benefits (Ruyani et al., 2025). This disparity reveals a substantial difference between the prospective and factual social endowment of enterprises. Furthermore, academic investigations that concentrate exclusively on the performance of social enterprises in Indonesia remain scarce, suggesting that there must be advanced empirical research in this area (Nur et al., 2025).

Notwithstanding the renewed academic attention, the literature on social entrepreneurship effectuation remains disintegrated and underdeveloped. Existing research related to social entrepreneurship focuses on the implementation of marketing in social entrepreneurship, such as market orientation (Venugopal, 2021), market disruptiveness (Bhattarai et al., 2019), capital (Alekan, 2018), gender (Stroila & Shi, 2025), social enterprise education (Kruse et al., 2025), and social innovation (Sampaio & Sebastião, 2024). The domain of social entrepreneurship remains underexplored from a marketing perspective, revealing a critical gap in understanding the intersection between entrepreneurial marketing and social enterprise development (Zeng et al., 2024). Entrepreneurial marketing is characterized by creativity, adaptability, and resource-constrained strategies aimed at serving niche markets. It frequently employs distinctive and personalized strategies to market its goods (Sharma et al., 2024).

In Indonesia, religion is deeply ingrained in the state ideology of Pancasila, particularly the first principle, i.e., "Belief in One Supreme God". Religion is a major influence on societal norms and values (Chhabra et al., 2025). To enhance the performance of social

enterprises, this study aims to identify effective and efficient marketing techniques grounded in religious principles and local wisdom. The overarching goal is to bolster Indonesia's economic growth and tackle persistent social issues such as unemployment, poverty, and the marginalization of vulnerable populations, including former drug users, school dropouts, ex-convicts, and others who continue to receive insufficient attention from public or private sector programs.

Religion is increasingly acknowledged as a strategic element in marketing, impacting consumer behavior and decision-making processes (Pusparini et al., 2025). Organizations that integrate religious elements into their marketing strategies exhibit increased consumer purchase intentions and loyalty (Haddoud et al., 2025). Empirical evidence indicates a positive correlation between elevated consumer religiosity and purchasing behavior (Chen et al., 2024), which enhances business performance. Religion-based marketing is a strategic approach that recognizes the spiritual values of consumers and aligns products or brand identities with these values (Kacar, 2025). Building on this perspective, the present study conceptualizes religiosity-based entrepreneurial marketing as a form of entrepreneurial marketing rooted in religious values, aimed at enhancing the performance of social enterprises through culturally resonant and ethically grounded marketing practices (Barbosa & Smith, 2024).

Considering the aforementioned factors, it is imperative to conduct an analysis based on the Resource-Based Theory (RBT) to assess the internal capabilities of social entrepreneurs that enhance marketing effectiveness. RBT asserts that the strategic utilization of valuable, rare, inimitable, and organizationally embedded resources (VRIO) will yield a persistent competitive advantage. In the social entrepreneurship context, VRIO may encompass mission-driven human capital, religiously aligned brand identities, and culturally informed marketing competence. This method elucidates the path in which distinctive organizational resources, including marketing capabilities, values, and expertise, can be utilized to foster sustainability and competitive advantage. To enhance the resilience and effectiveness of social enterprises, a profound understanding of the internal components of VRIO and how to enhance their socio-economic impact is needed. Researchers can clarify performance variability and lead strategic development initiatives by integrating RBT into social entrepreneurship research.

## 2. Literature Review

### 2.1 Resource-Based Theory (RBT)

RBT has emerged as a significant paradigm in strategic management. RBT offers a framework for understanding how firms acquire and sustain competitive advantage. RBT posits that the principal determinants of a firm's performance are its internal resources and competencies. In contrast to traditional industrial organization economics, which focuses on external market positioning, RBT emphasizes the strategic importance of a firm's internal resources and capabilities in achieving superior performance. It suggests that organizations can achieve a competitive edge by possessing and effectively utilizing resources that are VRIO. Drawing upon the research findings by Adetoyinbo and Mithöfer (2025), the tenets of RBT imply that the resources possessed by organizations and small-scale businesses have a substantial impact on their performance. Thus, it can be concluded that the implementation of RBT in the marketing field can encourage social innovation, provide a competitive advantage, especially in improving business performance (Afriyie et al., 2018).

## 2.2 Entrepreneurial Marketing Mix and Social Enterprise Performance

The marketing mix is a controllable element for companies that can be employed to engage with customers or to achieve consumer pleasure (Alfarizy et al., 2024). The application of the marketing mix differs based on the specific business scenario (Alwinie et al., 2024; Muflikh et al., 2024). The inability of social enterprise actors to identify the optimal marketing mix formula for their business constitutes a significant issue (Abdullah et al., 2024). The product, place, pricing, promotion (4Ps) framework is an unreliable application for social enterprise stakeholders. In a corporate context, the 4Ps formula is applicable. However, in the social entrepreneurship context, the 4Ps are contingent upon the circumstances and needs of the consumer (Achsa et al., 2023). Clients with economic disadvantages will be offered distinct prices relative to those with higher financial resources, and promotional strategies in social enterprises are often underexploited or biased towards low-cost alternatives. This study utilizes an entrepreneurial marketing mix of the 4Ps, namely purpose, practices, process, and people. It is in contrast to the conventional 4Ps framework employed by businesses (Hussin et al., 2020).

Furthermore, numerous essential components of the entrepreneurial marketing mix help social enterprise stakeholders recognize and achieve their business objectives. The human element underscores the critical importance of the entrepreneur, whose networks, identity, and personal characteristics profoundly impact marketing strategies (Amin, 2021). The founder-managers generally rely on their knowledge, experiences, and networks to overcome market challenges. Furthermore, Li et al. (2023) contend that the purpose dimension emphasizes the importance of a clear mission aligned with the entrepreneur's values and vision.

The main concept is prominent for positioning and communicating business products or services to the target market. The practice dimension distinguishes the entrepreneurial marketing mix from conventional methods by emphasizing the application of distinctive and often unconventional marketing strategies (Rakshit et al., 2022). These strategies often entail utilizing direct relationships and informal networks to identify and establish business prospects. Finally, the process dimension encapsulates the dynamic and adaptable essence of entrepreneurial marketing, illustrating how entrepreneurs perpetually adjust their plans in reaction to changing market conditions. Collectively, these factors establish a framework enabling social enterprise actors to synchronize their marketing initiatives with overarching corporate goals (Telukdarie et al., 2024).

H1: Entrepreneurial marketing mix significantly enhances social enterprise performance.

## 2.3 Religiosity-Based Entrepreneurial Marketing and Social Enterprise Performance

Entrepreneurial marketing research remains in a developmental stage and has yet to be widely accepted as a normative framework in marketing scholarship (Deku et al., 2023). Based on RBT, entrepreneurial marketing is defined by seven fundamental dimensions: proactiveness, controlled risk-taking, opportunity focus, innovativeness, customer intensity, resource leveraging, and value generation (Sedeh et al., 2023). These dimensions collectively establish a strategy framework aimed at augmenting competitive advantage (Junqueira et al., 2023). Frequently, superior company performance hinges on the capacity to sustain such excellence (Tahir, 2023). There is increasing recognition of the alignment between religious principles and business practices. Companies increasingly integrate spiritual and religious components into their marketing and branding strategies to attract consumers (Sharifi-Tehrani, 2023).

The enterprises that incorporate religious elements into their marketing strategies tend to enhance consumer purchase decisions and foster stronger repurchase intentions (Sharifi-Tehrani, 2023). This advice is that religiosity marketing serves as a strategic approach that recognizes the importance of religious values in shaping consumer behavior (Gautam, 2023). By aligning products or organizational identity with religious principles, the purpose of the company is to build the target market's deeper emotional and cultural connections (Junaidi et al., 2023).

Religious entrepreneurial marketing is a strategic approach that integrates religious values into marketing activities, using religious frameworks to promote products or services. Even though specific methods may vary across different faith traditions, the underlying objective remains consistent, fostering social support through commerce. For instance, persuasive selling during religious events, fundraising during religious events to support social enterprise initiatives, and other community-based efforts are part of the methods (Pruthi & Mitra, 2018). The religiosity dimension of entrepreneurial marketing is assessed through several key indicators, namely opportunity orientation, innovation, creativity, change orientation, competitiveness, religious values, and communication competence (Sabuhari et al., 2023).

**H2: Religiosity-based entrepreneurial marketing significantly enhances the success of social enterprises' performance**

#### **2.4 Market Orientation and Social Enterprise Performance**

Market orientation, initially grounded in traditional business theory, has progressively infiltrated social entrepreneurship as a strategic approach to achieving both social value maximization and financial sustainability (Tjahjadi, 2020). It fundamentally embodies an organizational mentality that emphasizes recognizing and fulfilling customer wants in a competitive landscape (Butkouskaya et al., 2024). This orientation requires a sophisticated comprehension of target markets, encompassing both overt and latent demands, consumer behavior patterns, and satisfaction metrics (Aboalhool et al., 2024). Market orientation fundamentally consists of three primary dimensions: customer orientation, competition orientation, and interfunctional coordination (Khizar et al., 2024). Customer orientation prioritizes the proactive gathering and distribution of customer insights to foresee changing expectations and tailor offers accordingly (Adiguzel et al., 2024). Competitor orientation emphasizes the systematic assessment of rivals' talents, strategies, and expected reactions, facilitating strategic agility. Interfunctional coordination highlights the importance of cross-departmental collaboration and information integration to ensure all activities are organizationally aligned in delivering exceptional customer value (Alimin et al., 2025).

Market orientation is a pivotal determinant of the social company's success (Rosyidi et al., 2025). Social companies that link their products or services with market demands are more likely to achieve acceptance within the target community (Alkandi & Helmi, 2024). This alignment enhances both their social impact and financial sustainability. Responding to consumer preferences enables social enterprises to remain relevant, competitive, and adaptable in changing environments. Ultimately, a strong market orientation enables social enterprises to deliver value effectively, improve stakeholder satisfaction, and strengthen overall performance by aligning social missions with economically viable strategies.

**H3: Market orientation significantly enhances the social enterprise's performance**

## 2.5 Market Orientation, Religiosity-Based Entrepreneurial Marketing, and Social Enterprise Performance

Entrepreneurship aims to effect economic transformation and generate wealth by leveraging an individual's capacity and effectiveness to identify opportunities and turn them into viable goods or services. Performance measurement is advantageous for furnishing input that assists managers in recognizing and resolving challenges (Suwandi et al., 2024). The social enterprises' performance pertains to the efficacy of social business entities that employ practical, innovative, and sustainable methods to influence economically disadvantaged communities and address prevailing social issues positively (Wakhuni et al., 2024). The efficacy of a social enterprise comprises two facets: social performance and economic performance (Sum et al., 2024). The efficacy of social entrepreneurship is evaluated based on the extent of social benefits generated by the entrepreneur and the economic repercussions for the company. Social companies frequently struggle to harmonize and balance their economic interests and profitability with their social influence on society (Nguyen et al., 2021).

H4: Religiosity-based entrepreneurial marketing may mediate the connection between market orientation and social enterprises' performance.

### 3. Conceptual Framework

The prior study has demonstrated that the marketing mix is more effective in escalating the company's performance (Lahtinen et al., 2020). Subsequently, entrepreneurial marketing also yields better organizational performance (Sadiku-Dushi et al., 2019). Moreover, market orientation is successful in accelerating the social enterprise's performance (Pinheiro et al., 2021). However, marketing practices in social enterprise performance sectors face different issues and challenges compared to conventional business organizations. There is limited research on social enterprise marketing related to social enterprise performance, such as the implementation of the entrepreneurial marketing mix and local wisdom-based marketing. Meanwhile, a lack of marketing skills limits the impact of marketing practices on social enterprise performance (Bandyopadhyay & Ray, 2019).

The aforementioned research examined the entrepreneurial marketing mix, market orientation, and religiosity-based entrepreneurial marketing to social enterprise performance. This study also proposes that religiosity-based entrepreneurial marketing mediates market orientation in shaping social enterprise performance. Based on an empirical analysis of the background, previous studies, and the theoretical framework, the conceptual framework is presented in Figure 1.

The hypotheses of this research are as follows:

- H1: Entrepreneurial marketing mix significantly enhances social enterprise performance.
- H2: Religiosity-based entrepreneurial marketing significantly enhances the success of social enterprises' performance
- H3: Market orientation significantly enhances the social enterprise's performance
- H4: Religiosity-based entrepreneurial marketing may mediate the connection between market orientation and social enterprises' performance.

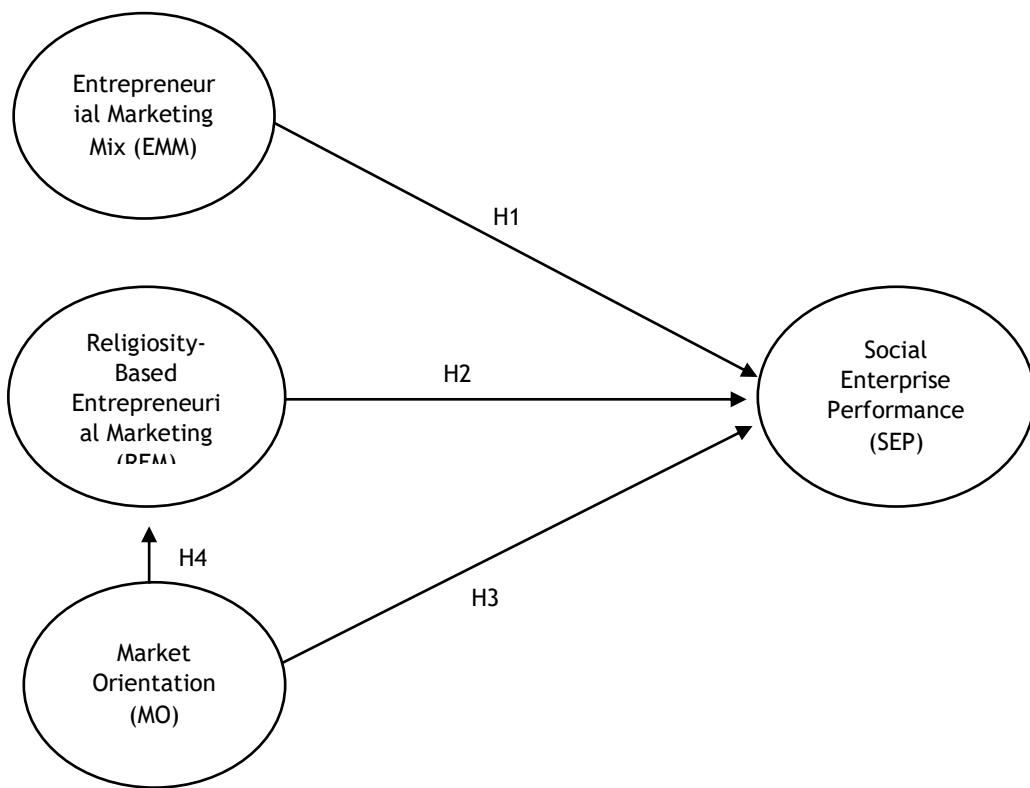


Figure 1. The relationship of social enterprise performance, influenced by the entrepreneurial marketing mix and market orientation, mediated by religion in entrepreneurial marketing

#### 4. Methods

##### 4.1 Research Design

This research employs a quantitative method approach. A quantitative method was employed to analyze field exploration data, aiming to establish the validity and reliability of the indicators for each determinant in the research. Data analysis was performed using Structural Equation Modelling (SEM). The hypothesis testing of the coefficient of determination serves as a standard for evaluating the research model's influence. A descriptive study will provide a thorough representation of the research phenomenon.

This study was conducted in 20 provinces: Nanggroe Aceh Darussalam, North Sumatra, West Sumatra, Riau, Jambi, South Sumatra, Riau Islands, Palembang, Bangka Belitung, Lampung, Bengkulu, DKI Jakarta, Banten, Central Java, West Java, Special Region of Yogyakarta, East Java, Bali, West Nusa Tenggara, and East Nusa Tenggara. This place was chosen due to its exceptional concentration of social enterprise actors compared to other provinces. The respondents among social entrepreneurs were at the manager level, as responsible company representatives, or as owners.

##### 4.2 Sampling

Sampling is non-probability, specifically, purposive sampling used three criteria, with an error rate of 5%. In pursuance of Hair et al. (2014), the minimum required sample size to provide a solid basis for estimation is 200 samples. Drawing the number of samples from an infinite population with unknown proportions (assuming 50%) suggests a minimum sample size of 350. Thus, the research sample was set at 350 samples.

Based on the results of the questionnaire distribution, of the 350 total questionnaires distributed, only 152 questionnaires were returned (online and offline, i.e., directly visiting the respondent). Furthermore, the first elimination is carried out in accordance with the first purposive sampling question: "Is the social or environmental mission the main goal of the business?" A total of 7 (seven) respondents answered "no". This indicates whether the entrepreneurship is social or conventional. Thus, the answers of the seven respondents were eliminated. Subsequently, the next sort has been done by eliminating the second question, i.e., "Do you plan to generate income earned/income from trading?" For respondents who answered "a. Only from grants", the respondent's answer will be eliminated because this indicates that the company is a Non-Government Organization (NGO).

A total of 21 respondents were eliminated for this second question. Moreover, to validate the classification of the social entrepreneurship model, the third question posed was: "How are your profits/surpluses utilized?" Respondents who indicated that "profits are distributed solely to owners and shareholders" were subsequently excluded from the analysis. A number of 27 respondents were eliminated for this third question. Eventually, only 97 questionnaire respondents were left. The 97 data were then processed using the Smart-PLS software. The SMART-PLS software was employed due to its flexibility in accommodating sample size and its emphasis on predictive capabilities. In terms of sample size, PLS-SEM performs effectively with small to medium-sized samples (even fewer than 200) (Hair et al., 2014), rendering it particularly suitable for exploratory research or investigations in emerging domains, such as the performance of social enterprises. Moreover, PLS-SEM is specifically optimized for the prediction of dependent constructs, for instance, social enterprise performance.

#### 4.3 Measurement

Data were collected by a questionnaire and statistically analyzed to discover patterns and correlations among the research variables. Social enterprise performance, entrepreneurial marketing mix, religiosity in entrepreneurial marketing, and market orientation were all rated employing a Likert scale ranging from 1 to 5. The initial step in evaluating the model construct is to conduct a validity test by examining each questionnaire item and calculating the Average Variance Extracted (AVE) for entrepreneurial marketing mix, religiosity-based entrepreneurial marketing, market orientation, and social enterprise performance. In the SEM-PLS model, an indicator achieves convergent validity if its outer loading exceeds 0.7 and its AVE exceeds 0.5. Additionally, the reliability was assessed by the composite reliability test. The composite reliability and Cronbach's alpha must exceed 0.7 (Hair et al., 2014).

A total of ten items were used in this research. The measure for entrepreneurial marketing mix, i.e., practices and people (2 items), was adapted from Zontanos and Anderson (2004). Religiosity-based entrepreneurial marketing consists of 4 items, i.e., creativity was adapted from Stokes and Stokes (2000), opportunity orientation, communication (Morris et al., 2002), and religiosity value as a novelty. The measurement of market orientation consists of intelligence dissemination and responsiveness by Pinheiro et al. (2021). Lastly, social enterprise performance was elaborated from Pinheiro et al. (2021) and Shin and Park (2019). The factors included in this study are defined in Table 1.

Table 1. The operational definition, dimension, and indicators of entrepreneurial marketing mix, religiosity-based entrepreneurial marketing, market orientation, and social enterprise performance

Variables	Definitions	Dimensions	Indicators
Entrepreneurial Marketing Mix (Martin, 2009)	Entrepreneurial marketing mix is a strategy applied by entrepreneurs that consists of several elements, such as objectives, practices, processes, and human resources. (Zontanos & Anderson, 2004)	Practices People	1) Maximization practices and effectiveness of funding sources 2) Improving personal competencies to achieve economic and social performance goals
Religiosity-Based Entrepreneurial Marketing (Morris et al., 2002; Stokes, 2000)	Religiosity entrepreneurial marketing is an entrepreneurial activity using religious elements in delivering goods and services to consumers	Creativity Opportunity Orientation Religious Communication	1) Creativity in religiosity-based entrepreneurial marketing 2) Entrepreneurial marketing based on religion is oriented towards opportunities in the market 3) Religious communication skills become a strength in marketing religious-based entrepreneurship.
Market Orientation (Pinheiro et al., 2021)	Market orientation refers to a strategic paradigm centered on discerning and anticipating the evolving demands of both current and future consumers and stakeholders. (Ma et al., 2012)	Intelligence Dissemination Responsiveness	4) Religious values increase product sales. 1) Regular meetings regarding operational and strategic changes 2) Adapt product/service strategy to the needs of beneficiaries.
Social Enterprise Performance (Pinheiro et al., 2021; Shin & Park, 2019)	Social enterprise performance is measured through a comprehensive framework encompassing social impact and economic/financial performance. (Shin & Park, 2019)	Social Performance Economic performance	1) Sustainable operations for social 2) Sales performance improvement

#### 4.4 Data Collection

Data were acquired by distributing questionnaires both online and offline. The online questionnaires were distributed via Google Forms by contacting all social enterprises in the United Nations partnership database, namely the social enterprise platform (PLUS). The offline distribution of questionnaires was conducted through direct visits to respondents and by engaging with social enterprises in the field.

This study employed a non-probability sampling method. Specifically, this research used a purposive sampling technique. It is used to identify social companies that meet predetermined inclusion criteria. The purposive sampling technique was employed to ensure the selected respondents were relevant and suitable to the study's aims. The established criteria were used to categorize social enterprises, including operational standards, social impact emphasis, and organizational objectives. The researchers were able to focus on companies whose characteristics aligned with the research framework through this purposive sampling technique. Thereby, it enhances the contextual relevance and validity of the collected data.

#### 4.5 Data Analysis

A twofold analytical approach was employed in this research, comprising both descriptive and inferential methods. The SEM was conducted using the SmartPLS application, while descriptive analysis aimed to delineate the characteristics of the respondents. While the inner model examines the relationship between latent variables, the outer model evaluates construct validity and reliability. The results indicate that this model was appropriate, as indicated by the goodness-of-fit. Thus, it meets the requirements for further research.

The model's goodness of fit for social enterprise performance is evidenced by a  $Q^2$  value of 0.379. The  $Q^2$  value greater than zero indicates that the model possesses predictive relevance. According to established benchmarks,  $Q^2$  values exceeding 0.02, 0.15, and 0.35 are considered to represent weak, moderate, and strong predictive relevance, respectively. Thus, a  $Q^2$  of 0.379 approaches the threshold for strong predictive capacity. This suggests that the model is capable of explaining a substantial portion of the variance in the indicators. Consequently, the model demonstrates not only an adequate goodness of fit but also substantial predictive utility. According to Hair et al. (2014), the test findings indicate that the loading factor is greater than 0.5 and the AVE exceeds 0.5, allowing the research to proceed. Testing the hypothesis with the developed model is the last stage.

### 5. Findings

#### 5.1 Respondent Characteristic

The respondent characteristics obtained in this study are categorized based on age, gender, educational level, annual income, and business experience. Regarding age, the majority of respondents were aged 31-40 years, totaling 49 individuals (51%), followed by those aged 20-30 years with 34 individuals (35%), those aged 41-50 years with 11 individuals (11%), and only three individuals (3%) were over 50 years old. The respondents are predominantly from the productive age group (20-40 years), which is generally professionally and economically active. In terms of gender, male respondents dominate with 63 individuals (65%), while female respondents account for 34 individuals (35%).

Regarding educational level, the majority of respondents hold a master's or doctoral degree (S2/S3) with 49 individuals (51%), followed by 45 individuals (46%) with a bachelor's degree (S1), and only three individuals (3%) have completed high school or vocational education. This indicates that most respondents have a high level of education, reflecting strong literacy and analytical skills regarding the research topic. Regarding annual income, 55 respondents (57%) earn between Rp 300 million and Rp 2.5 billion, 40 respondents (41%) earn less than Rp 300 million, and only two respondents (2%) earn between Rp 2.5 billion and Rp 50 billion. Regarding business experience, the majority of respondents (87 individuals or 90%) have been in business for more than 3 years, while 10 individuals (10%) have been in business for 1 to 3 years, and none have been in business for less than one year. This suggests that most respondents have considerable business experience, making their perceptions and decisions well-founded and representative.

Therefore, it can be concluded that the research population is predominantly composed of male, productive-aged (31-40 years) individuals with higher education (S1-S3), middle-income, and over three years of business experience. This profile indicates that the respondents possess relevant and credible characteristics to provide valid insights into the research issues being examined.

## 5.2 Measurement Model Analysis (Outer Model)

The evaluation of the measurement model was conducted through validity and reliability testing. Within the SEM-PLS framework, an indicator is considered to exhibit convergent validity if its outer loading is greater than 0.7 and its AVE exceeds 0.5. The initial results revealed that specific indicators, namely process and purpose within the entrepreneurial marketing mix, change orientation, competitiveness, and innovation under the religiosity-based entrepreneurial marketing construct, and intelligence dissemination within the market orientation variable, had outer loadings less than the 0.7 threshold, indicating insufficient construct validity. Consequently, these six indicators were excluded from the model. A subsequent re-evaluation demonstrated improved results, with all remaining indicators meeting the validity criteria, as illustrated in Figure 1.

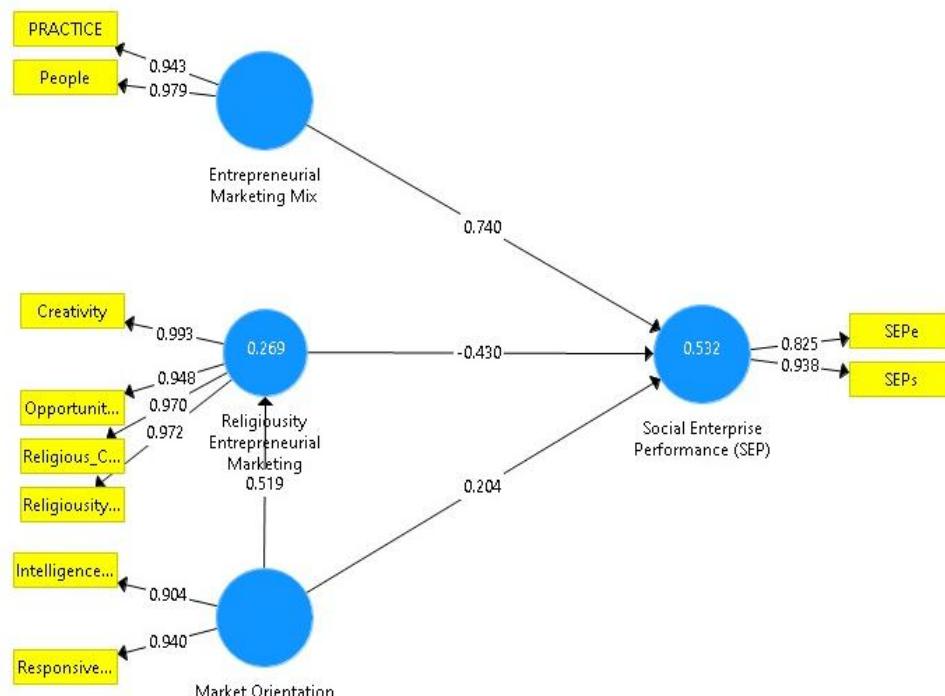


Figure 1. Evaluation of measurement model

The measurement model evaluation indicates that, within the entrepreneurial marketing mix variable, the people indicator is the most dominant, as evidenced by a coefficient of 0.979. This suggests that enhancing personal competencies is crucial for social enterprises to achieve both economic and social performance goals. In the religiosity-based entrepreneurial marketing variable, two indicators are dominant—creativity (0.993) and religiosity value (0.972), indicating that creativity plays a key role in this context. In contrast, religiosity values contribute to improving organizational sales.

Furthermore, within the market orientation variable, responsiveness is the most dominant indicator, as evidenced by a coefficient of 0.940, indicating that adapting product or service strategies is essential to meet beneficiaries' needs. In the social enterprise performance variable, the social aspect indicator is more dominant, evidenced by a coefficient of 0.938, indicating that sustainable operations in the social domain are the most important component of social enterprise performance.

Additionally, the evaluation of convergent validity involves examining the AVE values, with a threshold of  $> 0.5$ . The relevant AVE values are presented in Table 2. Table 2 demonstrates that the AVE value is adequate for the requirements, and the cross-loadings are then considered. Subsequently, the cross-loading values were examined, adhering to the criterion that each indicator's cross-loading value within its respective variable must exceed its values in other variables. Following the validity assessment, a reliability test was conducted. This test is represented by Cronbach's alpha and composite reliability, both of which are required to exceed 0.7. As presented in Table 2, the obtained composite reliability and Cronbach's alpha values fulfil this requirement, thus allowing for the continuation of the data analysis.

Table 2. Result of outer model: validity and reliability of entrepreneurial marketing mix, market orientation, religiosity-based entrepreneurial marketing, and social enterprise performance

Variables	AVE	Composite Reliability	Cronbach's Alpha
Entrepreneurial Marketing Mix	0.924	0.960	0.922
Market Orientation	0.850	0.919	0.826
Religiosity-Based Entrepreneurial Marketing	0.943	0.985	0.980
Social Enterprise Performance	0.781	0.877	0.734

### 5.3 Structural Model Analysis (Inner Model)

#### 5.3.1 R-Square Value

Evaluation of the structural model is carried out with the inner model test, namely the R-Square value, the predictive relevance value, the model fit, the path coefficient value, and the t-statistic value. The Smart PLS 3.0 software calculates the R-Square ( $R^2$ ) and Adjusted R-Square (Adjusted  $R^2$ ) value as shown in Table 3. Based on the results of data processing, the R-square values are 0.269 for religiosity-based entrepreneurial marketing and 0.532 for determinants of social enterprise performance. Thus, it can be concluded that religiosity-based entrepreneurial marketing can explain the relationship with the social enterprise performance variable by 26.9%, or 53.2% in total.

Table 3. Result of inner model utilizing  $R^2$ , adjusted  $R^2$ , and  $Q^2$  of religiosity-based entrepreneurial marketing and social enterprise performance

Variables	$R^2$	Adjusted $R^2$	$Q^2$
Religiosity-Based Entrepreneurial Marketing (Y1)	0.269	0.261	0.217
Social Enterprise Performance (Y2)	0.532	0.517	0.379

Moreover, the predictive relevance value indicates how well the observation value predicts. If the predictive relevance value is more than 0 ( $>0$ ), it means that the observation made is good enough, but if the predictive relevance value is less than 0 ( $<0$ ), such as minus, it means that the observation value is not good enough. The predictive relevance value is also shown in Table 3. Based on the results, the  $Q^2$  value of social enterprise performance is 0.379. Therefore, it can be concluded that all the factors examined in this study, i.e., entrepreneurial marketing mix, market orientation, and religiosity-based entrepreneurial marketing, significantly impacted the authenticity data in the current structural model, accounting for 37.9% of the variance. However, the researcher should make up the other 62.1% without relying on research factors.

### 5.3.2 The Path Coefficient

Subsequently, the path coefficient value is shown in Table 4. As presented, the entrepreneurial marketing mix variable influences the social enterprise performance with a positive coefficient of 0.838. Similarly, the market orientation variable demonstrates a positive impact on social enterprise performance, evidenced by a coefficient of 0.668. On the contrary, religiosity-based entrepreneurial marketing is shown to negatively impact social enterprise performance, with a coefficient of -0.259.

Table 4. Social enterprise performance path coefficient value

Variables	Social Enterprise Performance
Entrepreneurial Marketing Mix	0.838
Market Orientation	0.668
Religiosity-Based Entrepreneurial Marketing	-0.259

### 5.3.3 The T-Statistic Value

The next step in evaluating the structural model is to compare the t-statistic with the t-table, as shown in Table 5. Table 5 shows that the market orientation in this study does not meet the criteria, as the t-statistic (0.412) is  $< 1.96$  and the p-value (0.680) is  $> 0.05$ . Thus, it can be concluded that market orientation has no significant impact on social enterprise performance.

Table 5. Social enterprise performance t-statistic test value

Variables	Social Enterprise Performance	
	t-statistics	p-values
Entrepreneurial Marketing Mix	14.397	0.000***
Market Orientation to Religiosity-Based Entrepreneurial Marketing	6.340	0.000***
Market Orientation to Social Enterprise Performance	0.412	0.680
Religiosity-Based Entrepreneurial Marketing	5.804	0.000***

Note: \*The p-values is statistically significant at  $p<0.05$ ; \*\*  $p<0.01$ ; \*\*\*  $p<0.001$

#### 5.4 Hypothesis Testing

Table 6 clearly demonstrates that hypothesis 1, which posits that the entrepreneurial marketing mix significantly enhances social enterprise performance, is accepted ( $p < 0.05$ ). This finding suggests that maximizing and effectively utilizing funding sources, along with strengthening personal competencies, can substantially improve social enterprise performance in both economic and social dimensions. Conversely, hypothesis 2 is rejected. Although market orientation may influence social enterprise performance, its impact is not statistically significant ( $p = 0.680 > 0.05$ ). Similarly, hypothesis 3 is rejected. While religiosity-based entrepreneurial marketing has a significant effect on social enterprise performance, the relationship is negative, indicating a decrease in performance. However, hypothesis 4 is accepted, as religiosity-based entrepreneurial marketing is shown to indirectly moderate the relationship between market orientation and social enterprise performance.

Table 6. Hypothesis results

	Hypothesis	Coef. Value	P- values<0.05	Result
H1	Entrepreneurial marketing mix significantly enhances social enterprise performance.	0.838	0.000***	Accepted
H2	Religiosity-based entrepreneurial marketing significantly enhances the success of social enterprises' performance.	-0.259	0.000***	Rejected
H3	Market orientation significantly enhances the social enterprises' performance.	0.668	0.680	Rejected
H4	Religiosity-based entrepreneurial marketing may mediate the connection between market orientation and social enterprises' performance.	0.368	0.000***	Accepted

#### 6. Discussion

##### 6.1 The Influence of Entrepreneurial Marketing Mix on Social Enterprise Performance

Hypothesis 1 is accepted, indicating that the entrepreneurial marketing mix of social entrepreneurs has substantive implications for social enterprise performance. This investigation examines maximization practices, and the effectiveness of funding sources significantly affects social enterprise performance. Similarly, the people dimension in this case, personality, affects improving social enterprise performance. In this case, business owners and managers of social enterprises believe that leaders are willing to improve their personal competence to achieve economic performance goals. Meanwhile, practice indicators indicate a need to improve the maximization of practices and the effectiveness of funding sources.

The research's results align with those of prior research, indicating that the implementation of effective marketing practices can help social enterprises improve operational efficiency by utilizing digital technology and data analysis (Devi et al., 2025). In addition, practices are also important in integrating social goals into business strategies to ensure organizational sustainability (Zafar et al., 2022). Furthermore, in the

context of social enterprise, the people element also includes community engagement as part of the business ecosystem. This helps strengthen the relationship between the organization and its target community (Hanaysha & Al-Shaikh, 2022). Researches show that empathy and proactivity from individuals involved in social organizations can increase the success of achieving social goals through a more personal and relevant approach to community needs (Anggoro et al., 2021).

## **6.2 The Influence of Religiosity-Based Entrepreneurial Marketing on Social Enterprise Performance**

The proposed hypothesis 2 is rejected. The investigation outcomes demonstrate that religious entrepreneurial marketing has a significantly diminished impact on social enterprise performance. Although religiosity-based entrepreneurial marketing significantly affects social enterprise performance, the impact is negative. In the religiosity-based entrepreneurial marketing, the most dominant indicators are creativity and religiosity value. It is shown that creativity is needed in religiosity-based entrepreneurial marketing, and that religiosity value can increase the organization's sales.

However, several factors that influence this include creativity generated during marketing activities, opportunities identified, religious communication built, and religious values often conveyed with ineffective communication techniques, leading to misinterpretation by consumers. This builds a paradigm in the minds of consumers that it is better to donate directly to religious organizations than to donate to social entrepreneurship based on religion. The integration of religious values into marketing often shifts the focus of social enterprises from their social missions to commercial goals. A case study of Muslim MSMEs in Indonesia shows that a religious-based market orientation tends to reduce the priority on inclusivity of marginalized groups (Gautam, 2023).

The outcomes of this study align with research in Saudi Arabia, showing that Religious Entrepreneurial Marketing does not have a direct effect on MSME performance, except for increasing financial awareness. Without this mediating factor, the integration of religious values fails to improve performance (Mahadewi et al., 2022). Social enterprises often serve multireligious or secular communities. Religious Entrepreneurial Marketing that is too thick with certain religious symbols risks creating exclusivity and reducing the reach of social impact (Wisker, 2020). According to Wisker (2020), an absence of a discernible difference in social responsibility performance between Christian, Islamic, and Hindu-based MSMEs. This indicates that Religious Entrepreneurial Marketing is not the main differentiating factor (Mahadewi et al., 2022).

## **6.3 The Influence of Market Orientation on Social Enterprise Performance**

Hypothesis 2 is rejected, as the market orientation enhances social enterprise performance, but only insignificantly. Furthermore, intelligence dissemination on market orientation is still suboptimal, but it is essential to do so. Based on observations and in-depth interviews, most social enterprises appear to focus solely on intelligence dissemination. Consequently, the beneficiaries, the consumer, and all stakeholders did not explicitly understand the market orientation of the social enterprise actors. This corroborates the fact that the predominant proportion of social enterprises are classified as MSMEs, thereby resulting in minimal capabilities for intelligence dissemination. Social entrepreneurs should hold official meetings with social beneficiaries at least once a year, who are typically also social entrepreneurship employees. This is extremely beneficial for understanding, researching, analyzing, and addressing the beneficiaries' needs.

In improving social enterprise performance, intelligence dissemination plays a vital role in deepening understanding of social needs and problems. It involves identifying beneficiary targets by analyzing demographic data, socio-economic conditions, and the challenges they face, as well as understanding their perspectives on potential solutions. Equally important is exploring and adapting to the local context, considering community characteristics, regional dynamics, cultural norms, political conditions, and economic realities, to ensure that market orientation aligns with social objectives. Through this process, social enterprises can uncover unmet needs and create opportunities for more relevant and impactful social innovations. However, the responsiveness of social entrepreneurs to market demands is often misdirected. Overly market-oriented product innovations may fail to address real social issues, rendering them irrelevant or unaffordable for the target groups who most require assistance (Chen et al., 2024)

Conversely, this research's results contradict prior scholarly work on the market orientation variable. Whereas previous research demonstrates that market orientation can positively influence the performance of a social enterprise. (Pinheiro et al., 2021). Social enterprises have a dual focus: social and economic goals. The tension between these two focuses often means market orientation does not affect the organization's social performance. Research shows that when social enterprises are overly market-oriented, they risk losing focus on their social mission. This can lead to mission drift, namely, organizations tend to focus more on commercial aspects to meet new market needs, thus ignoring the core needs of their social target groups (Drăguleasa et al., 2024). Based on an in-depth interview with 10 social enterprise actors, it is known that the capital resources owned, such as human resources (human skills), source bricolage, and social bricolage, mainly produce products that are irrelevant to market needs. Thus, market orientation cannot be carried out optimally.

#### **6.4 The Effect of Market Orientation on Social Enterprise Performance through Religiosity-Based Entrepreneurial Marketing**

Hypothesis 4 is accepted. This hypothesis testing shows that market orientation on the performance of social enterprise is proven to improve through religiosity and entrepreneurial marketing in social enterprise in Indonesia. Market orientation based on entrepreneurship perspective, i.e., intelligence dissemination and responsiveness, can escalate the social enterprise performance in the economy and be socially oriented through religiosity-based entrepreneurial marketing based on creativity, opportunity, religious communication, and religiosity value.

The outcomes of this research are consistent with prior scholarly works that the intricate interplay between market orientation, religiosity, entrepreneurial marketing, and the performance of social enterprises presents a multifaceted area of inquiry, particularly within the context of burgeoning Islamic economies and the global halal industry (Wahyono & Hutahayan, 2021). Market orientation, as a strategic approach that emphasizes customer needs, competitor analysis, and interfunctional coordination, has been explored for its impact on traditional business performance (Butkouskaya et al., 2024). However, its influence on social enterprises requires a profound understanding, particularly when considering the moderating and mediating role of religiosity-based entrepreneurial marketing (Aboalhool et al., 2024)

The convergence of entrepreneurial and market-driven approaches represents two distinct organizational capabilities that synergistically influence firm performance, particularly in high-technology sectors, where the interaction effect is significantly pronounced (Khan et al., 2021). Social enterprises, often operating with limited

resources and within complex social ecosystems, can leverage entrepreneurial marketing to effectively communicate their value proposition, build strong stakeholder relationships, and achieve their social missions. The alignment of market orientation with religiosity-based entrepreneurial marketing strategies empowers social enterprises to enhance operational efficiencies through targeted marketing strategies, fostering a deeper understanding of consumer behavior and preferences (Naseri & Abdullah, 2022).

### 6.5 Managerial Implication

Based on the findings of this study, this research offers several recommendations for social enterprise practitioners, policymakers (i.e., the government), academics, and the broader community regarding the utilization of local wisdom in marketing to improve social enterprise performance in Indonesia. For managerial implications, this study highlights the significant role of the entrepreneurial marketing mix in enhancing social enterprise performance in Indonesia. To improve performance, social enterprises should prioritize optimizing the entrepreneurial marketing mix through effective funding sources and robust marketing strategies. The study also reveals that market orientation does not significantly impact performance, suggesting that other factors, such as local values or social impact, may mediate this relationship. A key finding is the importance of religiosity-based entrepreneurial marketing, which aligns with local religious and cultural values. However, it must be balanced with a market-driven approach to avoid exclusion. Lastly, the lack of comprehensive government data limits the reliability of research, and future studies would benefit from official statistics to support evidence-based policymaking.

### 6.6 Theoretical Contribution

This investigation contributes to the social enterprise marketing literature by highlighting the specific role of local wisdom, particularly through the dimensions of religiosity-based entrepreneurial marketing, in the Indonesian context. The findings challenge common assumptions about the positive impact of religiosity in all aspects of entrepreneurship and open up opportunities for theory development on how cultural and religious values interact with the marketing strategies and performance of organizations with a social mission.

An intriguing finding is the negative and significant effect of religiosity-based entrepreneurial marketing on the social enterprise performance. This study indicates that a marketing approach that overemphasizes aspects of religiosity, without being balanced with a strong, market-oriented strategy, can inhibit performance. Social enterprises need to be careful in integrating religious values into their marketing strategy and ensure that the message remains relevant and appealing to a broader target market. Further research is needed to understand in depth why religiosity-based entrepreneurial marketing has a negative impact and to develop more effective approaches.

The findings of this study raise questions regarding the universality of market orientation's positive impact, particularly within the context of social enterprises in developing countries such as Indonesia. Further research is warranted to identify contextual factors that may contribute to market orientation's positive influence.

### 6.7 Limitations

This research has limitations in the comprehensiveness of its social entrepreneurship data because the government has not officially launched social enterprise data. The authors collected the data from the United Nations partnership, namely PLUS, and explored the

field itself. Future research is expected to utilize official data. Furthermore, future research could increase the number of respondents and classify and categorize social enterprise performance based on revenue scale.

## 7. Conclusions

Based on the comprehensive data analysis, this study provides valuable insights into the role of marketing strategies in social enterprises. The entrepreneurial marketing mix has a positive and significant effect on the performance of social enterprises. This finding supports the theory that entrepreneurial marketing, encompassing innovation, customer orientation, and resource flexibility, is critical to enhancing the effectiveness and outcomes of social enterprises. The theory of entrepreneurial marketing underpins this result, emphasizing the importance of dynamic, adaptive marketing strategies for achieving both social and financial objectives in social enterprises. These enterprises must effectively blend entrepreneurial thinking with marketing practices that align with their mission-driven goals.

Moreover, contrary to expectations, religiosity in entrepreneurial marketing has a significant negative impact on social enterprise performance. The negative coefficient suggests that religiosity in marketing may even have a detrimental or counterproductive effect on performance. This finding challenges the religious social capital theory, which posits that religiosity can positively influence business practices by fostering trust, commitment, and ethical behavior. It appears that in this context, religiosity may not always align with the business goals or market demands of social enterprises, underscoring the context-specific nature of religious influences in business settings. This result calls for further investigation into whether religiosity may have varying impacts across regions, industries, or cultural contexts.

Furthermore, the findings indicate that market orientation does not have a significant effect on social enterprise performance. Despite the strong theoretical basis of market orientation theory, which suggests that a focus on customer needs, competitor behavior, and market trends improves organizational outcomes, this study finds the opposite for social enterprises. This could be due to the complex nature of social enterprises, where success may depend more on social impact, community engagement, and mission fulfillment than traditional market-oriented strategies. Social enterprises often operate in unique environments that require a balance between market orientation and mission-driven strategies, suggesting that market orientation alone may not be sufficient for performance enhancement.

The study found that religiosity in entrepreneurial marketing may mediate the relationship between market orientation and social enterprise performance. It may contribute to specific social outcomes but hinder the application of market-oriented strategies that focus on commercial success. This result calls for a more nuanced understanding of how faith-based practices intersect with traditional marketing strategies in a business context.

## 8. Recommendation

This study highlights several key recommendations for advancing social enterprises in Indonesia. First, social enterprises should prioritize developing robust entrepreneurial marketing strategies by fostering innovation, taking calculated risks, and proactively engaging with the market to reach beneficiaries and customers effectively. The unexpected finding that market orientation's impact on performance is limited suggests that future research should explore alternative factors, such as locally embedded values

or social impact imperatives, that may better explain the dynamics of social enterprise success. Additionally, integrating religiosity into marketing strategies can enhance engagement, but it should be approached cautiously to maintain inclusivity and avoid alienating broader audiences. Lastly, the absence of official government data on social enterprises is a significant limitation. Future research should advocate for the collection and dissemination of comprehensive data, enabling more rigorous, generalizable studies and supporting evidence-based policymaking to strengthen the sector's growth and sustainability.

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