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WILLINGNESS TO EMBED SOCIAL SUSTAINABILITY: A CASE OF GEN Y AND GEN Z ENTREPRENEURS IN INDONESIA

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Abstract

This research aimed to explore the motivators and willingness of Gen Y and Gen Z entrepreneurs in Indonesia to embed social sustainability in their businesses. This research employed a quantitative method via an online survey questionnaire, which was conducted based on a convenience sample of Gen Y and Gen Z alumni and students from several universities in Indonesia. The data were processed using SEM-SmartPLS3.0. The research finding showed that instrumental and normative motivators affected the willingness to embed social sustainability, while relational motivators had no effect. Previously, social sustainability research involved established industries and companies. However, this research focused on upcoming Gen Y and Gen Z entrepreneurs. The recommendations provided by this research for developing a sustainable business strategy framework in terms of social dimension for Gen Y and Gen Z entrepreneurs, among others, include strengthening the indicators of normative and instrumental motivators, and the willingness to embed social sustainability.

Keywords: Social sustainability, motivators, willingness, gen Y and gen Z, entrepreneurs.

Introduction

Entrepreneurship is one of the popular careers favoured by the millennial generation. According to the 2019 World Economic Forum (WEF) survey, 31% of young people in ASEAN aspire to become entrepreneurs. Similarly, the 2019 Sea Group Survey showed that entrepreneurship was the most popular career choice among Indonesia's young generation, according to 24%, followed by a preferred job as a civil servant at 17.1%. The World Economic Forum survey in 2021 also confirmed that about 35.5% of youth aged 15-35 years old in Indonesia wished to become entrepreneurs in the future (World Economic Forum, 2021). Among the countries in ASEAN, Indonesia has the highest proportion of young people with a strong aspiration to become entrepreneurs, at 35%, followed by Thailand and Vietnam, at 31.9% and 25.7%, respectively. Interestingly, BPS Indonesia 2020 noted that about 39% of the 129,137 SMEs in Indonesia are owned by high

school graduates (Badan Pusat Statistik, 2022).

The critical issue after recognizing the youth's optimism for entrepreneurship concerns their creation of sustainable businesses. This is because many economists and researchers have observed that the failure rate of start-ups is still relatively high, at 90%. On average, 50-60% of start-ups collapse within three years (Kalyanasundaram, 2018). A survey by Start-up Genome (2019) also discovered that nine out of ten start-ups worldwide fail to achieve a profit and end up bankrupt (Gauthier et al., 2019). Therefore, potential entrepreneurs within the younger generation must consider the sustainability of their businesses as an important factor.

According to the United Nations Brundtland Commission, sustainability is a development process performed to address present needs without compromising the ability to achieve future goals (Keeble, 1988). Hansson (2010) described the term as satisfying the

current needs of society through activities that ensure future needs and goals are achieved. It enables the mitigation of risks, particularly long-term, associated with limited resources, product liability, uncertainty cost, and waste management (Shrivastava, 1995). Sustainability is the competence of one or more entities, either individually or collectively, to exist and thrive over a lengthy time frame with the result that the development of a collection of entities results in a certain level of establishment in the related system (Starik & Rands, 1995). An entrepreneur is aware that sustainable practices have become a strategic initiative that can generate new economies, yield new revenue, as well as escalate customer and employee satisfaction (Narimissa et al., 2020).

Meanwhile, Dyllick & Hockerts (2017) categorized sustainability into business (economy), natural case (environmental), and societal (social/community) cases. The social dimension is believed to greatly affect business performance long-term (Fernando et al., 2022). However, empirical research on sustainability has observed gaps in the social dimension of sustainability (Abbasi, 2017; Baid & Jayaraman, 2021; Fernando et al., 2022; Sudusinghe et al., 2018; Taylor & Vachon, 2018). Social dimension has been overlooked and received the least attention compared to economic and environmental dimensions (Yıldızbaşı et al., 2021). Although sustainable social practices have been considerably inspected in the various field and unit analyses in agribusiness (Rueda et al., 2017), the leather industry (Moktadir et al., 2018), manufacturing (Fernando et al., 2022; Tseng et al., 2021), company leaders (Simangunsong, 2018b), there are existing debates concerning the measurement of these practices. Satyro et al. (2022) also verified that companies prioritize measures of efficiency, profitability, and competitiveness while ignoring the human element, leading to a dearth of investigations on the social dimension.

Previous research on social

sustainability focused on established companies, and almost none examined its necessity at the initial point of a business, which is called a start-up. One of the main attributes of a start-up is the ability to grow (Cockayne, 2019), thereby highlighting the need for such businesses managed by Gen Y and Gen Z members to focus on social sustainability. Cockayne (2019) explained that the term 'start-up' is used to describe companies below three years that are struggling to achieve sustainability. Since the majority of start-ups are currently managed by Gen Y and Gen Z members, there is a need to embrace sustainability, especially the social dimension, as a strategy rather than compliance (Baid & Jayaraman, 2021). Millennial entrepreneurs often focus solely on the dimensions of environmental and economic sustainability and overlook for social dimension, which has many benefits. This indicates a need to explore the factors that motivate social sustainability in order to strengthen businesses. Therefore, this research focused on Gen Y and Gen Z entrepreneurs in Indonesia due to their important role in the development of new businesses and start-ups. It considered start-up companies as businesses that survived the first three years of their journey (Cockayne, 2019), and examined mechanisms that can motivate these groups to harness social sustainability practices.

Furthermore, the research gap regarding the motivators of social sustainability in Indonesia as a developing country was resolved. The aim was to determine the most significant social sustainability motivators to measure the Willingness to Embed Social Sustainability practices. The results will provide a framework for sustainable business strategies in terms of the social dimension for Gen Y and Gen Z entrepreneurs, particularly in developing countries. The urgent research questions are as follows:

RQ1: What are the potential factors that can shape the willingness of Gen Y and Gen Z entrepreneurs in

Indonesia to embed social sustainability in business?

RQ2: What are the most significant potential factors that motivate Gen Y and Gen Z entrepreneurs in Indonesia to embed and transform social sustainability into a business strategy?

Gen Y and Gen Z Entrepreneurs

A generation is a human group categorized based on the year of birth within a certain chronological time, similar social and historical experiences, accompanied by identical cultures, as well as various events that significantly affect the formation of individual characteristics (Barhate & Dirani, 2022; Chhetri et al., 2014; Hess & Jepsen, 2009; Srisathan et al., 2022). The range of birth years of each generation is usually defined differently, and the variations of each generation constitute the theme of research in various fields (Srisathan et al., 2022). For example, Chhetri et al. (2014) classified Gen Y or the millennial generation as the oldest in 1977 to the youngest in 1994, Martin (2005) used between 1978 and 1998, while Srisathan et al. (2022) employed the commonly used age range of 27-41 years. A lot of studies also use the youngest Gen Y birth year limit as 2000 (Barhate & Dirani, 2022).

Similarly, Chhetri et al. (2014) defined Gen Z as those born in 1995 and after, Srisathan et al. (2022) recognized the age range of 18-26 years old (1996-2004), while Barhate & Dirani (2022) and Simangunsong (2018a) considered this post-millennial group to consist of persons born between 1994 and 2012. Simangunsong (2018a) conducted research on Gen Z in 2015 with respondents aged less than 21 years, indicating a classification this means that the year of birth began between 1994 and below. The ranges of birth years of Gen Z defined by research are different because the generation after Gen Z has not been widely discussed.

This research focused on two generations, namely Gen Y and Z, which

are known as the followers of the business model innovation (Srisathan et al., 2022), as they prefer to be entrepreneurs rather than employees of large companies. However, research on the entrepreneurial inclinations of both groups is still quite rare (Basuki et al., 2021). The different traits of Gen Y and Z, particularly as entrepreneurs, are still being explored to find various factors of success and failure in running a business (Pérez-Fortes et al., 2012).

Therefore, this research focused on Gen Y and Gen Z entrepreneurs, using 1977 as the maximum year of birth of Gen Y (Chhetri et al., 2014), and 1994 as the minimum, considering this is the frequently used limit (Barhate & Dirani, 2022; Simangunsong, 2018a). The Gen Z birth year range began after the maximum age limit for the youngest Gen Y, namely 1995, and ended in 2012 (Barhate & Dirani, 2022). Recent research on entrepreneurship is still mostly focused on Gen X and the baby-boomer generation, referring to individuals born in the 1970s, 1960s, and 1950s (Liu et al., 2019). However, this present research explored the generations after the 70s, namely Gen Y and Z.

Entrepreneurial Traits of Gen Y Entrepreneurs

According to Lau (2015), Gen Y is focus to responsible shaping the future world. It was found to be more compassionate, civic-minded (Baggott, 2019), and most socially aware than other generation (Zainee & Puteh, 2020). The members are very demanding, influential, and have high bargaining power (Srisathan et al., 2022). As business people, Gen Y are autonomous entrepreneurial thinkers, who like accountability, demand prompt feedback, and also pursue targets within short periods (Martin, 2005). They thrive in challenging work, business, and creative expressions. Also, this group likes freedom and flexibility, dislikes micromanagement and is considered to potentially be the highest-performing generation in history (Martin, 2005).

In addition, members of this

generation are outspoken, tech-savvy, and contradictory (Martin, 2005). They are educated independently and tend to be left alone to care for themselves by their parents, resulting in an attitude of self-confidence. The habit of self-care usually leads to demands for freedom and flexibility. An interesting contradiction is the desire to collaborate, as though this generation works well alone, they work better together.

Entrepreneurial Traits of Gen Z Entrepreneurs

Gen Z is digital expertise because they were born in the generation of access to technology and electronic gadgets (Mat Zain et al., 2021). They often seek knowledge online, where about 71% get the information from social media and 43% from instant messages. But, surprisingly, 44% found the information from television (Nielsen, 2015).

The generation is also entrepreneurship-oriented, willing to work hard, committed, and self-confident. This characteristic combination is a potential powerhouse that can lead to entrepreneurial development with proper transmission (Mat Zain et al., 2021). They are also likewise extremely innovative, imaginative, and creative, exhibit dedication, loyalty and commitment, and are inspired to work hard. Furthermore, Gen Z aspires delight, which is depicted by enjoyment in life (Ganguli et al., 2022).

Gen Z is electronically dynamiz and leans laboriously on gadgets and social media, consuming an average of 8 hours daily on the Internet. They are enlightened, empowered, and entrepreneurial (Tjiptono et al., 2020), resulting in traits of curiosity, caring, competence, and confidence. These exceptional traits and behaviours deliver notable challenges to encounter as consumers, employee, and entrepreneurs (Tjiptono et al., 2020). They likewise favour to communicate their emotions through stickers or emojis, and frequently utilise social media.

Motivators of Social Sustainability

The active response and the motivation of entrepreneurs to participate in sustainability issues has a significant effect on the future of businesses (Mani et al., 2015; Sajjad et al., 2015). Likewise, social sustainability motivators can be categorised into internal and relational/external motivators (Baliga et al., 2020; Hussain et al., 2019; Walker et al., 2008).

An internal motivator is a desire to comply with certain moral norms that arise from a company's needs in order to achieve its goals (Paulraj et al., 2017). It is stimulated by the awareness of the importance of protecting a company's reputation and brand image from irresponsible actions throughout supply chain activities from upstream to downstream (Maloni & Brown, 2006). The entrepreneur's active responses to these issues become an internal motivator in adopting social sustainability, which is classified into two subcategories, namely instrumental and normative motivators (Baliga et al., 2020; Paulraj et al., 2017; Sajjad et al., 2015).

Instrumental Motivators

Instrumental motivators are strategic tools for publicizing a company's financial goals by creating wealth through the social dimension (Donaldson & Preston, 1995). Instrumental motivators are one of the company's strategies for maximizing profits, institutional strength, and risk mitigation (Y. Chen & Chen, 2019). The five instrumental motivators of SCM sustainability are risk management, brand differentiation benefits, new business enhancement, cost efficiency and reduction, corporate brand strengthening, and reputational risk (Sajjad et al., 2015). The concern of instrumental motivators regarding stakeholder demand is to increase sustainability, avoid bad publicity, and achieve short and long-term profitability (Paulraj et al., 2017). The instrumental motivation perspective refers to the belief that managerial involvement

in social initiatives can directly impact company profitability and earnings (Brønn & Vidaver-Cohen, 2009). Therefore, it is not the sole driver of sustainability practices but is supported by other motivations and factors (Paulraj et al., 2017).

Normative Motivators

Normative (moral) motivators refer to the moral obligation to run a business effectively, beginning with the principle of the top management team and CEO on sustainability and long-term company orientation (Donaldson & Preston, 1995). Morality-based motivators play an important function in the effort carried by organizations (Paulraj et al., 2017). Every value-creation process involved in any business activity is embedded in moral complexity (Fernando et al., 2022). Management practices need to willingly engage to sustainability practices based on moral motivations and not just economic welfares or stakeholder pressure (Vanpoucke et al., 2016). Sajjad et al. (2015) revealed the moral motivation of entrepreneurs can be separated into five perspectives, namely focus top management team and board members on sustainability, CEO highly focused on sustainability, board commitment, long-term orientation, and ethical/moral obligation to do the right thing. Normative motivators are expressed by the ethical obligation of businesses to contribute to community and assemble a better future (Brønn & Vidaver-Cohen, 2009; Paulraj et al., 2017). Entrepreneurs with high moral levels tend to have superior values. This positively affects sustainability practices, particularly the social dimension of SCM, even when economic difficulties occur (Paulraj et al., 2017).

Relational/External motivators

Relational/External Motivators refer to the desire to take action in order to realize a

goal (Paulraj et al., 2017). The relational motivators as an effort to be responsible, particularly in the practice of social sustainability in supply chain management, can be observed through the concept of corporate stakeholder theory (Donaldson & Preston, 1995). This theory asserts that the company will ensure the welfare of the groups involved in its supply chain (Donaldson & Preston, 1995). Several external motivators that trigger companies to improve sustainability include market drivers (competition, consumer and customer demand), core social factors (society and media), and government regulations (Sajjad et al., 2015). The most influential stakeholder for a company's sustainability is the customer, signifying that customer satisfaction must be the external motivator in the social sustainability of the supply chain (Collins et al., 2007). External pressures, such as NGOs and public sentiment, must be embraced in the practical implementation of S3CM to ensure companies can communicate in spite of social violations (León-Bravo et al., 2021). Therefore, the customer and market-based social dimension, as well as competitive pressure, are external pressures that influence companies to adopt and develop sustainability practices (Tate et al., 2010). According to Sajjad et al. (2015), the external motivators for sustainability in New Zealand companies include customer and community expectations, increased brand reputation and value, NGO pressure, and good media publicity tools. Meanwhile, Paulraj et al. (2017) revealed that the desire of entrepreneurs to engage in sustainable activities was stimulated by relational motives, such as increasing the customer base, achieving competitive differentiation, becoming a source of sustainable competitive advantage, and especially meeting government regulations on sustainability. Previous research has indicated various factors that explain these three motivators, which are summarized in the table below.

Table 1

Motivators Dimension of Social Sustainability

<i>Latent Variable</i>	<i>Code</i>	<i>Dimensions</i>	<i>References</i>
Instrumental Motivators	IM1	Risk Management and Reputational Benefit	Chen & Chen, 2019 Sajjad et al., 2015
	IM2	Brand differentiation benefits	Sajjad et al., 2015
	IM3	New business enhancement	
	IM4	A strengthened employer brand	
	IM5	Shareholders demand for sustainability improvements	Paulraj et al., 2017
	IM6	Avoiding poor publicity	Chen & Chen, 2019
	IM7	Appeasing shareholders	Sajjad et al., 2015
	IM8	Achieving short-term and long-term profitability	Paulraj et al., 2017
Normative Motivators	NM1	CEO and top management are sustainability-focused	Sajjad et al., 2015
	NM2	The commitment of the board	Sajjad et al., 2015
	NM3	Moral/ethical obligation to do the right thing	Sajjad et al., 2015 Brønn & Vidaver-Cohen, 2009
	NM4	Long term orientation	Paulraj et al., 2017
	NM5	Genuineness and feeling of responsibility to society	Paulraj et al., 2017 Sajjad et al., 2015
	NM6	Considering society and environmental responsiveness as a vital part strategy	Brønn & Vidaver-Cohen, 2009 Paulraj et al., 2017
Relational Motivators	RM1	Consumer and community expectations	Collins et al., 2007 Sajjad et al., 2015
	RM2	Enhanced reputation and brand value	Paulraj et al., 2017 Sajjad et al., 2015
	RM3	NGO's pressure	Sajjad et al., 2015 León-Bravo et al., 2021
	RM4	Good media publicity tools	Sajjad et al., 2015
	RM5	Increasing customer base	Paulraj et al., 2017 Sajjad et al., 2015
	RM6	Differentiating from competitor	Paulraj et al., 2017 Tate et al., 2010
	RM7	Sourcing of sustained competitive advantage	Paulraj et al., 2017
	RM8	Primarily due to government regulations on sustainability	Paulraj et al., 2017 Sajjad et al., 2015 León-Bravo et al., 2021

Willingness to Embed Social Sustainability

In this research, the willingness to embed social sustainability indicators applied the perspective outlined by Kohli & Hawkins (2015), Simangunsong (2018b), and Law & Gunasekaran (2012). It refers to the readiness of management and the allocation of resources in measuring sustainability development (Law & Gunasekaran, 2012). The willingness of

management, which is measured by social sustainability motivators, is the main key to a successful business practice (Kohli & Hawkins, 2015).

The positive benefits of instrumental, normative, and relational motivators can influence the willingness of managers to implement social practices in their business processes (Paulraj et al., 2017). Similarly, research by Kohli & Hawkins (2015) and Law & Gunasekaran (2012) combined the effects of motivational

factors influencing the willingness and readiness of companies to adopt social sustainability practices. Simangunsong (2018b) stated that social sustainability issues include community, human rights, diversity, safety, environment, and ethics. These issues motivate companies to design policies, procedures, and behaviours to benefit the workplace, individuals, organizations, and society (Simangunsong, 2018b). In this research, the respondents were asked to make a perceived recognition of sustainable development in their businesses, compare it with other development initiatives, and integrate into their processes.

The willingness to participate in sustainability initiatives is driven by internal willingness or company readiness (Kohli & Hawkins, 2015; Law & Gunasekaran, 2012; Lee, 2008; Simangunsong, 2018b). From eight indicators of the willingness to implement sustainability development, Law & Gunasekaran (2012) proposed three categories, namely management willingness, internal action, and current practice. Management willingness focuses on the inclination of the top management to promote sustainable development. Internal action concerns setting policies,

strategies, financial resources, specialized knowledge and expertise, corporate culture, and infrastructure in sustainable development. Conversely, the current practice focuses on the prestige of sustainable development, the level of integration of sustainability in business, and the current development of corporate sustainability issues.

Kohli & Hawkins (2015) found five indicators of willingness to participate in sustainable supply chain initiatives, namely awareness, willingness to participate, interested managers, expecting environmental, community, and economic benefits from sustainability practices, as well as internal readiness. Simangunsong (2018b) conducted an exploratory factor analysis of thirty social driving factors for socially responsible purchasing and found three categories of drivers of companies' willingness to implement social sustainability. They are, first, a core ideology, such as vision, mission, value, and reputation; second, knowledge of implementing social sustainability; and third, pressures from business partners and competitors. The following table is a summary of the dimensions of willingness to embed social sustainability.

Table 2
Dimensions of Willingness to Embed Social Sustainability (WSS)

Latent Variable	Code	Dimensions	References
Willingness to Embed Social Sustainability	WSS1	awareness of social dimension initiatives	Kohli & Hawkins, 2015 Law & Gunasekaran, 2012 Law & Gunasekaran, 2012 Simangunsong, 2018b
	WSS2	willingness to participate in social initiatives	
	WSS3	company practices to contribute to society and avoid competitors	
	WSS4	willingness of top management to drive towards social sustainability	
	WSS5	owners' support of policies and strategies for social sustainability	
	WSS6	Owners' concern for company culture to take serious consideration in social sustainability development	

Kohli & Hawkins (2015), Law & Gunasekaran (2012), Lee (2008), and Simangunsong (2018b) proposed combining the influence of motivational factors on the willingness and readiness of companies to adopt sustainable development

strategies. They also discussed the relationship between motivation, willingness, and various sustainability initiative programs that support sustainable development. Previous investigations have attempted to provide

solutions to social problems in businesses (Mani et al., 2016), as well as highlight barriers, factors, and indicators of social sustainability. However, these findings have been rarely applied in the context of Gen Y and Gen Z entrepreneurs or start-ups, as the investigations were conducted in manufacturing or large industries. Past research focused on established companies and almost no studies discuss the need for Gen Y and Gen Z entrepreneurs to instil social sustainability initiatives from the starting point of their businesses. Hence, the exploration of the motivators or drivers to strengthen businesses through social sustainability is an interesting theme. Embedding the motivation to execute social sustainability in businesses owned by Gen Y and Gen Z entrepreneurs is important. Based on the findings in the literature review, a research framework was developed and presented in the figure below.

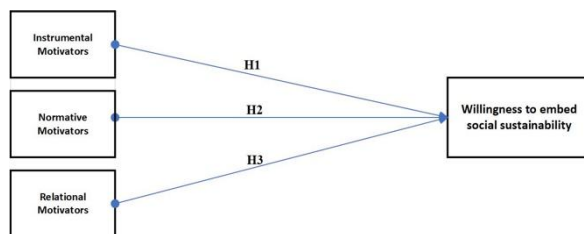


Figure 1
The Proposed Research Framework

From the framework above, some hypotheses were developed to answer the research questions as follows:

- H1: Instrumental motivators affect the Willingness to Embed Social Sustainability in the businesses owned by Gen Y and Gen Z entrepreneurs in Indonesia.*
- H2: Normative motivators affect the Willingness to Embed Social Sustainability in the businesses owned by Gen Y and Gen Z entrepreneurs in Indonesia.*
- H3: Relational motivators affect the Willingness to Embed Social Sustainability in the businesses owned by Gen Y and Gen Z entrepreneurs in*

Indonesia.

Research Methodology

Sample and data collection

This research employed the quantitative method, and the instrument was a survey, which was conducted using questionnaires. The questionnaires were distributed through Google Forms, a popular and reliable online tool for disseminating surveys (Hsu & Wang, 2019). The process was based on a convenience sample of alumni and students from several universities in Indonesia, with criteria of Gen Y and Gen Z members or persons born in 1977 and afterwards (Barhate & Dirani, 2022; Martin, 2005; Simangunsong, 2018a). Finally, the population was Gen Y and Gen Z entrepreneurs in Indonesia, selected based on their suitability for the research.

Measurements

The latent variables were measured using a seven-point Likert scale, where “1” signified “strongly disagree” and “7” meant “strongly agree.” These variables were built from various references based on previous research while considering the gaps in the existing literature. The questionnaire was prepared according to the context of Gen Y and Gen Z members as the unit of analysis. It contains eight items of the Instrumental Motivator (Y. Chen & Chen, 2019; Paulraj et al., 2017; Sajjad et al., 2015) and Relational Motivator variables each (Collins et al., 2007; León-Bravo et al., 2021; Paulraj et al., 2017; Sajjad et al., 2015; Tate et al., 2010) and six items of the Normative Motivator (Brønn & Vidaver-Cohen, 2009; Paulraj et al., 2017; Sajjad et al., 2015), and the Willingness to Embed Social Sustainability variables each (Kohli & Hawkins, 2015; Law & Gunasekaran, 2012; Simangunsong, 2018b).

Data analysis

The collected data were analysed using two approaches. The first was descriptive analysis, which assists in the understanding of the data profile of respondents and checking the suitability of the data for the subsequent analysis, and the second approach was the confirmatory factor analysis using the SmartPLS 3 tool. This is a popular tool for social behaviour research (Sarstedt et al., 2022) that has been applied extensively in the social sciences field. The evaluation of SmartPLS3 measurement models follows the systematic method proposed by Sarstedt et al. (2022), namely (1). Model specification, (2). Measurement model assessment, (3). Assessment of structural model.

Results and Discussions

Respondents characteristics

The questionnaires were distributed during the May-July 2022 period and filled by 196 respondents. After data assessment, 9 incomplete or erroneous entries were found and deleted from the records, resulting in a total of 187 respondents. Table 3 is a summary of the respondents' characteristics.

The description of the respondents' characteristics indicated suitability for further analysis. The research respondents were 58% Gen Z and 42% Gen Y, which was a fair representation of both generations. Similarly, the genders were almost balanced, with 55% male and 45% female. The majority of 53% of the respondents had privately owned businesses, not family-owned or joint partner businesses. Their annual income was majorly below 300 million, and the number of employees was quite diverse, where about 19% had none.

Meanwhile, the analysis results presented some limitations to the research, as about 93% lived in the Western part of Java Island (West Java & DKI Jakarta area). This means additional

Table 3

Respondents' Characteristics

investigations may be needed to explore areas outside Java Island because of significant economic gaps with enterprises outside this area. In addition, only 52% of the respondents conformed with the definition of a start-up by Cockayne (2019) as a company that was in its first three years. The remaining had businesses of varying ages up to and over seven years. Hence, the majority were start-up owners, but the analysis included other Gen Y and Gen Z categories.

Evaluation of the SmartPLS measurement model

The data analysis was conducted using the Partial Least Square Structural Equation Model (PLS-SEM), which has recently received considerable attention in various disciplines, including management (Hair et al., 2014). Hair Jr. et al. (2017) explained that PLS-SEM is highly proper for exploratory research. This research explored the motivational factors that are important for Gen Y and Gen Z entrepreneurs in implementing social sustainability in their businesses. The first step in the PLS-SEM analysis was the evaluation of the measurement model using the SmartPLS3 application. The structural model result is presented on figure 2 below.

Several observed variable data were eliminated from each construct. There were two eliminations from the Instrumental Motivators construct, namely IM1 and IM8, NM1 from the Normative Motivator construct, and RM3 and RM8 from the Relational Motivator construct. Meanwhile, there was no data elimination from the construct of the Willingness to Embed Social Sustainability because the factor loading was at an acceptable threshold. The summary of the factor loading status for each observed variable is presented on table 4.

Dimensions	Category	Total Respondents	Percentage
Age by Generation	1. Gen Y (28-45 years)	79	42%
	2. Gen Z (<28 years)	108	58%
Gender	1. Male	102	55%
	2. Female	85	45%
Ownership	1. family business	53	28%
	2. privately owned business	98	53%
	3. joint partner business	36	19%
Yearly income	1. <300 million	107	57%
	2. 300-500 million	33	18%
	3. >500 million - 50 billion	48	25%
Age of business	1. <1 year	32	17%
	2. 1-3 years	66	35%
	3. 3-5 years	27	14%
	4. 5-7 years	9	5%
	5. >7 years	53	29%
Number of employees	1. >30 workforces	15	8%
	2. <30 workforces	24	13%
	3. <10 workforces	40	22%
	4. <5 workforces	72	38%
	5. 0	36	19%
Province	West Java	144	77%
	DKI Jakarta area	29	16%
	Middle and East Java	9	5%
	Outside Java Island	5	2%

Table 4
Data Elimination by Factor Loading

Constructs	Code	Observed Variables	Status of Factor Loading
Instrumental Motivators	IM1	Risk management and reputational benefit	deleted
	IM2	Brand differentiation benefits	accepted
	IM3	Increased new business	accepted
	IM4	A strengthened employer brand	accepted
	IM5	Shareholders' demand for sustainability improvements	accepted
	IM6	Avoiding poor publicity	accepted
	IM7	Appeasing shareholders	accepted
	IM8	Achieving short-term and long-term profitability	deleted
Normative Motivators	NM1	CEO and top management are sustainability-focused	deleted
	NM2	The commitment of the board	accepted
	NM3	Moral/ethical obligation to do the right thing	accepted
	NM4	Long term orientation	accepted
	NM5	Genuineness and feeling of responsibility to society	accepted
	NM6	Considering society and environmental responsiveness as a vital part strategy	accepted
Relational Motivators	RM1	Consumer and community expectations	accepted
	RM2	Enhanced reputation and brand value	accepted
	RM3	NGO pressure	deleted

	RM4	Good media publicity tools	accepted
	RM5	Increasing customer base	accepted
	RM6	Differentiating from competitor	accepted
	RM7	Sourcing of sustained competitive advantage	accepted
	RM8	Primarily due to sustainability regulation	deleted
Willingness to Social Sustainability	WSS1	is aware of social dimension initiatives	accepted
	WSS2	is willing to participate in social initiatives	accepted
	WSS3	company practices to contribute to society	accepted
	WSS4	willingness of top management to drive towards social sustainability	accepted
	WSS5	Owner's provision of supportive policies and strategies for social sustainability	accepted
	WSS6	Owner's concern for company culture to take serious consideration in social sustainability development	accepted

Generally, data analysis involves the evaluation of model assessment and structural model. The model assessment tests the validity and reliability of the constructs in the model through convergent validity, internal consistency reliability, and discriminant validity reliability. The evaluation of the structural model consists of an assessment of the predictive relevance (Q), variance (R^2), and effect size (f). The fit of the model is tested using the Goodness of Fit (GoF). Since there is no established GoF to measure PLS-SEM (Hair Jr. et al., 2017), various heuristic parameters, such as CFI, GFI, and RMSEA, are used. The SmartPLS analysis used 300 iterations with a bootstrapping subsample size of 500.

Measurement of model assessment

The validity and reliability of the research model constructs were measured using convergent validity, discriminant validity, internal consistency reliability, and indicator reliability (Agyabeng-Mensah et al., 2020). The convergent validity was examined via the Average Variance Extract

(AVE), while the indicator reliability was determined using factor loadings. Internal consistency was assessed through composite reliability and Cronbach's alpha. The thresholds used were factor loading >0.70 , Cronbach's alpha >0.70 , composite reliability >0.7 , and AVE >0.5 (Hair et al., 2014). According to the Fornell-Larcker criteria, the AVE construct must be higher than the squared correlations. However, the new criterion for discriminant validity is the Heterotrait-Monotrait Correlation Ratio (HTMT) (Henseler, 2017), which has been shown to outperform the Fornell-Larcker criteria (Henseler, 2017). Significant HTMT values <1 or <0.85 provide strong evidence about the discriminant validity of a pair of constructs.

The least values for Cronbach's alpha (0.811), CR (0.868), and AVE (0.567) indicated that the scales used to measure the model in this research were reliable. The result of the maximum HTMT ratio (0.841) showed that the model had achieved good discriminant validity. The values for measurement variables are shown in Tables 5 and 6 below.

Table 5
Reliability statistics

Construct	Code	Loadings	Cronbach's Alpha	Rho-A	CR	AVE
Instrumental	IM2	0.740	0.811	0.813	0.868	0.567
Motivators	IM3	0.747				
(IM)	IM4	0.737				

	IM6	0.763				
	IM7	0.778				
Normative Motivators (NM)	NM2	0.784	0.838	0.841	0.885	0.683
	NM3	0.800				
	NM4	0.837				
	NM5	0.760				
	NM6	0.711				
Relational Motivators (RM)	RM1	0.714	0.906	0.916	0.928	0.683
	RM2	0.878				
	RM4	0.872				
	RM5	0.857				
	RM6	0.762				
	RM7	0.861				
Willingness to Embed Social Sustainability (WSS)	WSS1	0.812	0.902	0.905	0.924	0.671
	WSS2	0.803				
	WSS3	0.848				
	WSS4	0.766				
	WSS5	0.881				
	WSS6	0.801				

Table 6
Discriminant validity HTMT

	IM	NM	RM	WSS
IM	0.753			
NM	0.723	0.780		
RM	0.841	0.776	0.827	
WSS	0.556	0.591	0.510	0.819

Assessment of structural model

The structural model was assessed based on the evaluation of the effect size, variance explained, the predictive relevance of the exogenous variables (instrumental, normative, and relational motivators) on the endogenous variable (Willingness to Embed Social Sustainability), and the model fit. The variance explained values (R^2) were evaluated using the thresholds of 0.25, 0.50, and 0.75, which represented small, moderate, and substantial (Joseph F. Hair et al., 2013). The R^2 figure for the Willingness to Embed Social Sustainability construct was 0.386, indicating a fairly moderate value. This showed that the three motivator constructs were able to

explain 38.6% of the construct. In addition, the f^2 values of 0.050, 0.116, and 0.04 depicted the effect size of the instrumental, normative, and relational motivators on the Willingness to Embed Social Sustainability. Joseph F. Hair et al. (2013) categorized these effect sizes as weak, moderate, and none. According to Joseph F. Hair et al. (2013) and Henseler (2017), the Q^2 values as the predictive relevance are evaluated using blindfolding. The Q^2 values of 0.248 showed that the model had excellent predictive relevance ($Q^2 > 0$) for each effect. Finally, the multicollinearity test was conducted using the variance inflation factor with a threshold of < 5 . This research obtained a maximum VIF value of 3.336, suggesting good multicollinearity.

Table 7
Discriminant Validity HTMT

CODE	IM2	IM3	IM4	IM6	IM7	NM2	NM3	NM4	NM5	NM6
VIF	1.442	1.602	1.423	2.127	2.005	1.946	1.861	2.233	1.671	1.537

CODE	RM1	RM2	RM4	RM5	RM6	RM7	WSS1	WSS2	WSS3	WSS4
VIF	1.560	3.120	2.808	2.761	2.175	2.933	2.741	2.672	2.522	1.921

CODE	WSS5	WSS6
VIF	3.336	2.283

Table 8
Predictive Relevance

	R ²	Q ²
WSS	0.386	0.248

The data analysis indicated that hypotheses H1, H2, and H3 were processed at a statistical significance of 5%. Hypothesis H3 was not statistically supported and rejected because the direct

relationship between relational motivators and Willingness to Embed Social Sustainability was negative. Conversely, hypotheses H1 and H2 are supported, where instrumental and normative motivators were shown to have significant and positive influences on the Willingness to Embed Social Sustainability. The results of the hypotheses were H1: $\beta=0.433$, $t=2.841$, $p=0.005$, H2: $\beta=0.330$, $t=3.677$, $p=0.000$, and H3: $\beta=-0.103$, $t=0.772$, $p=0.440$.

Table 9
Hypothesis Summary

Hypothesis	Path	Path coefficient/ Beta	t value	p value	Decision
H1	IM->WSS	0.433	2.841	0.005	Supported
H2	NM->WSS	0.330	3.677	0.000	Supported
H3	RM->WSS	-0.103	0.772	0.440	Not Supported

Note: significant at a 5% level of significance

Conclusions

This research examines the motivation to instil the willingness for social sustainability in Gen Y and Gen Z entrepreneurs in Indonesia. The findings revealed two key motivators, namely instrumental and normative, while relational motivators were shown to exert no inciting effect. This is different from previous literature results, in which the three motivators were reported as the drivers in the practice of social sustainability. The variation may be due to the past focus on established industries and companies (Chen & Chen, 2019; Collins et al., 2007; León-Bravo et al., 2021; Paulraj et al., 2017; Sajjad et al., 2015), whereas this research was conducted on new businesses owned by Gen Y and Gen Z entrepreneurs.

This research was processed using SmartPLS v3. Although the research model was simple, the constructs are still being

investigated and are in the research development stage. The social behaviour theory regarding motivators to embed social sustainability is still rarely studied, particularly for individual unit analyses, unlike for companies. In addition, the limited number of samples can be overcome by bootstrapping SmartPLS (Hair et al., 2014), leading to its suitability for this research data (Hair et al., 2014; Joseph F. Hair et al., 2013; Hair Jr. et al., 2017; Sarstedt et al., 2022).

Theoretical and Managerial Implication

Relational motivators are not the drivers of the Willingness to Embed Social Sustainability in Gen Y and Gen Z entrepreneurs, as these factors relate to their entrepreneurial traits. Gen Y entrepreneurs are the most socially conscious generation (Zainee & Puteh, 2020), comprising independent thinkers who are responsible and demand feedback

(Martin, 2005). As a result, they are capable of self-motivation and orientation towards social sustainability without the need for relational motivators. Likewise, Gen Z entrepreneurs show serious concern for social issues and are even willing to spend money on sustainability practices (Nielsen, 2015). They are also known to be highly innovative, creative, and motivated to work hard using their technological abilities (Ganguli et al., 2022). Therefore, neither group requires influence by external (relational) motivators.

This research found that normative motivators had a greater influence on the Willingness to Embed Social Sustainability than their instrumental counterparts. There are three main indicators of normative motivators, namely long-term orientation, moral/ethical obligation to do the right thing, and management commitment. Hence, these findings denote that the desire for Gen Y and Gen Z entrepreneurs to implement social sustainability in their businesses is driven by concern for long-term effects. They view social sustainability practices as an integral part of a business or an obligation to act right, thereby highlighting the need to be supported by the commitment of owners and management.

Meanwhile, the most influential instrumental motivator indicators of the Willingness to Embed Social Sustainability were appeasing shareholders, avoiding bad publicity, and increasing new business. Gen Y and Gen Z entrepreneurs view instrumental motivators in social sustainability practices as some of the tools required to maintain brand image and create new business innovations. The Willingness to Embed Social Sustainability was expressed by the owners' inclination to provide supportive policies and social sustainability strategies, contribute to society, and their awareness of social dimension initiatives. Hence, the drivers of the Willingness to Embed Social Sustainability are internal motivation and management commitment, not external motivators. This is in line with research by Law & Gunasekaran (2012), which stated that the main factors in the practice of

social sustainability are motivation and internal management. This means scholars need to consider internal management as one of the driving forces for Gen Y and Gen Z entrepreneurs to embed social sustainability practices.

In addition, the findings contrasted with research by Paulraj et al. (2017), where the motivation for sustainable business development practices came from external motivators that support internal motivators. These factors were shown to motivate company management to adopt and implement appropriate sustainable business development practices. The success of sustainable business development was determined to be dependent on the degree of alignment between management attitudes and policies. However, this present research indicated that the motivation for sustainable business development practices of Gen Y and Gen Z entrepreneurs only comes from internal motivators supported by management and the readiness of business owners to instil social sustainability practices in their companies.

The results of this research can be used as a reference for policymakers regarding the sustainability agenda to involve Gen Y and Gen Z entrepreneurs, particularly in social sustainability movements. Following the awareness of the importance of social sustainability practices, young entrepreneurs can design strategies and social activities for the sake of business sustainability, thereby enabling market share expansion among the younger generation. Also, the characteristics of Gen Y and Z, such as concern and orientation towards social sustainability, can be utilized by involving consumers in social sustainability activities.

Limitation and Further Research

Some limitations encountered in this research provide a gap for future investigations. First, the sample size was relatively small, with most respondents living in the Western part of Java Island. In

further research, the sample size should be enlarged and the scope of respondents expanded to include external areas, as a significant economic gap exists between enterprises in Java Island compared to those outside. Although SmartPLS can overcome the problem of limited sample size, the simple random sampling technique would provide a more significant sample. Also, a larger size would result in a higher level of external validity, in which population characteristics would have a greater representation.

Second, several construct indicators were eliminated during the data processing process due to invalidity. This could be due to a lack of depth in conducting a literature review or the developing construct measurement. In future research, exploratory factor analysis may be used to strengthen indicators that can reveal motivators to embed social sustainability.

Third, this research analysed some perceptions of Gen Y and Gen Z entrepreneurs about the motivators of including social sustainability in their businesses using questionnaire items. Although the survey data were individual perceptions, the validity of the findings was not reduced by the potential generalization. A perception is a form of understanding and individual views in interpreting an event, which is stimulated by many factors (Devito et al., 2017; Wuryaningrat et al., 2021). Previous research explored the perception of respondents whose validity and ability to generalize were recognized. This includes Pimenta et al. (2022), which discussed practitioners' perceptions of the response and adjustment of companies to the new normal, and Wuryaningrat et al. (2021), where millennials' social perceptions in implementing new habit adaptations were discussed. Likewise, this research was an overview of the perceptions of Gen Y and Gen Z entrepreneurs in social sustainability practices.

For further research, a sustainable business strategy framework in terms of social dimension may be developed for

Gen Y and Gen Z entrepreneurs by strengthening the indicators of normative and instrumental motivators as well as the Willingness to Embed Social Sustainability. The indicators to be considered in preparing a socially sustainable business framework are strategies that focus on long-term orientation, an ethical obligation to do the right thing, the commitment of the board, appealing shareholders, avoiding poor publicity, and increased new business. Consequently, this research can enable scholars, entrepreneurs, and policymakers to understand the factors that motivate Gen Y and Gen Z members to instil social sustainability in their businesses and convert these motivators into business strategies.

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2. Bukti Peer review discussions (1 - 2 Februari 2023)

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Name	From	Last Reply	Replies	Closed
NEED YOUR CONFIRMATION AND REVISION	redaksi_jmk 2023-02-01 09:02 AM	sherlywati 2023-02-02 02:37 PM	3	☐



JMK <redaksi.jmk@petra.ac.id>

To: Sherlywati

🗨️ Reply 🗨️ Reply all ➡️ Forward 📎 Attachments ⋮ More

Wed 1 Feb 2023 09:40

🕒 You replied on Thu 2 Feb 2023 14:48

Yth. Ibu Sherlywati

Mohon artikel atau manuskrip yang dikirimkan ialah yang telah dilakukan *proofreading* dengan format dan tata tulis JMK. Cantumkan bukti *proofreading* dan cek plagiasinya.

Terima kasih.

Prof. Dr. Eddy M. Sutanto, M.Sc.
Editor in Chief
Jurnal Manajemen & Kewirausahaan
Mobile: +62818391691
email: redaksi.jmk@petra.ac.id; esutanto@petra.ac.id;
<http://jurnalmanajemen.petra.ac.id>

...



Sherlywati

To: JMK <redaksi.jmk@petra.ac.id>

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Thu 2 Feb 2023 14:48

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Yth. Prof. Dr. Eddy M. Sutanto, M.Sc.

Salam sejahtera,

Terimakasih untuk kesempatan melakukan proses submisi artikel kami.

Kami telah mengirimkan revsi article melalui halaman submisi OJS JMK.

Bersama ini kami lampirkan persyaratan yang diperlukan untuk proses selanjutnya, sebagai berikut:

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Jika ada lampiran persyaratan lain yang diperlukan, kami akan segera melengkapinya.
Terimakasih banyak atas perhatian Prof. Eddy.

salam hormat,
Sherly

3. Bukti proses review (16 Feb-3 Mar 2023)

Jurnal Manajemen dan Kewirausahaan

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Revisions

42150

Article Text, 25744-revised paper_clear_Article Text-24022023.docx

February 24, 2023

Article Text

42151

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February 24, 2023

Other

42152

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February 24, 2023

Source Texts

Review Discussions

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sherlywati

2023-02-16 09:44 AM

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☒

request for the reviewers' attachment

sherlywati

2023-02-16 02:18 PM

redaksi_jmk

2023-02-17 01:53 PM

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REVISION REQUEST

redaksi_jmk

2023-03-08 11:33 AM

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E

Editor JOURNAL OF MANAGEMENT & ENTREPRENEURSHIP <redaksi.jmk@petra.ac.id>
To: Sherlywati

Fri 2/17/2023 1:55 PM

You have a new notification from **Jurnal Manajemen dan Kewirausahaan**:

There is new activity in the discussion titled "request for the reviewers' attachment" regarding the submission "WILLINGNESS TO EMBED SOCIAL SUSTAINABILITY: A CASE OF GEN Y AND GEN Z ENTREPRENEURS IN INDONESIA".

Link:
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Prof. Dr. Eddy M. Sutanto

Jurnal Manajemen dan Kewirausahaan (Journal of Management and Entrepreneurship)

E

Editor JOURNAL OF MANAGEMENT & ENTREPRENEURSHIP <redaksi.jmk@petra.ac.id>
To: Sherlywati; Eliot Simangunsong <elliot@pmbs.id>

Thu 2/16/2023 12:45 PM

C-1. 25744.docx
199 KB

Dear Ms. Sherlywati and Mr. Eliot Simangunsong:

We have decided on your submission to **Jurnal Manajemen dan Kewirausahaan**, "WILLINGNESS TO EMBED SOCIAL SUSTAINABILITY: A CASE OF GEN Y AND GEN Z ENTREPRENEURS IN INDONESIA."

Please revise all the reviewers' comments below and in the attachment carefully. Do proofreading professionally. Highlight the revised parts and also mark them in the comments column. Enclose a revision table consisting of the reviewers' comments, the revisions, and pages of revisions separately.

REVIEWERS' COMMENTS:



Editor JOURNAL OF MANAGEMENT & ENTREPRENEURSHIP



To: 📧 Sherlywati

Wed 3/8/2023 11:35 AM

You have a new notification from **Jurnal Manajemen dan Kewirausahaan**:

You have been added to a discussion titled "REVISION REQUEST" regarding the submission "WILLINGNESS TO EMBED SOCIAL SUSTAINABILITY: A CASE OF GEN Y AND GEN Z ENTREPRENEURS IN INDONESIA".

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Prof. Dr. Eddy M. Sutanto

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INTRODUCTION:

1. In this section, the author should explain the research in that area in other developing countries. Are there any differences between developed and developing countries in such research? Add the rationalization of the importance of doing this research from the government's perspective.
2. The novelty of this study needs to be described in this section because the rationalization of why this research is an essential reference to journals published in 2012.

METHODOLOGY

It must be clear the sample size of the research.

RESULTS & DISCUSSION

Please elaborate on the finding in more detail by comparing them with the previous studies in the literature. Some of the explanations in the implication section can be inserted into the discussion.

CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

The conclusion must refer to the purpose of the research and explain the novelty of findings. It does not need to include PLS results.

Return the revised article and the table as soon as possible. Thank you.

Editor

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**4. Bukti submit revisi
24 Februari & 3 Maret 2023**

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5. Bukti surat pernyataan artikel diterima (LOA)
(7 Maret 2023)

From: Editor JOURNAL OF MANAGEMENT & ENTREPRENEURSHIP <redaksi.jmk@petra.ac.id>
Sent: Tuesday, March 7, 2023 12:02 PM
To: Sherlywati <sherlywati@eco.maranatha.edu>; Eliot Simangunsong <elliott@pmbs.id>
Subject: [jmk] Editor Decision

Dear Sherlywati and Eliot Simangunsong:

We have decided on your submission to **Jurnal Manajemen dan Kewirausahaan**,
"WILLINGNESS TO EMBED SOCIAL SUSTAINABILITY: A CASE OF GEN Y AND GEN Z
ENTREPRENEURS IN INDONESIA."

We have decided to accept your submission and will publish it in March 2023
edition. **Congratulations.**
Editor

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