

ALTRUISM MOTIVES IN THE BUSINESS SUSTAINABILITY OF WAROENG SPECIAL SAMBAL (SS) INDONESIA

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Abstract. Waroeng Special Sambal (SS) Indonesia is a restaurant trademark that has 98 branches in Indonesia and Malaysia. Waroeng SS was founded in 2002 and continues to exist today. The restaurant business management model which is centralized in one management makes the director's policies the most important thing in the running of the business. There is an interesting motive from the Director of Waroeng SS in the company's CSR policy, namely 1% of turnover every month. Seeing the importance of business having an impact on the surrounding environment, researchers tried to look at several motives behind this. The research approach used is descriptive qualitative with in-depth interviews and observations. The results of this research show that (1) the motive of altruism is the main basis for the Director of Waroeng SS in his business policies, and (2) the motive of altruism supports the sustainability of Waroeng SS's business for more than 20 years.

Keywords: altruism, CSR, business, sustainability

1. Introduction

The company's development cannot be separated from the company's vision and mission. Waroeng Special Sambal (SS) Indonesia is a company operating in the fast food culinary sector that has a vision welfare of personnel and their families, supporting parties, and benefits for the community environment. To support the company's vision, Waroeng SS has a mission to become a large company with stable products and strong character, commendable and impressive service, a good/positive brand, a neat and clear operating system, and a large business scale with a wide (national) coverage. Seeing Waroeng SS's vision and mission certainly requires high determination to run a social-based business. This is proven by the development of Waroeng SS to 98 branches from 2002 until now. Waroeng SS's social entrepreneurship is realized by allocating CSR funds of 1% of monthly turnover. This shows a policy with high social instincts from the Director of Waroeng SS. Some studies provide some evidence of a positive link between investments in CSR and measures of financial performance — suggesting that in some cases "doing good" may also be good for business Waroeng SS's CSR policy is at the company's initiative because there are no special regulations from countries for CSR for individual companies operating in the culinary sector. So far the central and regional governments have not regulated CSR for individual companies. This unique policy from the Director of Waroeng SS in the future will become good practice for other

companies in implementing CSR. As a result, many restaurant companies have been involved in CSR initiatives such as providing employee benefits or environmental protection. Furthermore, CSR activities can be used to differentiate a firm from competitors in the restaurant industry where rivalry among existing firms is high (Rhou et al., 2016). Companies with higher reputations are perceived as less risky than those with lower reputations, even when their financial performances are equivalent (Helm, 2007). The basic principle of CSR that has an impact on the environment, namely that it is felt by the surrounding community, both in terms of programs and benefits, must be preserved by various companies. CSR is not only a corporate image gimmick practice, but also a practice of social responsibility for the company's existence. Sen & Bhattacharya (2001), manipulated CSR to find its effects on CCI and revealed that CSR activities influence consumers' intentions to identify with the company by positioning themselves in a socially attractive manner. Problems that arise when there are good CSR practices by the company, even though there are no binding rules namely how to intervene with the company so that it does not carry out massive movements, let alone publish them in various media. It is feared that this will become a concern for the government to formulate new policies for CSR for individual companies that already have high turnover and interact with society. However, this does not pose a threat to Waroeng SS, which has the principle of doing business that has a direct impact on employees and local communities in need. Moreover, partnership effects may differ by how consumers attribute alliance motives and to what extent consumers identify with the company, which we propose as possible missing links between partnership effects and supportive CSR outcomes (Kim & Rim, 2023). Various company policy motives regarding CSR implementation and the reasons why Waroeng SS can continue to exist today

2. Literature Review

Corporate Social Responsibility

CSR can be defined as a corporation's involvement and investment of its resources for the betterment of society and the public that has supported the organization (Frederick, 1994). Wang et al., (2015), demonstrating positive relationships among CSR, brand equity, and firm performance, suggest that CSR, as an intangible corporate asset, positively affects firm performance. The important role of CSR awareness is for a firm to take advantage of its CSR efforts to increase its firm value (Servaes & Tamayo, 2013). The definition of the ISO 26,000 standard also advances the idea that for companies, CSR is the way to contribute to a societal project, specifically the project of sustainable development (Turcotte, M.-F., Langelier, L., 2011). The stakeholders to be considered are both those present on the territory and those who have an interest in the territory, eg, environmentalist groups and indigenous and local communities (Turcotte & Lachance, 2023). A corporation is generally encouraged to adopt CSR because of its perceived benefits to both macro and micro-performances. Macro-performance includes environmental improvement and reduction in social inequality. Micro-performance includes reputation enhancement, the potential to charge a premium price for products as well and the enhanced ability to recruit and retain high-quality workers (Wu & Shen, 2013). There are two reasons for implementing CSR by a company such as altruism and CEO motivations (Borghesi et al., 2014).

Altruism Motives

Altruism comprises a multifarious and multidimensional concept. Therefore, it is misleading, to talk about a single altruistic motive. Altruistic acts between two individuals comprise second-party advantages, thus bringing to the forefront the discussion on the concept of reciprocal exchanges (Paraskevaidis & Andriotis, 2017). Nagel (1978) defines altruism as '...a willingness to act in consideration of the interests of other persons, without the need for

underlying motives'. For example, individuals donate blood not because of the various incentives available to donors, such as money, paid time off, or free meals, but because they consider it a lifestyle choice as they sincerely believe that donation can help other people (Alessandrini, 2007). While conceptualizing altruism, states that when we refer to altruism "we [may] mean a broad family of motives that cause people" (Wilson, 2015). Fennell's (2006), conceptual study examined reciprocal altruism in the context of formulating cooperative relations between tourists and host service providers. He found that, to provide an efficient cooperative environment at a given destination, the altruistic behavior of both parties, the giver and the recipient, should be recognized and rewarded by local authorities and claimed that reciprocal altruism has a great disadvantage, namely that, while interactions between tourists and hosts are limited in time and frequency, both parties may choose to cheat each other (without returning the received favor). From a practical standpoint, true altruistic behavior derives from a set of moral principles and refers to selfless acts that benefit others without seeking any reward. Had there been anything, they should have been unintended. Altruism is indicated by the self-perceptions of secondary education teachers of economics regarding their attitudes and desires to (1) cooperate with others, and (2) share with others. (3) helping others, (4) donating wealth to others, (5) upholding honesty towards others, and (6) caring for the conditions and problems of others (Tov and Diener, 2009; Santrock, 2009; Frenken and Schor, 2019) in (Wahyono et al., 2021) The pureness of altruistic behavior may also derive from religious ideals, values, and beliefs of helping others (Einolf, 2011). Habib et al. (2023), said to target individuals with high values of pure altruism, campaigns should emphasize how their donation will help others, especially those living in the same community, thus taking advantage of collectivistic values. To appeal to individuals with high values of impure altruism, campaigns can regularly publicize the names of donors to ensure they receive an emotional reward from this public recognition. To capitalize upon collectivistic values, campaigns should underline that all donated food will benefit people from the same locality, community, or nation (ie, Pakistan in the context of the current study), thus triggering the groupthink effect.

Sustainability Business

we frame sustainability performance as an objective and multifaceted measure, considering both overall sustainability performance and how it is built for the Triple Bottom Line (TBL) – ie economic, environmental, and social aspects (Alonso-Martinez et al., 2021). In this way, in coordination with the development of business processes, Sustainable Development will be taken into consideration, defined in three pillars: economic, social, and environmental (Kajtazi et al., 2023). Sustainable business models take a global market perspective, factoring in the increasing demand for more sustainable goods and services from industrialized countries (Garetti, M., Taisch, 2013). We define sustainable business models as the extension of conventional business models (including value proposition and creation, value capture and delivery), including the environment and society as primary stakeholders (the result of value creation includes monetary and non-monetary value), the systematic self-learning mechanism for sustainable development as primary character, following an iterative rule and holding a long-term perspective (He & Ortiz, 2021). Sustainable business model innovation can create an emerging business model, update a pre-existing business model, or reconfigure and integrate multiple business models.

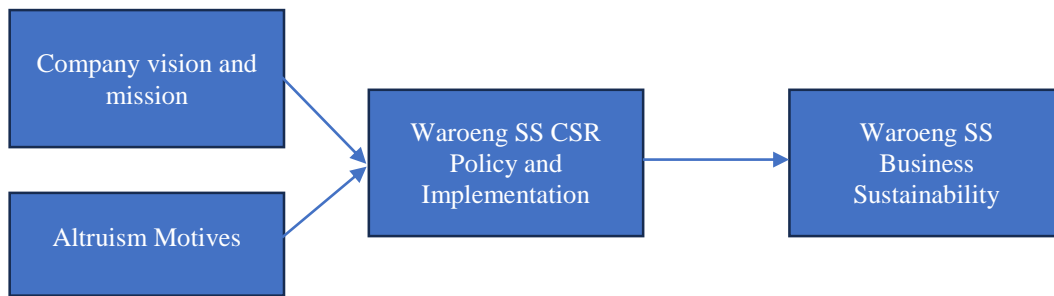


Figure 1. Research Framework

3. Method

This study uses a descriptive qualitative approach with an intrinsic case study method, where the cases that are studied contain interesting things to learn from the case itself (Laksono, 2013). The implementation of CSR Waroeng Special Sambal (SS) Indonesia shows a case that illustrates that CSR practices can be carried out without having to see it as an obligation that is legally regulated. This is a different phenomenon during many obstacles in the implementation of CSR by companies that incidentally should implement CSR according to the applicable rules. This research was conducted from January to June 2022. Data were obtained from informants through in-depth interviews, observations, and document studies. In-depth interviews were conducted by researchers with questions and answers with informants to find out the facts (Rivas & Gibson-Light, 2016). Researchers make participatory observations of informants to find out data and daily activities (Sugiyono, 2016). The informants include: (1) Director of Waroeng Special Sambal (SS) Indonesia to explore the principles and work culture of the company as well as understanding related to CSR and (2) the public relations and social division of Waroeng Special Sambal (SS) Indonesia to explore the foundation and implementation of Waroeng's CSR SS. The researcher acts as a human instrument with the function of setting the focus of research, selecting informants as data sources, collecting data, assessing data quality, analyzing data, interpreting data, and making conclusions on the findings. Data analysis was carried out interactively starting from (1) collecting data from interviews and observations, (2) data reduction in the process of sorting, simplifying, and focusing on research results in the field for collecting specific research results, (3) presenting data as a result of collecting information that is structured for concluding, (4) concluding is the final process of data analysis to find, test, and understand the presentation of data to be concluded into an interactive relationship (Miles & Huberman, 2012).

4. Results and Discussion

Altruism Motive in Waroeng Special Sambal (SS) Indonesia CSR Policy and Implementation

Waroeng Special Sambal (SS) Indonesia is a trademark in the form of a restaurant from the Special Region of Yogyakarta which has been established since 2002. Waroeng SS was established based on the accident of the owner whose hobby was mixing chili sauce as a side dish due to economic limitations during his studies.

"I founded Waroeng SS because my boarding house friends liked chili sauce which was made when it was old because they couldn't buy side dishes, finally I saw the potential for chili sauce to become a business that I could develop further" (Interview 05/03/2022)

In the beginning, Waroeng SS was a tented cross-legged dining area next to the Graha Saba Pramana Building, Gajah Mada University. This place is called Waroeng SS Perintis Perjuangan. The owner of Waroeng SS considers this place to be the initial foundation of the Waroeng SS business so it will still exist until 2023. As stated by the owner of Waroeng SS.

“The historical milestones that Waroeng SS has made will never be extinguished. Proof of the existence of Waroeng SS is in Perintis Perjuangan. The company's basic values and philosophy are there. I am sure that Waroeng SS will continue to develop, making history and improving the prosperity of the surrounding environment.” (Interview 05/03/2022)

Waroeng SS currently has 98 branches spread throughout Indonesia and 1 branch in Kuala Lumpur, Malaysia (See Table 1).

Table 1. The Development of Waroeng Special Sambal Business

Year	Development of Waroeng SS
2002	The opening of the first Waroeng SS besides GSP UGM with the concept of a street vendor called a pioneer stall
2003	Established 4 branches and launched a newsletter with the title of Delicious news
2004	Fixing work standards and equipment and establishing 3 new branches so that it becomes 7 branches
2005	Innovation in using Neonbox to make it easier for customers to find Waroeng SS and hotline service 2 shift service so Waroeng SS open time is longer
2006	Waroeng SS opens Manahan branch, Solo
2007	Waroeng SS opens new branches in Semarang and Tangerang
2008	Waroeng SS expansion to Cirebon, Purwokerto, Malang, Kediri, and Salatiga
2009	Modify the concept of "nyambel yourself" where consumers can request the amount of chili and other raw materials
2010	Waroeng SS branch expansion to Pekalongan and Madiun
2011	The history of Waroeng SS achievements with the establishment of 9 branches in a year in Yogyakarta (5), Solo (1), Semarang (2), Malang (1) Waroeng SS starts trial open every day
2012	Waroeng SS is 10 years old and celebrating with guests Mario Teguh and Viera
2013	Waroeng SS opened 2 branches in Bali and opened new branches in Bogor and Tegal
2014	Waroeng SS opens a fast food restaurant at JCM, Yogyakarta Waroeng SS opened new branches in Jatinangor, Wonogiri, Purwokerto, and Wonosari Launch of consumer appreciation program "Spicy Surprise"
2015	Waroeng SS reaches 73 branches in Java and Bali
2016	Waroeng SS centralizes vital raw materials to all branches Waroeng SS opened branches in Tanjung Duren, Jakarta, and Jember
2017	Celebrating 15 years of Waroeng SS with the opening of new branches in Bekasi and Cilacap
2018	Waroeng SS evolved by prioritizing religious values in its business style Waroeng SS established new branches in Uluwatu, Kudus, and Surabaya
2019	Waroeng SS Go International by opening a branch in Kuala Lumpur Malaysia Waroeng SS also opened a new branch in Bandung
2020	Waroeng SS has reached 98 branches in Indonesia and Malaysia

Source: Waroeng SS Profile, 2021

Waroeng SS's very rapid business development over the past 20 years cannot be separated from the vision and mission that Waroeng SS has realized since the company was founded. In the company's vision, great emphasis is placed on the welfare of employees, their family members, and the surrounding community. This shows the motive and drive of the director of Waroeng

SS. Monolong motive and spirit to share in the business being run. The manifestation of this motif is a CSR allocation of 1% of the monthly turnover of all Waroeng SS branches. The head of the public relations division of Waroeng SS stated that.

"The Director continues to emphasize that every time our public relations team will share CSR, the CSR principle shared by Waroeng SS is to make it easier for other people who need it, there is no need to expect remuneration from CSR recipients." (Interview 03/14/2022)

Based on this statement, it shows that the helping orientation in CSR is very strong and based on the director's policy. This is in line with the identity of the altruism motive, where in business activities you think about other people and are not only concerned with profit. Wu & Shen (2013), three motives, namely, strategic choices, altruism, and greenwashing, suggest that the relationship between CSR and financial performance is positive, nonnegative, and nonexistent, respectively. The basic foundation of Waroeng SS's CSR is the company's vision and belief that the spirit of helping the surrounding environment will support business sustainability in the future. On the other hand, CSR which is based on the motive of altruism is believed to have a positive impact on the morale of the business economy (Wahyono et al., 2021). The results of this research show that when viewed from its function, Waroeng SS CSR is divided into three things, namely,

1. The sharing movement with people in need is a form of the company's dedication to understanding the function of CSR to provide material and non-material assistance to local communities, people with disabilities, social institutions, and various other institutions in the form of necessities, tools, and aid funds.
2. Community empowerment is carried out for educational institutions and farmers. Educational institutions are beneficiaries of Waroeng SS CSR as a form of establishing business and education integration in the form of scholarships, business coaching, public lectures, and other assistance. Farmers are the beneficiaries of Waroeng SS's CSR with the intention that in the future they will become suppliers of the company's raw materials so they can cut the supply chain. Waroeng SS provides CSR assistance in the form of incentives for cultivation input, management, and purchasing of farmers' cultivation products. This shows that Waroeng SS understands that the function of providing CSR is not just assistance, but also increasing the capacity and income of the farmers who are provided with assistance.
3. Empowerment of Waroeng SS employees and their families is carried out by providing scholarships, free homecoming, beauty allowances, and other operational benefits based on employee performance.

Waroeng SS's CSR above shows that the company's awareness of the environment is very high. Good practice of implementing CSR as an effort to provide services, assistance, and empowerment to the community to improve the quality of life and the level of welfare of life (Rahmadani et al., 2019). The motive of altruism held by company directors continues to be maintained and transmitted to employees. Specifically, founders' social contexts generate specific noneconomic preferences that lead them to adopt differentiated CSR policies toward external or internal stakeholders (Meier & Schier, 2022). This condition makes firms operating in high-trust environments have better environmental CSR performance (Chkir et al., 2023). The altruistic motive in CSR implementation has a huge impact on creating implementation partnerships that support CSR outcomes (Habib et al., 2023).

Waroeng Special Sambal (SS) Indonesia Business Sustainability

Waroeng SS's business sustainability cannot be separated from synergistic efforts between divisions and various innovations carried out by its directors and employees. However, the sustainability of Waroeng SS's business cannot be separated from its CSR implementation by collaborating with several partners for both social service and community empowerment.

"Waroeng SS allocates CSR 1% of turnover every month in various conditions to help the local community and mentally train employees to realize that the income they earn includes other people's rights that must be set aside. "He (Director) also emphasized that Waroeng SS employees must have a sense of pride in their hearts when they can share, this will not reduce our wealth, it will increase our blessings in the future." (interview 03/04/2022)

This shows that the collective awareness within Waroeng SS has been thoroughly formed by both directors and employees. CSR investments were solely pursued with stockholders' interests in mind, we might not expect to find a significant correlation between CEO characteristics and these CSR investments (Borghesi et al., 2014). Thus, forming Waroeng SS CSR beneficiaries forms a positive paradigm for the company. In this regard, CSR activities strengthen brand image and reputation and can lower the already-high risks related to operating restaurant companies demonstrating that while conducting CSR activities is important for a firm, making stakeholders aware of these activities via adequate communication and media mentions are more important to leverage CSR into financial performance (Rhou et al., 2016). A form of business sustainability from the motive of altruism is carried out by Waroeng SS's CSR policy, namely a sustainable partnership for the supply of raw materials for Waroeng SS's kitchen. Waroeng SS assists farmers/institutions who can carry out plant cultivation activities.

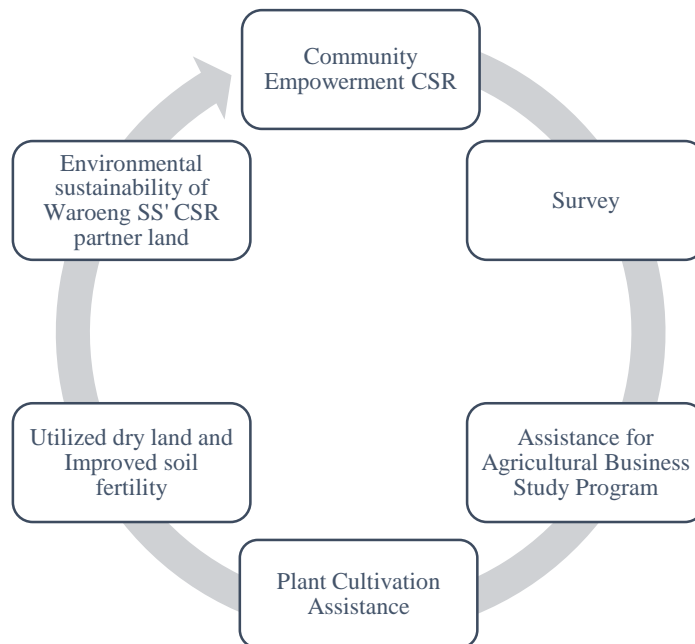


Figure 2. Sustainability Business Collaboration in CSR Community Empowerment

The mutually beneficial collaboration between Waroeng SS and CSR recipient partners forms a new supply chain pattern for commodities, thereby creating a sustainable impact for both the beneficiaries and Waroeng SS. This understanding shows that Waroeng SS has a concept of sharing with the social environment of society which emphasizes sincerity and religious belief. By giving you will be given other good things. In addition, the CSR allocation provided by Waroeng SS motivates beneficial impacts for the beneficiaries and to continue sharing with the surrounding environment. One example of implementing sustainable business collaboration is CSR for partnerships with chili farmers in Cabeyan Village, Bendosari District, and Sukoharjo Regency. Waroeng SS provides input assistance in the form of seeds, agricultural machinery, fertilizer, land rental, and labor wages. On the other hand, farmers also receive output assistance in the form of market facilities from Waroeng SS. This assistance lasted for 2 years. As stated by the public relations department of Waroeng SS.

"Waroeng SS not only provides seeds and cultivation equipment but also purchases chili cultivation products at prices that are competitive with the market. This activity can involve 20-30 farmers. It also provides bonuses to farmers who can harvest more than the target of chili per day with a daily harvest target per person of 5 kg of cayenne pepper and 20 kg of curly chili." (interview 11/03/2022).

The circular business concept implemented by Waroeng SS can shorten the supply chain and the goods the company receives are always fresh directly from the farmers. The director's principles and policies in implementing CSR based on altruism motives have proven to strongly support the sustainability of Waroeng SS's business. Business and its environment, respectively the attitude of business activities and processes to adapt to the changes of the environment (Tuyen et al., 2023). The principle emphasized by the director of Waroeng SS to continue sharing under any circumstances forms a quite interesting motif, namely the altruism motif. In the altruism motive, it is explained that in helping people have sincere and pure principles for other people and do not expect anything from them (Taufik, 2012). for other people and do not expect anything from them (Taufik, 2012). This is in line with the CSR principles implemented by Waroeng SS because the policy of the Waroeng SS director when sharing must be based on the principles of sincerity and selflessness. Personal factors play a strong role as stated, namely personality traits, gender, and religiosity (David G. Myers, 2012). Religiosity and altruism motives are the main things for the implementation of Waroeng SS's CSR.

5. Conclusions

The sustainability of the Indonesian Waroeng Special Sambal (SS) business in this research was greatly influenced by the policy of the company director who brought the company to the principle of altruism. The altruism motif in Waroeng SS is manifested in the company's CSR activities, thereby creating collective awareness among the community to form a positive image of a company that operates in the fast food culinary sector and likes to share with the community. On the other hand, the sustainability of Waroeng SS's business for 20 years is inseparable from the support of the altruism motive which is transmitted to its employees so that employee loyalty is formed and can grow to 98 branches in both Indonesia and Malaysia.

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