

THE POWER OF SOCIAL CAPITAL IN BUSINESS CONTINUITY: CASE STUDY IN EAST FLORES

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Introduction/background: Entrepreneurs are expected to navigate the intricate business landscape with flexibility and creativity, utilizing social networks as a means of ensuring long-term viability. The theoretical framework of Embeddedness, as proposed by Mark Granovetter, underscores the significance of social connections in economic transactions.

Aim of the paper: The current study seeks to investigate the importance of social capital in the context of business continuity for entrepreneurs, with a specific focus on how social connections within networks contribute to the long-term success of their ventures. By examining the role of social capital in entrepreneurial endeavors, this research aims to shed light on the significance of social interactions in the sustainability of enterprises.

Materials and methods: Undertaking a qualitative research design, the study comprises interviews with four entrepreneurs hailing from East Nusa Tenggara province. The objective of these interviews is to explore the entrepreneurs' dependence on social capital, specifically their financial conduct and social resources within their networks, and how these factors contribute to their business success.

Results and conclusions: The investigation unveils the crucial significance of robust familial and familial relationships in preserving corporate longevity. These interpersonal connections furnish indispensable resources and backing, thereby accentuating the instrumental function of social capital in corporate commerce.

Keywords: Social Capital, Business Continuity, Bonding, Tax Consultant.

1. Introduction

As entrepreneurs are required to adapt quickly and have innovative ideas to keep up with the changing business environment. Business strategy and resource utilization is an effort to make the business sustainable (Sihombing, Rahardjo, 2014). The purpose of an established company is to manage and maximize its profits, so the measure of its success is how much

profit it makes. However, if this becomes the primary goal of entrepreneurs, it is feared that the business will not last long because what is seen in the industry is only economic activity. However, every entrepreneur also wants the business run to be long-lived. Mark Granovetter, a socioeconomic scientist, expressed his idea of Embeddedness: pre-existing social ties influence a 'rational' economic exchange and have been inherent in social networks. Mark Granovetter distinguishes structural Embeddedness, which refers to networks of access to people and resources, while relational Embeddedness includes feelings of trust in a social context (Andres, 2008). Forming bonds in social networks would give Burt (1992) information control and encourage improved performance (Krippner et al., 2007). This means the utilization of social capital in business operations can contribute to the existence of a sustainable company, competitive, and development.

Social capital is defined as a resource owned by an individual or a group so that other individuals can then utilize it by forming a relationship in which there are norms and values to protect these resources (Granovetter, 1985). For entrepreneurs, social capital is used to access important information, social resources, and support, thus positively impacting their ability to grow their business (Thai et al., 2020). Other research focuses emphasize the role of social capital bonds and bridges in corporate innovation (Eklinder-Frick et al., 2012), local networks (Laursen et al., 2012) and the part of geographic proximity (Murphy et al., 2016; Wang et al. 2017). Based on previous studies, researchers are interested in assessing the efforts of business actors to maintain sustainability, develop business, and remain competitive by looking at social capital applied based on the dimensions of social networks, social norms, and trust. Business continuity in remote areas (remote areas) becomes disturbed, including delays in the delivery of goods due to erratic weather disturbances. Hence, the scarcity of goods needs to be addressed through social networks.

Based on these problems, it is known that social capital has a role in business activities. The research was conducted at four locations in East Nusa Tenggara province: Lembata, Waiwerang, Larantuka and Maumere. The location of the study was selected because of the traditional values in society that are still maintained now and with the consideration that entrepreneurs still have social capital even though it has changed due to modernization and globalization. Business ventures in traditional areas still have affinities such as kinship or kinship. The purpose of this study is to explore taxpayers' efforts in implementing social capital for business sustainability.

2. Literature Review

2.1 Family: the pillar of business continuity and the foundation of a culture of values in the Entrepreneur/Business

A family business is a business that has at least two family members who control the company's finances and influence the company's policies (Anggadwita et al., 2020). A business is considered a family business if its management is passed from generation to generation (Anggadwita et al., 2020). In addition, a family business is a business that is owned and managed by people who have a relationship with the family. Family ownership has dominated business in China since the early 1800s. In Chinese society, the family is the centre of all relationships, influenced by traditional Confucianism (Ramadani et al., 2017). This affects the Chinese family business from various aspects, such as family, education, work, social ethics, group unity and the values of centralized authority, where the common interests of the group and community meet the needs of individuals (Anggadwita et al., 2020). Confucian theory calls for boys to take over family responsibilities as fathers, especially towards older boys (Ramadani et al., 2017). Kinship-based ownership structures can facilitate the creation of trade networks, for example, by securing suppliers at the upstream end of the production chain and buyers at the downstream end (Permata, Kristanto, 2020). Family is often the main foundation that supports business continuity. The support and involvement of family members have a significant influence on the long-term success of the company. Relationships with families are considered more robust because they share the same values, norms, and beliefs (Akintimehin et al., 2019). Social capital is around the informant and is the closest to supporting business continuity. One of them is the relationship with relatives and family. Relationships with family or relatives are considered more robust because they share the same values, norms, and beliefs (Akintimehin et al., 2019). Relationships between relatives are close based on trust and emotionally close (Ceci et al., 2020). However, in the study of Stasa Ouzký & Machek (2023) found that the internal network does not have a direct impact on the sustainability of the family business, but its role can contribute to the formation of external networks that are useful for improving performance. This means that they do not expand the social environment, but only strengthen existing social relations. Mizruchi (1996) then argued that relying too much on the same person in all situations can reduce the chances of success.

The participation of relatives/family is not entirely possible if self-reliance is absent (Östman et al., 2000). Sustainable business opportunities are supported by the benefits of trust based on social relationships (Josserand et al., 2017). Relatives are the smallest part of the social environment of each individual. However, the attachment that is formed between them is close and close due to their interaction and involvement in daily activities. In this context, the family is considered the most potent support network, so trust becomes the main factor in the construction and maintenance of this relationship. However, in traditional societies, faith in

family members is not always reliable, and there are also limits to economic inequality between generations (Moscona et al., 2017). Research by Uzzi (1996) has also shown that strengthening relationships can increase economic value by building trust between individuals.

2.2 Business Continuity

Business continuity can be seen in how to meet, develop, and protect the resources owned in each aspect (Zacca et al., 2015). The permanence of the business is a desire for all entrepreneurs, and is expected to carry out each of their activities to generate progressive profits (Agustina, 2022). The development of the business cannot be separated from leadership style, family values, cultural values, and management ability to build a long-lived business for generations (Dayaqarsa, 2022).

A sustainable company refers to a company that can achieve long-term business goals and add value by incorporating economic, social and environmental aspects into its business strategy (Agustina, 2022). Sustainability is used to develop and utilize resources, allowing individuals to meet current and future needs from an environmental, economic, and social point of view.

Entrepreneurs are part of social networks; they use social capital for entrepreneurial activity (López-Nicolás, Meroño-Cerdán, 2011). Social capital supports risk-taking, contributing to business performance sustainability (Reddy, Sambaiah, 2019). One of the advantages of social capital for business actors is access to information and the development of resources to carry out business activities (Kulkov et al., 2020).

Social capital is a social connection for entrepreneurs to acquire assets necessary for business performance. Resources accessible to entrepreneurs through social networks allow them to identify business opportunities and challenges (Bhagavatula et al., 2010). According to the Organization for Economic Cooperation and Development (OECD), social capital is a shared network of norms, values, and understandings that facilitate group cooperation. The closer a group is, the farther it can be from the other group. Social capital has a role in the behaviour of individuals in making business decisions. Businesses need to be accepted where the company's location is so that entrepreneurs will build conformity between social values and behaviour in the environment. Social capital is substantial when norms and cooperation exist (Fukuyama, 1995). Social capital is a resource owned by other individuals to be used by others.

2.3 Dimensions Of Social Capital

Social capital is not capital in the sense of money, property, or wealth but as an asset or capital in social relations (Kulkov et al., 2020). Without Social Capital, an entrepreneur cannot obtain material benefits and achieve other successes optimally. A person who applies social capital through good relations with certain parties can obtain material benefits. Social capital is also a social exchange distributed through individuals' internal and external relationships (Josserand et al., 2017). Woolcock (2003) divides social capital into three types, namely

bonding, bridging, and linking. Bonding social capital (bonding social capital) is a strong relationship because it has common demographic characteristics, attitudes, behaviours, and information and resources available; it generally involves family and relatives (Claridge, 2018). Bridging social capital is a weak bond because individuals in groups have differences in culture, social class, identity, race, religion, and others but have similar interests or goals (Claridge, 2018). This means that the relationship is motivated by a conscious weakness, so an attempt is made to balance it by working together to realize each other's goals. Characteristics of organizations with social capital, such as networks, norms, and trust, provide ease of coordination and cooperation to obtain mutual benefits (Putnam, 2000). Social capital was first proposed by James Coleman in 1988, who defined it as the ability of individuals to collaborate to achieve common goals. Previous research has shown that social capital can be divided into three dimensions (Thai et al., 2020). These dimensions are structural (connections and closeness of relationships/social networks), relational (beliefs), and cognitive (values and norms).

Networking refers to the structure of relationships that take the form of business relationships, friendships, or membership in a particular group (Josserand et al., 2017). The relationship between the dimensions of social capital and networks is very close because both influence each other. Social capital can strengthen networks by expanding relationships and increasing trust in them. On the other hand, networks can also enrich social capital by reinforcing prevailing social norms and values (Josserand et al., 2017). For example, in the context of a family business, social capital such as trust and loyalty between family members can strengthen the Family Business Network, which in turn can increase the ability of the family business to survive and thrive in the long term. Thus, the relationship between the dimensions of social capital and networks is mutually reinforcing and complementary. Mark Granovetter found that economic activity exists within a strong network of personal relationships. In acquiring networks, developing personal relationships between entrepreneurs and other financial actors, such as customers and suppliers, is as important or more important than the economic transactions that occur (Granovetter, 1985). Economic activity is not done by foreigners but rather by people involved in long-term and sustainable relationships. According to Bourdieu, business networks create social capital (Bondeli et al., 2018). Studies conducted by Denize & Young (2014) showed that price information could be more effective in small-scale trading groups due to stronger network ties, facilitating the fulfilment of traders' commitments. Network bonding can encourage the creation of trust, information transfer and mutual problem-solving (Uzzi, 1996). Social networks have the concept of a social relationship bound by faith and maintain that trust by maintaining existing norms. Social networks can be formed by wanting to know each other, providing information, and benefiting each other in doing or overcoming something. Open and continuous communication is needed to meet these 'mutual' needs (Josserand et al., 2017). The network concept assesses that individuals and groups have different interests in utilizing resources (wealth, power, & information) that are

adapted to their social context. Therefore, social networks are important in people's lives, because it can be said that there is no human being who is not part of social networks.

In business, the dimension of social capital is also related to norms. Social Capital, which includes networks of social relationships, norms, and shared values, influences the formation and impact of norms that guide interactions and transactions (Thai et al., 2020). For example, in family businesses, social capital, such as trust and emotional engagement between family members, can reinforce norms of cooperation and family loyalty (Deferne et al., 2023). On the contrary, the norms that exist in business can also form and strengthen Social Capital. Norms that encourage cooperation, integrity, and mutual respect between individuals or groups will establish patterns of interaction that enhance social capital in the form of trust and engagement (Thai et al., 2020). Thus, the relationship between the dimensions of social capital and norms in business is mutual influence and mutual reinforcement, where social capital forms the prevailing norms, and these norms also reinforce social capital. Norms are a rule both in written and unwritten form that has been agreed upon by all members of the group which must then be complied with, and there are sanctions if they violate the rules (Bondeli et al., 2018). Social norms are described as an unwritten standard of behaviour followed by a person according to the demands of the majority according to the social environment (Bicchieri, 2014). Social norms are social functions rooted in culture, traditions, values, and habits carried out by a group and are believed to maintain the power of social networks (Fan et al., 2019).

Norms are built and maintained to strengthen the group. Social norms represent a group because they act as characteristics that describe what a group thinks feels, and does. The power of social norms in shaping behaviour is found in the dynamics of Social Psychology that arise in a group, such as the tendency of group members to see each other for guidance, affirmation, and approval, as well as the pressure to achieve uniformity generated by the group towards the actions carried out (Schlenker, Helm, Tedeschi, 1973). The formation of social norms results from group interaction, which includes social values, culture, customs, traditions, habits, conventions and others. The parties involved in a business relationship have expectations of behaviour reflected in the norm so that such behaviour binds, guides, controls, and regulates appropriate and acceptable behaviour (Ojansivu et al., 2022).

Many theorists argue that the social structure, influenced by economic actors, was solid in pre-industrial societies and weak in industrial communities due to modernization. This thought assumes that financial transactions in today's society are based on rational calculations that are not influenced by social ties and kinship. The opposite thinking states that since economic life is part of social life, social attachment occurs not only in modern society, where economic activity cannot be separated from the social context. This led Granovetter to explain the polarization of the two poles of thought, which he called oversocialized and undersocialized. The first is oversocialized, which means that socialization strongly influences economic behaviour. The argument is that society is very sensitive to the opinions of others because organisations follow a system of values and norms that develop into a consensus that is

considered through socialization (Schlenker et al., 1973). This view says that any economic activity and decisions are regulated and guided by the influence of the prevailing system of values and norms. The second is undersocialized states that financial behaviour is a unity that does not depend on socialization factors. Economic actors act based on relationships and social structures that follow rational choice. Granovetter rejected both ideas. Therefore, in Embeddedness, Granovetter describes the characteristics of trust and distrust in the interaction between economic actors. Economic activity becomes disembedded when the social order among economic actors is based on rational calculations. This usually happens if they do not know each other, so there is no mutual trust. It is different if economic actors know each other as a whole, which can lead to trust and attachment so that there is mutual trust in the transaction process.

The dimension of trust is one of the essential keys in the concept of social capital. According to Fukuyama (1995), trust is a critical component in cooperation, giving rise to social capital. Trust can be built with open communication and mutual respect between individuals in the group. Trust is destroyed by excessive selfishness or opportunism. Once mutual trust has been established between individuals in the group, the next step is to maintain trust in the relationship to make it more robust and sustainable. Mutual trust is needed not only in business interests but also in friendship, work and family relationships.

3. Research methods

The study used a qualitative approach. The source of data used is through observation and interview. The interview method used is in dept interview is a question and answer with or without using interview guidelines/is open where all informants understand the concept of research (Bungin, 2011). This study was conducted at four locations: Larantuka, Waiwerang, Maumere and Lembata, East Nusa Tenggara province.

3.1. Research Informants

The informants of this study consisted of five people who are entrepreneurs. The first informant was named TK1, with a business engaged in the transportation of fuel (ships and trucks) and a building materials store located in the city of Larantuka, East Nusa Tenggara province; the second informant was named TK2 who had a leading business in the form of refuelling stations (gas stations) with additional companies in the form of grocery stores that sell products such as groceries, machine spare parts and fishing boat needs, this business is located in Waiwerang, East Nusa Tenggara; The third informant TK3 with business D Shop building materials, electrical equipment and equipment fishing boats whose location of business activities are in Waiwerang, East Nusa Tenggara; fourth informant HM as entrepreneurs

distributor of groceries and grocery stores in Maumere, East Nusa Tenggara. A summary of these informants can be seen in the table below:

Table 1.
Informant Background

No	Informant Initials	Business Type	Location
1	TK1	Fuel transportation services (ships and trucks) and building materials stores	Larantuka, NTT
2	TK2	Grocery store (ship spare parts)	Waiwerang, NTT
3	TK3	Shop building materials, electrical equipment and fishing boat equipment	Waiwerang, NTT
4	HM	Food & Grocery Distributor	Maumere, NTT

Accessible social resources (networks)

The development of the business world requires business actors to have social relationships with parties that can support and achieve their business goals. One of the parties that supports and is actively involved around informants is the family since most of the management structures are run by descendants and family members who also work in the company. At the same time, the supplier is the party in charge of delivering the product (Ernawati, Hamid, 2021). In addition, informants also see a link between taxes and business activities, so the role of tax advisors in assisting informants in updating tax regulations is increasing. Then, for users of goods and services produced by producers, the part of consumers is vital. Without consumers, the entire supply chain cannot function.

Table 2.
Classification Of Social Networks

Literature	Internal Network (Bonding)	External Network (Bridging)
(Josserand et al., 2017)	Employees	Customer
(Akintimehin et al., 2019)	Family, close friends, colleagues, employees, interns, & business partners	Customers, suppliers, competitors, distributors, creditors, trade associations & professionals
(Claridge, 2018)	Family, close friends, neighbours	People of different cultural, socioeconomic and age backgrounds

Source: data processed by researchers.

4. Results and Discussion

4.1 Accessible social resources (networks)

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The network is an internal and external relationship (Akintimehin et al., 2019). Based on the table above, the grouping of internal and external networks in the entrepreneur's environment can be seen. Internal networks are individuals or groups within the company's scope or have a close relationship with the owner (social bonding). While external networks are individuals or groups outside the company's size, a connection must be formed through cooperation (social bridging). Networking provides social cohesion by encouraging people to collaborate and not just with people they know directly to obtain mutual benefits (Field et al., 2010). To get these benefits, networks must be based on trust, values, and norms. The economic benefits of social networks that is, new information, is more quickly obtained, and adding relationships can strengthen ties and interpretations of non-economic actions carried out in social life (Granovetter, 1985).

Network Of Relatives/ Family

During this time, the sustainability of the family business is still often a question. There is an assumption that the next generation can potentially destroy the family business (Ward, 2004). On the other hand, some family businesses can still last for years (Toshio Goto, 2014).

Background: the informants' business is a family business; they are the next generation of the business that exists today where their parents originally founded the company. As the primary founders of a family business, parents are responsible for building character and preparing the next generation for a successful leadership transition. The next successor is ready for one person and the whole family. The informant, as the next successor, is the person who is willing to replace the owner and management of the company in succession planning. The informants admitted that the involvement of family members was beneficial in running their business.

In the past, this business was built by my parents and was not transferred directly but carried out gradually. Like parents diligently provide direction, often invited to meet with business relations, taught business mechanisms and family values in business, yes, that is so (informant TK3).

Yes, this family business is indeed fortunately if we are in trouble, other relatives will want to help. Certainly their ability and ability to help (informant TK2).

Yes, because this is a family business and some relatives are involved. They help a lot and maintain contact with outsiders (HM informant).

I prefer to defend the organizational culture, and indeed, this business can also survive because of the good name of the old gang (Informant TK1).

Based on the informant's statement above, the role of the family in their business is very significant. However, it does not rule out the possibility of barriers between family members, such as conflicts of interest (Ward, 2004), succession (Santarelli, Lotti, 2005), and the absence of mutual trust (Healy, 2001). However, informants TK1 and TK3 showed that to anticipate the emergence of problems in the family business, they uphold family values and organizational culture that have been embedded since the first time the business operated. Although Anggadwita et al. (2020) state that the succession process is less successful if the company adheres too closely to traditional business models. On the other hand, HM informants have a different view that family members can bridge to connect with business partners. Informant Tk2 revealed the strength of the family business because members of it can work together to help each other if there are obstacles. This can be done if the business they have is at the same level, meaning that business conditions are stable. Furthermore, informants also have a strong relationship with close relatives, where their efforts exist equally and support the main business of the family.

... Then there are also others that, right, I also have a building Store now there is another Tk3 brother. We also have a good relationship with him because we often borrow products from each other if, for example, the stock is running out (Informant TK1).

There are some relatives, so we often exchange what goods they need later to borrow, and vice versa (Informant TK2).

... and coincidentally the same as his business cousin. So you can help each other, for example, if I receive a lot of cement orders, but the stock is limited, so I take it first from Tk1's brother (Informant TK3).

Incidentally, the Tk2 brother is the same as selling household supplies. TK2 often borrows goods such as oil, flour, rice, and others. In addition, if with close relatives can ask for financial help in the form of (HM informant).

Based on the statements of informants TK1, TK2, TK3, and HM, their businesses have a sense of connection, so they help each other and use them positively. These networks must have strong ties and create cohesiveness and solidarity to achieve common goals (Montemerlo, Sharma, 2010). In addition, Akintimehin et al. (2019) explain that internal networks such as

family, friends, and colleagues can participate in business advice and financial loans. This is slightly different from the results of this study because, from the interviews above, it can be seen that the informants have family relationships and manage similar businesses; they help each other in the availability of goods (exchanging products, lending freight services, and lending commercial interests). Related to mutual borrowing of trade goods, it occurs when certain goods are out of stock and have not received a shipment from the supplier. The informant will temporarily borrow from similar traders. Because later, if the informant has supplied the goods, it will be returned to the merchant concerned. Furthermore, it is done with the intention that the product's completeness should be the store's identity. The way informants do business has become a common culture in the region, where such behaviour is rarely found in big cities.

One of the closest Social Capital informants in supporting business continuity is the relationship with relatives and family. Relationships with family or relatives are considered stronger because they share the same values, norms, and beliefs (Akintimehin et al., 2019). The research can support the informant's statement that if they are related to relatives from the same environment, their education is similar so that a sense of kinship arises by itself. According to Josserand et al. (2017), internal network relationships are created through personal interactions based on trust, loyalty, and closeness. Resources around informants, for example, in the same industry where they lend goods to each other, can only be used if the other person has strong connections and a sense of trust. So, this relationship has strength that comes from within or binding capital. Binding Social Capital describes relationships within a group characterized by a common background and, therefore, close (Claridge, 2018).

Relationships between relatives are close based on trust and emotional closeness (Ceci et al., 2020). However, the study of Stasa Ouzký and Macheki (2023) found that the internal network does not directly impact the sustainability of the family business. Still, its role can contribute to forming functional external networks for improving performance. This means they do not expand the social environment but only strengthen existing social relations. Mizruchi (1996) then argued that relying too much on the same person in all situations can reduce the chances of success. The participation of relatives/family is not entirely possible if self-reliance is absent (Östman et al., 2000). Therefore, informants need new contacts to interact with heterogeneous groups, which helps increase social capital and fill the weaknesses of homogeneous groups.

Supplier Network

A supplier is a party whose role is to sell goods or products to merchants. The informants work with suppliers from big cities to deliver goods to their stores because the limited products in their area make informants net suppliers outside the island. The process of shipping goods using sea routes, namely EMKL and air routes. On the other hand, informants have constraints in their relationship with suppliers—obstacles experienced by informants, such as the delivery

process, production costs, and shipping transportation. The barriers informants face are due to erratic weather and scarcity of goods in the informant's area.

Suppliers are outside Java, shipping can be two ways via ship or plane. But sometimes it is hampered by weather changes so delivery can be late (Informant TK2).

If for goods such as cement, iron, ceramics, electrical equipment and ship equipment, the distributor is from outside all. The delivery uses EMKL because it is cheaper, but sometimes I visit their place directly. In addition to looking around, I also want to discuss the constraints related to the product and delivery process (Informant TK3).

Ship and truck spare parts suppliers from Surabaya, as well as building stores. For heavy goods such as cement, large ship parts are sent through EMKL; for small ones, such as spare parts, they usually use lion expeditions. The delivery schedule is always specified, but sometimes I ask to be sent faster when it runs out. Well, that's sometimes a problem too; it can be because of the uncertain weather and transportation of long trips from Java to come here (Informant TK1).

My Supply of goods is sent from Makassar, but there are also those on the island of Java. If the fastest yes is near here, they can be relied upon if the goods run out at any time. Well, if the one in Java is sometimes still a problem with transportation (HM informant).

Suppliers as business partners make it possible to increase competitive advantages, for example, by improving the quality of products and services (Akintimehin et al., 2019). Other research also confirms that suppliers can be partners and competitors because they depend on the same customers (Wilhelm, 2011). Buyer-supplier-supplier networks (triads) lead to intra-network dynamics (Choi, Wu, 2009). However, the informant needs the supplier to be a helpful partner in the product supply, and the informer and the supplier do not depend on the same consumer. The consumer scope of the informant is only in the scope of the company's activities.

On the other hand, informants have constraints in their relationship with suppliers. The conditions informants face prove that this relationship is limited by space and time, so interactions become rare and risky (Claridge, 2018). The risks experienced by informants are related to environmental uncertainty, distance, and demand uncertainty (Liao, Hong, 2007). The network formed tends to be in a weak bond because the interactions are more tenuous (Claridge, 2018). In addition, communication can be done remotely, so meetings are held if there is an emergency or certain conditions are needed.

Tax Consultant Network

Taxes have a role in business activities because if there is an economic benefit, there is a tax obligation. Informants are very careful with tax matters, because taxes can interfere with business continuity. The relationship that informants form with tax consultants is also bridging capital, which is based on the needs of informants regarding taxation.

So if there is a problem with a business that says it is almost bankrupt, especially if it has something to do with taxes and until it gets a tax audit for us, it is a disgrace. And I recruited a tax consultant who happened to be a former tax employee, so he must be understanding and reliable. But it's a bit of a stretch to stick to the rules (Informant TK3).

Tax-related has been helped by tax consultants, ranging from counting to sharing knowledge as well. Of course with them I am more careful because the rules also bind them (HM informant).

Of course, cooperation with tax consultants related to this business taxation. The relationship is based on contracts and rules, so we can't play with taxes either (Informant TK2).

... I hired a tax consultant in hopes of helping with tax-related matters. Although consultants from Java are far from me in the area, and there are often misunderstandings via telephone, they periodically come to my place (Informant TK1).

The motives of the informant's relationship with the tax consultant can be strengthened by Uzzi's (1996) research that the network encourages sharing relevant information, close coordination, mutual adjustment, and problem-solving. Tax consultants are essential in the tax system and influence tax programs (Misra et al., 2020). Establish a network with tax consultants because it has interests between businesses and taxes, so social responsibility arises. Companies located in high Social Capital Index regions will feel responsible for their environment (Chircop et al., 2018). Informant TK2 said that tax consultants are used to help business tax affairs. Informant TK3 added that a problem with taxes, especially until there is a tax inspection, is considered a disgrace. The point is to use tax consultant services to mediate between informants and tax officials and help prepare tax reporting. All the informants agreed that the relationship with the Tax Consultants was rigorous because they were subject to regulations and ethical standards (Nu'man et al., 2020; Bondeli et al., 2018).

Consumer Network

Forming bonds with individuals outside the social environment has a significant role in the performance of business units. Understanding the difference between strong and weak ties is essential, especially in relationships with external clients such as suppliers, customers, R&D partners, distributors, and competitors (Josserand et al., 2017). Consumer networks are becoming a key element in the modern business landscape, essential in shaping consumer trends and decisions. The importance of the consumer network lies in its power in disseminating information and influencing purchasing decisions. Interviews with informants revealed:

I have a good relationship with customers, especially customers from the village community, where these people come down from the mountains using a pickup truck, come to my place and eat to be sold back to their residence in the village's interior (HM informant).

Every Monday and Thursday, there is a market day; many consumers who come down from mountain villages buy goods in large quantities here to be resold or bought for their family's

needs. On a typical day, sales are expected. Sometimes they also bring the goods first because they often buy them at the store, then pay later when they sell (informant TK1).

If you have known consumers for a long time, the relationship is more relaxed, but consumers sometimes go around, there they often pay in arrears and bid low prices (informant TK3).

Yes, there have been those who bought products that did not match their expectations, and they finally returned them. There are also those who ask for many discounts because they have subscribed. That's if it's not a subscription, yes or no (informant TK2).

Informants TK1 and HM stated that the relationship with consumers, especially merchants, can provide benefits. The company's ability to establish relationships with consumers can impact the effectiveness of marketing efforts in meeting consumer needs and preferences. In the study by Josserand et al. (2017), frontline workers seek to build relationships with business networks such as consumers and suppliers. At the same time, the informants in this study are traders in direct contact with consumers. This makes consumers more comfortable and confident because those who serve them are the direct owners (Blom et al., 2021). The direct participation of the informant in the sales process with the customer provides a better communication space, understanding local needs and creating more suitable products for the local market (Mainardes, Sousa, 2022). The importance of the active role of consumers in social networks provides a deeper understanding of the different forms of social capital (Shyu, 2016).

However, informants TK1, TK2, and TK3 revealed that proximity to consumers can cause difficulties because they often have a lot of demand. In this case, it is natural that this happens because the bond is weak and between the informant and the supplier has their own will (Claridge, 2018). On the other hand, the bond is weakened by not having a standard understanding (Josserand et al., 2017).

4.1 Strategies For Accessing Social Resources (Norms)

After forming a social group, the informant explores what social resources can be utilized and how to get these resources. Of course, by still observing the norms and values that apply, these resources can be absorbed optimally. Business growth can not be separated from the leadership style, family values, management systems, and organizational culture needed to build the company's longevity (Anggadwita et al., 2020). This concept of the social group becomes an ordinary object of reference that unites various social problems within the boundaries of sociological disciplines. Although each group and type of group has its distinctive features, the issues are connected with the concept of a social group (Putnam, 1993).

Norms in kinship or kinship

The informants revealed that they still apply the family values taught since childhood. Mutual respect, appreciation, and acting appropriately are the norms of decency applied in business relationships. This attitude is intended to avoid conflict because although they are close

relatives, the business they manage has become their respective focus. Like the concept of kinship, the informants seemed to respect each other with tolerance and responsibility for their respective roles. In making decisions, sometimes ask for opinions from relatives so that there is solid cooperation, which can minimise conflict.

Not in writing, because right from childhood, it has been taught how to behave in the community, with consumers. So do the brothers and relatives who run their businesses. If there is a problem in the business, help as much as possible, and know which limits need to be helped (Informant TK1).

What is certain is that we still apply Family Values and indigenous culture. Respect and honour each other and do not interfere too much in each other's business. If there is a request, please let us help (Informant TK2).

It's like my own family. Respect each other, appreciate each other, and still get along. However, the business that is run is a legacy, so do not disperse. As much as possible, we help each other, but on the other hand, we also do not force ourselves to be too curious (Informant TK3).

Of course, fellow relatives still help each other, such as often discussing each other's business constraints and providing opinions or ways out (HM informant).

Informant areas are still classified as rural areas and still uphold the norms, local culture, and a high attitude of trust (Anggadwita et al., 2020). So, the informant's behaviour in business and daily life with conventional rules encourages conformity (Bicchieri, 2014). This means all standardized behavioural criteria that are based on customs, traditions, norms, practices, and values (Sherif, 1936). Regarding relatives involved in the management structure, it will be prone to conflict because differences of opinion and a sense of ownership make them entitled to determine the direction of the company. Norms and written rules need to be applied to respect each other and not divide the relationship. In addition, norms can create an atmosphere of fair and healthy relationships with others. If the standards in an environment are correctly applied, it also builds an organizational culture that can be the basis of behaviour. The kinship that informants create is considered an essential aspect of social society because kinship relationships have a significant role in the structure and social behaviour of the period (Ensor, 2016).

Kin and family relationships that still maintain values or norms that have been entrenched since the beginning maximize the exchange of information and as a factor that encourages cooperation (Murdock, 1949). So that organizational goals can be achieved, knowledge can be expanded, and the effectiveness of collaboration can be increased (Healy, 2001). In the family business context, the key to implementing a transparent and open culture is the importance of good relations between family members. The results of this study confirmed that entrepreneurial potential exists in an organization's social connections. To achieve a sustainable business, a family business must work on creating and accumulating social capital. Creating

a transparent and open culture is an essential first step in the entrepreneurial process, whereby members can clearly express values and ideas (Alftan et al., 2015).

Norms with suppliers

Based on the four informants, it can be seen that norms are social values that are used as provisions for behaviour in the community. Norms are also mutually agreed rules to minimize conflict. Social values, such as family values, often occur when suppliers interact. The informant's relationship with the supplier is also based on a cooperation agreement contract.

Such as being honest and open about information related to operations and understanding each other; if there are obstacles, they will discuss it well and find a way out together. So that we can have an understanding.” (Informant TK1)

“Oh sure, maintain good relations with anyone with a role in this business, including assets. We also have the principles of work and consequences written down; it is enough to do so that problems do not arise in the future (Informant TK2).

There are some rules that are guidelines in the cooperation, such as discipline and responsibility, also commit so that there is no action beyond the limit (Informant TK3).

Mutual respect and appreciation are important because we must use Ethics in interaction with important parties. Anyway, the good values taught since childhood should not be lost (HM informant).

Suppliers are parties outside the informant's business and have a role in distributing goods to the informant, so establishing relationships must be based on Business Ethics (Bondeli et al., 2018). In their relationships with suppliers, informants apply unwritten social norms, where the behaviour is carried out intuitively and has social sanctions that can prevent a person from committing irregularities (Koller, 2014). Furthermore, informants TK2 and TK3 added that the bond with a person is business cooperation, so there are also written rules that bind them. According to Putnam (2000), norms are a set of perceptions, values, desires, and goals to support cooperation. The informant-supplier relationship has been considered one of the most critical business areas. Industry informants and suppliers have different views on the key benefits of a close relationship between the two. Most informants prioritize purchasing efficiency, suppliers prioritize price and production stability, marketing efficiency (e.g., low-priced goods), and optimal planning capabilities. Therefore, informants should consider choosing suppliers and be aware of the potential consequences of relying too much on one party.

Based on the four informants above, norms are known to be social values that are used as provisions for behaviour with suppliers. Standards are also mutually agreed rules to minimize conflict. It is known that informants use family values and cultural values to play a role. A “mutual ” attitude in the context of kindness is included in cooperation to maintain social

relations. Also, empathizing with others will support the performance of informants and business associates.

Norms with tax consultants

A tax consultant or advisor plays a vital role in the taxation system. The proficiency of tax advisors influences taxation systems and programs in providing recommendations and their professional expertise (Misra et al., 2020). Tax systems and programs are influenced by the value of professionals and the best advice given by tax advisors. Tax consultants play a strategic role in combining the interests of both parties as well as preparing appropriate tax recommendations. So, social norms with tax consultants lead more to ethics.

We must respect and maintain the confidentiality of information (informant TK1).

It can provide guarantees that work related to tax agencies can be completed (informant TK2).

Consultants must adhere to certain rules and codes of Conduct, which sometimes makes communication feel formal and less flexible, and some things are a bit troublesome, especially about responsiveness and speed (Informant TK3).

Usually, strict rules about ethics are good because they make consultants more professional, maintain integrity, and have an important role in my business. Although sometimes a bit stiff, their experience and knowledge helped smooth my business, especially in terms of taxation (HM informant).

The tax consultant acts as an advisor in the taxation task, for the client must understand the social norms of the client (Misra et al., 2020). Consultants who pay attention to the values of professionalism will carry out the standard models they uphold in conducting information searches, which become the basis for the recommendations they provide to clients. Therefore, the suggestions given to the client are not based on the client's interests but on applicable standards and norms and the public interest. The relationship of informants with tax consultants is more directed to ethical norms that have a strong link with the quality of the relationship and commitment (Ndubisi et al., 2014).

Norms with consumers or customers

In a diverse local society, the relationship between entrepreneurs or business people and customers is not only based on the exchange of goods and services but is also reflected in how local norms shape and influence business dynamics. Through in-depth interviews with several entrepreneurs, research informants can permeate unique views and deep insights into local bars in shaping business-customer interactions. Assael explains that there are situations in which a person has a positive view of an object, such as a product or brand, but buying does not follow that attitude. Certain conditions, the environment, and social-cultural factors can cause consumer attitudes and behaviour differences. If marketers can anticipate consumer behaviour by understanding consumer attitudes, both cognitively and affectively, this will be an advantage

for marketers. Thus, marketers can design the most appropriate strategy to meet consumer desires. When confidence in the product has been ingrained in the minds of consumers, along with a commitment to make a re-purchase, it most likely occurs at the stage of re-purchase (repeat buying).

The success of local businesses is based not only on financial gain but also on the ability to embrace and respect local norms, answer customer needs, and support the community's well-being. With a wise balance between tradition and innovation, local businesses can continue to thrive in changing market dynamics. Norms of involvement in the community become an integral element in local business dynamics and underscore the role of business people/entrepreneurs in empowering the local economy. With the informant, the researcher conducted an interview about how to support local activities as the primary strategy.

When my business benefits people, they also support me. We need each other. I always seek ways to empower local producers and give customers sustainable choices. It's not just business, but social responsibility - he said.

My biggest challenge is probably to keep the service consistent, especially if it's crowded with customers or there are other changes.

I give you a grade of 8 to assess the quality of my business services. Although you try to give your best, some things need improvement to get a 10.

I believe consumers are happy because we are quick to respond and love the right solution for each of their problems. We always respond quickly and try to find solutions that satisfy customers. Sometimes, I also give compensation to less satisfied consumers.

Personal interests can influence norms, and individual interests are influenced by psychological factors (conformity Psychology) (Elster, 2020). It is clearly seen that the relationship between models and customers plays an integral role in the sustainability of local businesses. Honesty, community involvement, and an understanding of local values are the foundations that combine tradition with business development. To achieve sustainability, entrepreneurs need to understand local norms and find ways to align them with innovation. Success is about profitability, empowering local communities, and caring for cultural heritage. In the face of ever-evolving business dynamics, building mutually beneficial relationships between norms and consumers is key to achieving sustainability in local businesses.

4.2 Utilizing Social Resources (Trust)

Trust with relatives

Sustainable business opportunities are underpinned by the benefits of trust based on social relationships (Josserand et al., 2017). This trust results from the quality of previous work relationships and frequent individual interactions. In public relations, mutual trust becomes the principal capital for the network group to achieve its goals. It is essential to have a sense of confidence in using social resources belonging to other individuals, which is helpful so that the

relationship is long-term and can be utilised for as long as possible. About the family, trust builds automatically.

Yes, there must be a sense of trust; it's still my relatives. For example, they borrow transportation services, I believe at least for transportation, or the vehicle must be kept safe and in its condition (Informant TK1).

I just trust my brother, right from childhood living together. You know how his character is (Informant TK2).

Oh yes, there is; we trust each other in everyday life and in the business sphere. If in our business we often exchange fuel transportation services, yes, just believe that in their hands it must be safe, as long as it is safe even if there is damage, yes, it is responsible for replacing (Informant TK3).

It should be noted that they must be responsible, keep their promises, and not harm each other (HM informant).

Relatives and family constitute the smallest social sphere that the informant has; the established relationships are intimate and close. This is due to interaction and involvement in everyday life. Relatives and family are said to be the best support system, so to create trust is very easy. Informants are still a traditional society; the faith of relatives or families in it can be imperfect, and economic inequality between generations also has limits (Moscona et al., 2017). Similarly, research by Uzzi (1996) showed that building relationships can add financial value by fostering trust between people.

Previous research can support the statements of informants TK1, TK3 and HM, who maintain confidence in utilizing resources in cooperation with a responsible attitude. For example, when the Tk1 informant borrowed a bag of cement from TK3, TK1 immediately changed the product after receiving or returning the adhesive. By helping each other, they are seen as trustworthy people and become one team that develops a business. Meanwhile, TK2 informants believed more in internal, interpersonal relationships born at a young age and believed that mutual trust was born automatically from the beginning of their relationship. In addition, they also often communicate openly and use words that are easy to understand so that the speaker can understand the point well.

Trust in family relationships is very high, and the values of togetherness are visible and robust to maintain integrity (Morris, Sexton, 1996). The belief in family relationships also needs to be formed by going through the process so that it does not suddenly appear. The trust built by the four informants above is continuous interaction to know each character, nature, and behaviour. Moreover, they are members of one culture, where they live in the same environment and are educated similarly. Then, automatically, a sense of trust arises.

Trust with suppliers

As an entrepreneur, trust becomes valuable capital to maintain excellent, long-term relationships. Faith can not suddenly appear; it takes some elements to create it. It is known that forming and maintaining trust takes time and strategy. Trust in each other will result in a relationship that can benefit all parties. The benefit of faith in a business relationship is a mutual understanding of needs and desires in various aspects, which can make the business continue to grow (Josserand et al., 2017).

It may be a little more difficult to build trust with suppliers because they differ in their social environment. It's not impossible, of course, it takes a strategy to bring it up. Like, often communicate to equate understanding (Informant TK1).

It is essential, yes, to create mutual trust with suppliers. It is difficult to maintain it, so as much as possible, yes, as I said, the need for mutual attitude earlier (Informant TK2).

Oh yeah, we have to trust each other. With suppliers, yes, is open and honest regarding quality, product prices, delivery times and more (Informant TK3).

Of course, it is important to trust the principals; it is one of the strengths in maintaining a long-lasting relationship. The approach can be emotional by empathizing with fellow human beings. The performance of each can also prove it (HM informant).

Based on the statements of the four informants above, building mutual trust is needed to facilitate operational activities by becoming a business partner. Informants TK1 and TK2 recognize that creating and maintaining trust with business partners requires strategy. This is because the existing bond is relatively weak, so the relationship becomes stressful. In addition, there are differences based on identity, social class, race, religion, expertise and others. Tk3 informants then revealed that mutual trust can be built through open communication and mutual honesty in explaining each other's work. This is in contrast to HM informants, who have their own methods of interpersonal relationships and the effectiveness of both parties. Research has also shown that, regardless of the level of analysis, trusting parties must have a certain degree of vulnerability for trust to function (Moorman, Zaltman, Deshpande, 1992).

This means that this study is consistent with previous research obtained from the findings of informational interviews. HM informant stressed the importance of trust between actors as a strength in maintaining relationships to last long. The approach can be emotionally empathetic towards others and can be demonstrated through each person's performance. In addition, HM informants revealed that trust in the cooperation of colleagues is crucial. For example, transparency and honesty regarding quality, product prices, delivery times, and other aspects are essential in relationships with suppliers. In line with that, a Tk3 spokesperson, in collaboration with tax advisors, stated the obligation to speak honestly about business tax providers and the right to receive corporate tax information and information explained in understandable language. The Tk2 informant added that creating mutual trust with business

partners is very important, although maintaining it can be challenging. Therefore, maintaining a business relationship requires mutual trust and ongoing commitment.

Trust with tax consultants

Trust becomes one of the capitals for informants, as entrepreneurs should have credibility so that individuals and groups who want to establish relationships do not hesitate. Maintaining trust can be done by communicating everything openly and committing to things agreed upon in the network group. Informant business partners with tax consultants, which will help informants streamline business operations. The relationship that is carried out with external parties must have reciprocity, as stated by the following informant:

... Likewise with tax consultants, I must speak for real about this business tax management, in addition to having the right to get my company's tax knowledge and information explained in easy-to-understand language (informant TK3).

... indeed, the relationship is rarely done because it is separated by distance only nowadays it is sophisticated so communication can be done at any time (informant TK1).

Of course, it is important to have trust, even though business partners are far away, so they are vulnerable to misunderstandings and other problems (informant TK2).

Yes, trust each other; it is also one of the capital so that cooperation can be durable (HM informant)

Trust is a critical factor in determining the strength of this unique relationship (Greenwood, Van Buren III, 2010). Trust is often cited as a determining factor in business and a way of maintaining relationships with external parties (Eddleston, Morgan, 2014). A relationship with a tax consultant can increase stability, provide social capital and gain legitimacy. The idea of Embeddedness Granovetter (1985) can reinforce the informant's previous claim that relationships with networks, for example, suppliers who are parties outside the informant, must be based on mutual trust. It is known that the way informants create a network of relationships through occasional openness and intensive communication can foster a sense of trust. Informants require a dimension of trust in building business relationships, which helps reduce uncertainty and facilitate communication and interaction (Doh, Zolnik, 2011). Trust can be lost if the other party does not fulfil its obligations. In addition, trust can minimize unavoidable friction, such as the exploitation of information (Putnam, 2000).

Trust with consumers or customers

The success of a business is its ability to maintain customer trust and loyalty. However, building customer trust and belief in the long run is difficult. Customer trust is a condition based on the customer's confidence and knowledge of the quality of a product or service. Building trust becomes crucial because trust is the main foundation for brand survival in the long term—the role of personal interaction and effective communication in building trust.

When we communicate with customers personally, they feel valued and connected to our business. This creates a relationship that is more than just a transaction (informant TK1).

When consumers see that our business is committed to sustainability, they tend to believe more. Also, there are times when I, as an entrepreneur, communicate with customers personally so they feel valued and connected to our business. This creates a relationship that is more than just a transaction (informant TK2).

Also, when consumers who transact with me long enough, with characteristics that I already recognize, such as paying for products that are purchased on time, often transact together, at some point, my consumers need some goods that must be resold at the market Center in the village, because there is a market day because it is long enough and I know each other I ask him to take only the goods that want to be resold and pay later considering the ga market day every day (informant TK3)

One of them is by always communicating well with them, being consistent and also always providing good products or services. The point is to make them feel special (HM informant).

Consumer confidence in the informant business can increase intentions and loyalty (Guenzi et al., 2009). According to Morgan and Hunt (1994), trust is a critical variable that plays a vital role in establishing an ongoing desire to maintain a long-term relationship. This trust will shape consumers' perceptions of the brand's integrity, competence and other aspects, ultimately influencing their attitudes and behaviour. Barney and Hansen (1994) argue that trust is the shared belief of both parties that no one will exploit the other party's weakness. Trust is the most critical factor in creating and maintaining long-term customer relationships. The informant's statement clarifies that trust is achieved through consistent communication. Informants choose direct contact with consumers; this is done to develop familiarity with consumers so that informants and consumers understand each other. In the context of Industrial Marketing, Trust is seen as an essential characteristic of relationship quality (Dwyer, Schurr, Oh, 1987) and as a determinant of relationship quality (Anderson, Narus, 1990).

5. Conclusion

The results showed that business is an economic activity and a social action. Implementing social capital will make it easier for entrepreneurs to see the social resources around them and utilize them to achieve their business goals. To accomplish this goal, it is necessary to establish networks or social ties based on a system of norms and mutual trust. In addition, it found that bonding relationships are more robust and impact supporting business continuity than bridging connections. This is because bridging relationships with external parties increases the risk of triggering conflict. The bonding relationship that is reflected by interaction with the family provides more support in the form of cooperation and product completeness and can bridge

with external parties. Furthermore, the scope of research in remote areas where the need for an item or product is complex is challenging for informants. Still, it can also be a risk, so social capital can be used to reduce risk to achieve business continuity.

The suggestion in this study is to expand the research area and conduct direct and in-depth interviews with informants so that the data taken can be maximized and the answers vary, researchers are more familiar with the story of the informant's experience and increase the number of informants in the study to be more diverse.

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