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An Exploratory Study of Recognizing Social Marketing in Business Practices to Achieve Better Performance in Challenging Business Environment

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Purpose of the Study : This exploratory study tried to link theoretical perspective of social marketing or social orientation with practices of business activities reporting. The reporting can be used as a starting point for the development of benchmarking for business activities. The study has three objectives namely 1) to study the motives of implementing social marketing; 2) to understand the programs of social marketing; and 3) to comprehend the dimensions of social orientation. Social orientation in social marketing emphasizes the importance of organization activity on the well-being of consumers and society. It highlights that organization has put the long-term interest of consumers and society at large. It can widen an organization's attention from organizational short-term perspectives to address the well-being of consumers and society in the long-term.

Research Method: This study used field research consisting of in-depth interviews with managers in private sectors and state owned enterprise. The interview was based on the aspects of social orientation. The data was analyzed through the linking of social orientation.

Findings: The social marketing has been applied by the for years. They have recognized the importance of social orientation. The urge and the demand of social orientation application have been implemented. However, the implementation varied.

Originality/Value: The concept of social marketing has been addressed by Kotler in 1972. Social marketing was articulated as the customer orientation backed by integrated marketing aimed at generating customer satisfaction and long-run consumer welfare. These aspects are included in social orientation or social marketing. This study tried to operationalize the concept of social orientation or social marketing.

Keyword: social orientation, social marketing, consumer well-being.

Introduction

5 According to American Marketing Association (2004), marketing has been defined as an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationship in ways that benefit the organization and its stakeholder. However this concept has been enlarged into the societal marketing concept. It is admitted that traditionally, marketers have focused on positioning products and have neglected the side effects of marketing activities. Business organization is expected to be socially responsible or good corporate citizens (Lantos, 2001). 7 The societal marketing concept holds that the organization's task is to determine the needs, wants, and interests of target markets and to deliver the desired satisfactions more effectively and efficiently than competitors in a way that preserves or enhances the consumer's and society's long-term well-being. Sustainability becomes the corporate priority in the long run (Kotler & Keller, 2009).

Social marketing concept has the societal orientation. The societal orientation means the 1 attention to the long-term well-being of individuals and society at large by enhancing positive impacts from and reducing negative effects associated with production and consumption of a product. In other words, the immediate of short-term impact is on customer satisfaction while the long-term impact is long-run consumers' and society' welfare (Crane & Desmond, 2002). Previous studies have offered insight of societal orientation. It is not only the topical area of societal marketing concept but there are others topical having societal orientation areas such as social responsibility (Vaaland, Heide, & Grønhaug, 2008); ethics (Singhapakdi, Gopinath, Marta & Carter, 2008); well-being marketing (Sirgy & Lee, 2008).

This study is a descriptive study that tries to understand the implementation of social marketing in business sectors. The objectives of this research are 1) to study 2 the motives of

implementing social marketing; 2) to understand the programs of social marketing; and 3) to comprehend the dimensions of social orientation. First, the motives of implementing social marketing must be understood. It can reveal the motivation of corporation to be sincere when implementing social marketing. This effort is costly and it is supposed to be not always related to product promotion. When the motives are not solely related to financial performance, the image of public will be much increasingly better.

Second, the programs of social marketing can be various. It is not only implemented the concept of social marketing that been applied in various areas such as pharmaceutical (Holdford, 2005), tobacco and alcohol (Hasting & Angus, 2011), public health (Helmig & Thaler, 2010), environmental marketing (Karna; Hansen & Juslin, 2003) and social responsibility in marketing (Maignan, Ferrell & Ferrell, 2005).

Third, this research also comprehends the dimensions of social marketing. The implementation of societal orientation as the ground of social marketing including physical consequences, psychological well-being, social relationships, economic contribution, and environmental consciousness. The aspects of implementation have the areas of marketing program including product, price, place and promotion. However, it is not applied thoroughly because it depends on the realization in the field.

Overall, the importance of social marketing is focusing on well-being of consumers. It guides corporate to develop and to implement marketing strategies that enhances consumer well-being through consumer/product life cycle namely acquisition, preparation, consumption, possession, maintenance, and disposal of consumer goods (Sirgy & Lee, 2008). It must be done accurately and safely in relation to consumers, society and environment surrounding. Related to consumers well being, it is a desired state of objective and subjective well-being involved in the

product life cycle. Subjective well-being means the feeling of satisfaction/dissatisfaction the consumer experiences in consumers' quality of life. Meanwhile, objective well-being refers to consumers' cost and benefits as well as safety assessments to consumers and environment.

Theory of Social Marketing

Definition of Social Marketing

⁴ There is no generalized definition of social marketing (McDermott et al. 2005). The first term of social marketing concerns about selling the idea (Kotler & Zaltman, 1971). Meanwhile, Sargeant (2005) argued that social marketer is concerned both the communication of a message and the adoption of a behavioral change. Social marketing is not also about propaganda and education. ⁶ Kotler et al. (2002) also argued that social marketing is the use of marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify or abandon a behavior for the benefit of individuals, group or society as a whole. Meanwhile, Andreasen (2002) views that social marketing is the application of commercial marketing technologies to the analysis, planning, execution and evaluation of programs designed to influence the voluntary behavior of target audience in order to improve society welfare. Meanwhile, ⁴ according to Hastings (2003), social marketing is the most fundamental feature that takes learning from commerce such as consumer orientation, mutually beneficial exchange, the need to focus on behavior change and address the context as well as the individual.

The impact of social marketing ¹¹ stresses beyond the consumer into the broader market place, including supplier, distributor, and supporting firms, local communities, regional bodies and government (Penazola & Venkatesh, 2006). Social marketing is about social and economic relationship of a society-wide network. It is not only to promote the public health, but it manages

the tangible and intangible elements of product and service. Social marketing is also the co-creation of complex social and economic benefits and values with customers and entire community network of relationship. It centers throughout an entire holistic system of relationships. It is a collaboration to focus the needs of the customers (Smith, 2006). The intervention of social marketing must contribute greater benefits for customers and surroundings. The goal of social marketing is societal value and social aims. Social marketing has lengthy time period to perform the program. Partnership is also the key to social marketing (Niblett, 2005). This partnership can occur simultaneously at the level individual, interpersonal, institutional/organizational, community, and public policy.

The Driver of Social Marketing

Social marketing implementation is driven by social motives or social initiative in business. It is also related to any program, practice or policy to have benefits for society (Bronn & Cohen, 2009). This initiative does not only include the traditional corporate philanthropy, but it can encompass a variety of forms from corporate support for training and education adults and youth in local communities, to nationwide programs helping welfare recipients get jobs and to globally focused efforts providing aid to developing countries (Hess, et al., 2002).

In this case, the corporate motive of doing social activities is also used to explain the motive of doing social marketing. The motivation is driven by ethical as well as instrumental. Besides, it is also driven by internal values or external values. If the perspective of the organization in the long run, company will focus on strategic concern namely supporting profitability and preserving organizational legitimacy (Graafland & van de Ven, 2006). Hahn and Scheermesser (2006) has labeled the motives into instrumental and institutional motives.

Related strategic perspective, instrumental motives engaging in social initiative can have a direct impact on profitability thus by improving revenue. It also can build new business opportunities, good reputation of company and meet the stakeholder's need.

However, Donovan (2011) argued that the achievement of social marketing is not the achievement of profit by increasing sale or enhancing a positive company image that facilitate its operations and relationships with regulators. The primary motivation is contributing to the public good. It is not part of a political ideology. The motive of social marketing must reduce the social and financial cost of behaviors and enhance people's quality of life and well being.

Institutional motive also support the social activities (Hahn & Scheermesser, 2006). This motive is related to the intention of creating the legitimacy. Stakeholders have shown great concern of practicing social activities such as paying attention of social issues, health, infrastructure, changing behavior. This concern can generate goodwill of stakeholders. Corporate gains social pressures to engage in social initiatives. Another driver is moral values. It is desire of managers to contribute for society's welfare in the long run.

The Programs of ¹⁷ Social Marketing

Social marketing is also defined as the systematic application of marketing concepts and techniques to achieve specific behavioral goals for a social or public good. The integrated social marketing modal has four dimensions the audience benefit, the marketing mix, desired behavior and behavior products and services (Lefebvre, 2011).

1. The audience benefit. Benefit exists in the mind of consumers. It is not a tangible thing though it is in the form tangible item. Benefits tap into an underlying motivation of people. Social marketing programs have concrete benefits that accrue to an individual.

2. The target behavior. The behavior change can be the focus of social marketing program. It is an incremental process that start with consumers themselves.
3. Social marketing programs include products are necessary but also the conditions to improve behavior by providing services. The essence of behavior, product and service is also considered in social marketing program. In this case, positioning comes into important consideration.
4. Social marketing programs also include the features and benefits of the target behaviors, product, services, prices, places or distribution and promotion or communication elements (Kreuter et al., 2000). Concerning price, corporation has to facilitate how people can consume the product. Corporation also think the access to the information concerning place and how to get the product. Related to communication, corporate must set modern communication including social and mobile media to frame corporate's thinking and activities (Lefebvre, 2007).

In social marketing literature, the voluntary behavioral change occurs at both individual and society level (Hasting et al., 2000). Levy and Zaltham (1975) argued that there are three dimensions that can be affected by social marketing program micro level, group level and macro level. Social marketing emphasizes the relationship including suppliers, distributors, supporting firms, religious body and government (Domegan, 2008). Micro level occurs at level of intrepersonal or individual or customers; group level can be in the form family, friends, institusional, and community. While, macro level is the government with public policy.

The Dimensions of Social Marketing

The domains of societal orientation as the part of social marketing is derived from the concept proposed by Kang and Jeffrey (2007). There are physical consequences, psychological well-being, social relationships, economic contribution, and environmental consciousness. Kang and Jeffrey (2007) operationalized the concept of societal orientation as follows. First, the physical consequences is defined as the degree to which an organization produces and provides a product that increases physical gains to individuals and society a large while minimizing physical harm. Second, psychological well-being is defined as the degree to which an organization produces and provides a product enhancing positive mental and emotional outcomes to individuals and society at large while working on the reduction of negative outcome. Third, social relationship is defined as the degree to which an organization produces and provides a product facilitating the establishment and maintenance of social interactions among people while reducing the damaging influence of a product on those interactions. Fourth, economic contribution is defined as the degree to which an organization produces and provides a product contributing to the financial gains for individuals and society while working on the reduction of financial losses. Lastly, the environmental consciousness is defined as the degree to which an organization produces and provides a product which is advantageous to the natural environment while minimizing negative impacts on the environment

Research Method

Data Collection

This study used individual depth interview as a qualitative technique. It is relatively an structured one-to-one interview. The direction of a depth interview is guided by the responses of

the interviewee (McDaniel & Gates, 2010). In this case, there is a direction from the interviewer to guide the interview. The advantages of depth interview are as follows 1) the interviewer has personal one to one situation that can focus on respondent; 2) it can be conducted anywhere; 3) the interviewers can reveal the feeling and motivation of underlie statements.

Sampling

The sampling method of this study convenience sampling as one of nonprobability sampling methods. It is based on using people who are easily accessible to provide important information. It may represent an efficient and effective means of obtaining the required information. It is relevant with in an exploration situation where there is pressing need to get an inexpensive approximation of true value (Danied & Gates, 2010).

There are three people that chosen from a number of selected people. These three people are the senior managers in two private sectors and one state owned enterprise. The considerations of choosing the selected companies are as follows. First, the companies have shown good commitment performance of doing social orientation regardless gaining for profitability. Second, the availability of time being interviewed to share the social orientation in their company. Third, this is the exploratory study there fore, the number of interviewees can be limited. The characteristic of the interviewees is they have already worked more than five years, so they are supposed to know the activities in social marketing and one of them is actively involved in implementing social activities.

One of the private companies is categorized as the manufacturing company. It has shown the orientation to have social attention. This company works in unity with the societies toward the development. As it is quoted from the website has a consistent and committed program to

come with responsibilities for the society and a sense of ownership for the employees. So far, the scheme for having social marketing is in the form of corporate social responsibility. The business units covers pulp and product, agribusiness and food, financial service, developer and real estate, and moving forward such as the cellular phone industry.

The company of state owned enterprise is banking. The commercial bank has operated to support business activity including trade and development. It is the engine of economic development as the facilitator. Bank must be able to adapt to environmental, socio-cultural and technological advances. It must be reflected through the continuous refinement of corporate performance. Furthermore, the success story of Grameen Bank has triggered other banks to benchmark the efforts of facilitating credit for the poor (Koku, 2009). Grameen Bank has advocated systematic planning and implemented programs that support social change and applied the marketing principles and fulfilled unmet needs. The programs of social marketing must be understood because it can be the benchmark of other industries. It has developed symbiotic relationship with all stakeholders. It tries to have a great contribution for the growth and development of the nation. The programs of business cover individual banking, corporate banking, syariah banking, credit card and investor relation. Some social activities that have been run such as free travelling home together, pilgrim programme, health-care, humanitarian aids, religion and partnership with small-scale enterprise.

Meanwhile, the last company is the medicinal herb company that has provided exclusive, safe and useful product for society. It is supported by good laboratory facility and research development department. The production process is based on standard operational procedure of the Methods of Medicinal Production). The products have been distributed in a nationwide such as traditional jamu; instant jamu, complete jamu, healthy drink, food supplement, and candy.

The Instrument of Interview

This research has a guidance interview to explore the underlying motivation of social marketing activities and the dimension of social activities. The instrument is derived from the social orientation. Table 1 shows the instrument of underlying motivation of social marketing activities while Table 2 shows the instrument of the dimension of social activities that can be guidance.

Table 1 The Underlying Motivation of Doing Social Activities

1	Do you think that the company engage in social initiatives because the regulators force you to do so?
2	Do people inside and outside the company expect you to engage in social initiatives?
3	Do the shareholders demand you to engage in social initiatives?
4	Does the company have valuable resources that can be used to solve social problems?
5	If the company does not take action to address social problems, could it harm your primary business?
6	Can the company earn money by solving social problems?
7	Do people in the company are concerned about social problems and want to help?
8	Does it make company feel good to work on social problems?
9	Are there are no good reasons not to engage in social initiatives?
10	Does engaging in social initiatives build networks?
11	Does the company wish to be seen at the forefront of society's legal, moral, and ethical standards?
12	Does the company want to gain knowledge from social service organizations?

Sources: Bronn & Cohen (2009)

Table 2. The Dimension of Social Activities

Concern	Examples	Classification
Physical Health	Helping users improve their health	Physical consequences
Fitness	Helping users maintain their desired level of fitness	
Obesity	Helping users maintain their desired weight	
Physical safety	Freedom from danger and/or risk during the use of service	
Mental/emotional health	Helping people develop emotional and mental strength	Psychological well-being
Stress	Helping users reduce their stress	
Life-long learning	Providing continuous and life-time services to users without any break in the provision or services	
Emotional bond	Fostering a sense of attachment to the organization	
Social relationship	Helping people have a better relationship with others Providing services that help people interact easily with others Making efforts to increase the social relationship between participants	Social relationship
Community issue	Fostering a sense of community	
Cultural issues	Encouraging people to experience different culture	
Economic Health	Contributing to an increase in the monetary value of property/	Economic contribution
Productivity	Helping users to increase their performance	
Environmental concern	Educating members regarding ecological issues facing the community Concern with the use of chemicals to manage facilities	Environmental consciousness
Air and water quality	Seeking to improve the quality of air and water in facilities	

Source: Kang & James (2007)

The Analysis

The Driver of Social Marketing

The drivers of doing social marketing is almost the same from three interviewers. The true social marketing as Donovan (2011) argued that social marketing is not to obtain the profit even company image, but the true social orientation is motivated by contribution to the public goods and enhancement people's quality of life and well being. In this case, the answers of three companies are similar.

Porter and Kramer (2006) also argued that there is guidance for organizations to apply social programs. These include 1) moral appeals: many organizations adopted social programs because they believed that it was simply the right thing to do; 2) sustainability: Some organizations chose to adopt as a principle means to ensure the sustainability of operations over the longterm; 3) license to operate: organizations adopting this approach recognized the interconnectedness of business operations and larger external; 4) regulation set by governments, communities and stakeholders and reputation: organizations came to realize that social initiatives could be justified on the grounds that they could improve the image of the organization, its brands and its stock. These arguments are referred to corporate social responsibilities. The social marketing is also considering some activities that are included in corporate social responsibility.

There are some motivations that underlying of social activities of this study. First, the motivation of doing social activities is driven by engaging social initiatives to serve the company's long term. The survivability of company is determined by the caring initiatives of companies to surroundings. In other words, survivability means sustanaibility.

According to Dyllick and Hockerts (2002), corporate sustainability is meeting the needs of the direct and indirect stakeholders (such as shareholders, employees, clients, pressure group,

communities) without compromising the ability to meet the needs of future stakeholders as well; and towards this goal, firms must maintain and grow their economic, social, and environmental capital base. Kleine & Von Hauff (2009) have summarized the economic, social and environmental capital base. ¹³ Economic capital consists of financial capital, tangible capital (equipment or real estate), and intangible capital (knowledge, organizational processes, brand reputation). Meanwhile ecological capital refers to renewable and non-renewable resources and social capital refers to security, social cohesion or cultural identity of human being.

“Our company must be responsible to our society because our existence depends on the stakeholders”.

“Our motivation is to survive because every elements come from the society”.

“Our motivation to sustain our business operation by giving charity in the form of social activities.

The second, doing social activities can compete with other competitor in the same category. The competition is severe nowadays. Social activities can be a weapon to compete in the same industry. By implementing social activities, companies can win the battle. This implementation can be the legitimation of companies to run the business.

“Yes, the strategy of doing activities in society can compete with other competitors”.

“It can be the tool to maintain position againsts the competitor”.

Third, the motivation of doing social activities is that companies have orientation that company plays an important role. Consumers become aware of the social implications of companies activities because, the activities can create trust and belief if the company set quality and good standard for society. Scheermesser (2006) has labeled the motives into institutional namely, good reputation of company and meet the stakeholder’s need. The social activities such as nonprofit programmes such as cause related marketing are found to be generally positive (Basil

& Weber, 2006). This study demonstrated that credibility and integrity are important for company's existing reputation. Consumers have positive view toward the company and will have the commitment.

Concerning with this reason, Davis (1973) has proposed this argument since some years ago that "the instituion of business exists only because it performs valuable services for society... if business wishes to retain its present social role and social power, it must respond to society's needs and give society what it wants". Furthermore, he has also added that "social goals are now a top priority with members of the public, so the firm which wishes to capture a favorable public image will have to show that it also supports these social."

"Doing social initiative can enhance the image of the company".

Fourth, the development of social orientation of companies is not solely driven by pure initiative but it is mixed with the demand of regulation complying. According to the Law Number 40/2007, corporate social responsibility programmes must be budgeted and calculated as an operating cost. Activities of corporate social implementation must be disclosed (Mayasari, 2011). The driving factor for doing social activities is to comply the rule. Complying a rule is a must because it can avoid from the punishmen and try to be a good citizen. Obeying the rule also means the concern of companies pay attention and take care of others. The consequence of obeying the rule is sustaining the life in a good order.

"We try to comply the rule."

"It is very important to conduct activities based on regulation."

"Company must follow the rule, otherwise regulators will force us to do so."

Fifth, implementing social activities can be seen at the forefront of society's legal, moral, and ethical standard. The companies try to obtain the legitimacy. Legitimacy has been discussed for organization identity and reputation (Pfeffer and Salancik, 1978). It is to justify to the system and try to enhance their existence in the eyes of stakeholders. It also tries to focus on the immediate response impacted by an organization. Besides, it focuses that any given activity has the right thing to do and moral claim (Mutch & Aitken, 2009).

"My company wish to be perceived as the company that has complied legal, moral and ethical standar".

¹⁹ Sixth, people in the company are concerned about social problems and want to help. This reason is the ideal reason to do social activities. It is much more related to intrinsic motivation to do social activities. The concern of social matters comes from the upper level of organization. The strategy of doing social activities can be in the form of strategic planning. The implementation of this strategy can be followed up by the lower level in operational level. The senior management must start this initiation. It is very important to note that the awareness to do so, it is not easy to start from the bottom. However, the initiation from senior management can trigger the bottom level. Therefore, this concern can be the guidance for the whole activities of organization.

"Our boss really concern with social matters. There fore, it gives the enlightenment of doing so".

"Solving social problems is our interest in the long term. And makes us feel good to work on social problems".

The Programs of Social Marketing

There are varieties of social programs from each participants. From manufacturing company, there are social activities by providing school building and laboratories. Furthermore,

training and financial help is also focused for the community. This activity try to improve community's living and build a sense of community livelihood. For anticipating the climate change, corporation has worked together with Environmental Resource Management to protect natural resources. The company has planted millions of trees in various regions in Indonesia and has had commitment to adopt zero burn techniques when doing land clearing. Furthermore, the company also creates biosphere reserve. This biosphere reserve aims at biodiversity conservation and ecosystem research.

From state owned enterprise, there are some social programs. The programs are marketing programs that have benefits for the sake of the recipients. They are 1) product-providing small loans for expanding business; 2) place- bank must be located near the people that can reach the bank; 3) price/interest rate: the interest rate must be determined by the charged minimal below the prime rate; 4) payment period: the payment period is longer than the normal period for other consumer and there is not strict collateral requirements; 5) there is a simple loan application process. The audience benefit of banking corporation is tangible. It has a scope of micro level namely craftsmen. It has a good contribution for them to finance and to run their business easily. Another social program that is carried is supporting reading program.

The social programs from the medicinal herb company focuses on social living aspects. This company has great contributions to lift up the social aspects in surrounding and society. The advertisings carry social values in order to motivate people to face the hard life. Furthermore, the program also brings a social mission to love domestic products and to appreciate the domestic arts. The activities also try to help government provide better opportunity for informal sectors. The social message is targeted for the sake of charity. It comes from the initiation of chief marketing officer of the company. He has great concerns towards a better living and gives

beneficial donation for society. Besides, the social programs are empowering the culture and unity among society. The programs also include giving donation of cataract surgery, going home together, and providing good waste management.

The Dimensions of Social Orientation

Some social programs have concerns of the consequences of physical aspect, psychological well-being, social relationship, economic contribution, and environmental consciousness. Eventhough only the medicinal herb company is closely related to physical health, two other companies also run the programs that have physical consequences. The social programs of the participant has physical consequences. The medicinal herb company has concern on physical health and fitness. It tries to help community improve their health by providing cataract surgery. In addition, the program also to maintain community level of fitness by supporting the movement of sick prevention. Meanwhile, for the banking corporation, there is clinic social and the harelip sugery. It helps the community obtain the improved health and for the manufacturing company, the company runs the health conseling to maintain and motivate community health.

Related to psychological well-being, the medicinal herb company has concern much on this aspects. The programs try to help people develop emotional and mental strength. The programs motivate community to be strong and to survive. The tagline of the promotion concerns with “life must be strong”. Community is urged not to surrender with their problem. If they can work hard then they can achieve what they want. Even this program is targeted to the disable. Meanwhile, for the banking corporation and the manufacturing company, the program is not much concerned with psychological well-being.

Related to social relationship, the medicinal herb company has concern much more on this aspects than banking and manufacturing companies. The programs provide help for people to have a better relationship with others, such as as going home together freely when eid day. Another important program is cultural issues. This program encourages community to love batik as original art from Indonesia. The program also supports community to love Indonesia, to encourage community to visit local regions, to love and to practice the values of Pancasila, to promote local culture of some parts in Indonesia and to promote Pencak Silat as the sport martial arts from Indonesia. Meanwhile, for the banking corporation and the manufacturing company, the program is just for helping and fostering social relationship by providing for going home together on eid days.

Discussion about economic contribution, the banking and manufacturing corporations have much more concern on this aspect. The programs try to contribute to an increase of community performance and to obtain economic value of activities and to increase the montly income. The programs include providing training, giving cooperation with farmer, providing loans for running business activities.

The last consequences is environmental consciousness. All the participants have much concern with environmental consciousness. The programs try to educate community regarding ecological issues facing the community. For the manufacturing company, the programs also encourage go green living, provide reforestation and greening environment. Meanwhile, for the banking corporation, the program encourages go green living by providing education or giving socialization of environmental values. The program is well known as the green culture of 2011. The programs also include wise water management; to restore the sea living; to maintain soil

fertility by not using plastics product or styrofoam or non-biogradable; to protect butterfly as the special species; to balance with nature by not using air conditioner or saving the energy.

Conclusion

Organization has shown their social concern in their strategy. The motivation of doing social activities and programs vary. Mainly, the driving factors concern their sustainability in the long period. The truly social mission to be conveyed is not separated to obtain good image at the end. The truly implementation social marketing is limited to the social giving. To change the social behavior and to provide really social values still have the hidden agenda, namely to obtain public image and to sustain the profitability of organization. However, this is a good signaling at beginning. At least, companies have paid attention for their surrounding lives. Companies try to be good citizen by providing contribution that has the aspects of physical fitness, psychological well-being, social support, economic value and ecological concerns.

This study is still explorative, it means for further research, the study can encompass larger scope by involving a number of companies. The research design can be in the form of survey with large companies and larger quantity. The aim is to obtain better understanding the implementation of social orientation or social marketing.

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