Hybrid Transformation through Communicative Leadership and Learning: Evidence from Civil Society Organizations in Indonesia

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ABSTRACT

This research explores how the internal organizational processes such as transformational leadership, organizational learning culture and internal communication impact the social entrepreneurial intention (SEI) to jointly drive the Civil Society Organizations (CSOs) in Indonesia towards sustainable hybrid models. To overcome the perennial problem of donor dependence, this underscores communicative and motivational underpinnings of hybrid resilience in fledgling democracies. Adopting a quantitative, explanatory design, data were collected from 115 registered CSOs in Semarang, Indonesia. Using Partial Least Squares Structural Equation Modelling (PLS-SEM), the study test a sequential double-mediation model linking leadership, learning, communication, and SEI as internal pathways toward organizational transformations. Results demonstrate that internal communication and SEI sequentially mediate the effects of leadership and learning on transformation. Transformational leadership exhibits competitive mediations; its direct influence becomes negative when communicative participation is weak; whereas organizational learning culture shows partial complementary mediation. Sustainable hybridization is thus achieved through dialogic communications, participatory dialogue, and shared entrepreneurial intention rather than structural reform alone. The study focuses on CSOs in single Indonesian city, which may limit generalizability. Future research could extend the model across sectors or region to assess institutional and cultural variations in hybrid transformation processes. Findings provide actionable insights for policymakers, donors, and capacity-building institutions to design leadership and communications development initiatives that strengthen CSO autonomy and hybrid sustainability aligned with SDG 8, SDG 10 and SDG 16. This research advances social enterprise and hybridity theory by conceptualizing communication and SEI as processual micro-foundations of transformations. It provides rare empirical evidence from the Global South, offering a nuanced understanding of how leadership-driven learning and communicative capacity enable sustainable hybridization in civil society contexts.

Keywords: Social Enterprise, Social Entrepreneurial Intentions, Transformational Leadership, Organizational Learning Culture; Internal Communications; Hybridity; Civil Society Organizations; Indonesia

INTRODUCTION

CSOs are widely recognized as crucial contributors to the promotion of social justice, democratic governance, and sustainable development, especially in developing democracies such as Indonesia, where civil society expanded significantly after the Reformasi era of 1998 (Syamsir, 2020). Many Indonesian civil society organizations (CSOs) are still weak as institutions and depend on outside donors for money. This makes them less resilient and less able to make their own decisions in the long run, even though they play a key role in advocacy and service delivery.

However, many Indonesian CSOs still face institutional fragility and long-term financial dependency in spite of their crucial role (Parmudi, 2015; Gul & Morande, 2023).

A persistent barrier to CSO sustainability is their reliance on short-term, project-based donor grants, which constrains organizational learning, impedes strategic planning, and frequently produces mission drift toward donor priorities. Classic resource-dependence research warns that nonprofits that depend on a narrow set of funding source are vulnerable to "mission dilutions and legitimacy erosion" when external priorities shift (Froelich, 1999). Contemporary studies of NGOs in developing contexts further show that internal, controllable factors, such as leadership quality, managerial practices, and community embeddedness, are decisive for long-term sustainability when external funding is volatile (Gul & Morande, 2023) In response to funding volatility and increasing accountability demands, many CSOs are experimenting with hybrid organizational models that blend social mission with marketoriented revenue streams. Hybridization is presented in the literature as an adaptive strategy that enables organizations to diversify income, enhance autonomy, and reduce exposure to external funding shocks (Battilana & Lee, 2014; Defourny & Nyssens, 2014). However, research shows that when managerial ability, learning culture, and internal communication are lacking, hybrid initiatives frequently continue to be dispersed or unsustainable (Bhandari & Yasunobu, 2009; Rahman et al., 2023).

Local CSO performance remained at a "moderate" level, according to data from the Semarang Civil Society Performance Index (2022–2024), with scores ranging from 63.81 in 2022 to 66.09 in 2023 and 65.05 in 2024. This shows that there are still problems with program delivery, accountability, and getting resources (Semarang, 2022, 2023, 2024). These results show that donor-driven models have problems because they limit innovation, institutional learning, and sustainability by relying on funding. They also show that operations are fragile. It is therefore becoming more and more important to understand the internal (micro-level) mechanisms that let CSOs turn resource-dependent structures into long-term hybrid practices that can balance social and economic logics.

In response to these systemic problems, many CSOs are trying out hybrid organizational models that mix social mission with business practices. Hybrid organizations seek to create self-sustaining revenue while upholding their community development objectives, as opposed to depending exclusively on donor assistance (Battilana & Lee, 2014; Doherty et al, 2014). However, hybridity is not a linear process. According to scholars, these logics frequently lead to issues with legitimacy and governance, especially in developing nations where social norms and the market coexist in an uneasy manner (Defourny and Nyssens, 2014; Ebrahim et al, 2014). While hybridization promises autonomy and resilience, its success depends critically on the organization's internal capacities to adapts, learn and align diverse stakeholders around shared purpose (Ko & Liu, 2021).

Therefore, internal organizational change and adaptive capacity are more important for sustainable transformations than financial innovations. According to earlier studies, a learning-oriented culture encourages flexibility and ongoing development (Senge, 1996; Marsick & Watkins, 2003); internal communications improve trust, alignment, and collective sensemaking (Ishtiaque and Habib, 2023); and transformational leadership offers the vision and dedication required for collective change (Bass and Riggio, 2006; Jeong, 2024). Current research on sustainability also emphasizes that internal cooperation, participatory governance, and a leadership-driven learning process are essential for CSOs to operationalize and localize the Sustainable Development Goals (SDGs) (Espinosa and Rangel, 2022; Sharma, 2023). Especially in emerging economies where hybridity creates special institutional and cultural tension, their combined impact on influencing CSO transformations through social entrepreneurial intention (SEI) is still poorly understood (Jun & Lee, 2023; Slitine et al, 2024b). In order to fill in these gaps, this study creates and tests an integrative model of CSO transformation in Indonesia. It looks at how internal communications, organizational learning culture, and transformational leadership affect social entrepreneurial intention (SEI), which in turn propels hybrid organizational transformations. It does this by using survey data from 115 CSOs in Semarang and longitudinal evidence from the civil society performance index (2022–2024). This study advances theoretical understanding of how internal organizational capabilities, particularly leadership, learning, and communications, enable hybridization and resilience in resource-constrained contexts by placing Indonesia within larger discussions on hybridity, leadership, and sustainability. This helps to bridge the literature on social entrepreneurship and civil society (Battilana & Lee, 2014; Defourny & Nyssens, 2014; Hailey & Salway, 2016).

In response to calls for more in-depth and contextually sensitive theory-building in non-Western settings, this study theoretically expands on hybrid organization and social enterprise theory by integrating leadership, learning, and communications as micro-foundations of hybrid transformation through SEI (Defourny & Nyssens, 2014; Hailey & Salway, 2016). Empirically, it provides uncommon longitudinal evidence from underrepresented Global South contexts, shedding light on how CSOs change when faced with resource limitations by fusing institutional performance indicators with organizational-level survey data. In practice, it offers useful information to development organizations and policymakers who want to improve CSO sustainability through leadership development programs, supporting SDGs 8 (Decent Work and Economic Growth), 10 (Reduces Inequalities), and 16 (Peace, Justice, and Strong Institutions).

This paper offers both theoretical enhancement and practical direction for the establishment of resilient, learning-focused civil society systems in emerging democracies, thereby furthering academic comprehension of the transformation of civil society organizations from donor-dependent entities to hybrid social enterprises.

LITERATURE REVIEW

In developing economies with limited state capacity, civil society organizations (CSOs) are crucial for promoting civic engagement, social inclusion, and democratic accountability (Syamsir, 2020; Espinosa & Rangel, 2022). In the post-Reformasi era, CSO activities in Indonesia have grown to include protecting the environment, empowering communities, and defending human rights. But because they depend on temporary donors, they don't have much freedom and their structures are weak (Froelich, 1999).

According to Hailey & Salway (2016) CSOs are even worst off now as funding has stopped after the ending of international aid. As a result, they are exploring alternative methods of doing business, such as social enterprise, social investment and hybrid business models. Organizational quality and financial stability can be quite weak in many organizations, and therefore donor-driven projects sacrifice institutional capacity for outputs. Recent releases of the Civil Society Performance Index (2022--2024) report that CSOs in Semarang recorded mean scores of 63-66. That is to say, the govern-ance, resource mobilization and innovation are not very well.

As a result, many CSOs are exploring hybrid organization models that integrate market-based approaches with community-oriented missions. This includes training cooperatives, eco-enterprises, and social investments (Ko & Liu, 2021; Rahman et al., 2023). These mixed models enable CSOs to clearly define a route to financial autonomy while getting on with what they were formed to do in the first place. But they also create some issues for accountability, legitimacy and mission consistency (Defourny & Nyssens, 2014; Chen & Tang, 2025). Like the public sector organizations, environmental complexity can only support legitimacy and flexibility in complex environment as well (sustainability concern for CSOs is no longer about finance but also institution and communication) (Ebrahim et al., 2014).

Some recent studies even indicate that internal motivation is more significant than external support for change to be permanent. Active internal communication trades: on trust, transparency and collaborative sensemaking (Mellouli & Omar, 2022; Sutton & le Roux, 2024); learning cultures encourage renewal and innovation (Yang et al., 2004; Malagas et al., 2022) and transformational leadership nurture purposeful identity and vision (Bass & Riggio, 2006; Jeong, 2024). Elements from the molecular composition of hybrid metamorphosis might make CSOs think about themselves anew as to aspiration and process in an entrepreneurial and sustainable way.

In seeking to pursue mission-led sustainability, an increasing number of Indonesian CSOs are experimenting with hybrid organizations which combine social and business logics. These "social enterprise-focused CSOs" refer to enterprises such as cooperatives, ecotourism and vocational training that have a parallel service collectively for the community (Ko & Liu, 2021; Rahman et al., 2023). These hybridisations lead to new challenges, especially concerning the equilibrium that must be realized between institutional legitimacy market discipline and mission mimicry (Defourny & Nyssens, 2014; Chen & Tang, 2025). And they help them become less dependent on donors, able to attract money from different places. These challenges demonstrate the importance of understanding how internal organizational mechanics can contribute to durable change. The emergent literature on social entrepreneurial intention (SEI) and hybrid organizing provides an insightful lens through which to understand the means by which civil society organizations (CSOs) balance their independence from market actors with their social goals. This perspective is clarified in the following subsections.

The research seems to address a gap in knowledge as it is unclear what the role of internal communication (M1) is between organizational culture of learning (X2) and transformational leadership (X1) with social entrepreneurial intention (M2) toward organizational transformative value creation practice (Y). This relationship is based on theoretical considerations that are detailed in the following sectioon.

Recent investigation has made hybrid organizing a central analytical tool for understanding how the management of social enterprises navigates between conflicting objectives in social and economic terms, as well as between rival institutional logics that are at work there (Defourny & Nyssens, 2014; Chen & Tang, 2025). In civil society, hybridity involves the combination of market-based logics and community well-being principles by Civil Society Organizations (CSOs) for social value creation and financial viability (Ebrahim et al., 2014; Espinosa & Rangel, 2022). Hybridity is not a preset form of organization and arrangement, but an active process of strategic learning and institutional bargaining in the negotiation between organizations' two forms of legitimacy; matching resource integration, model formation and mission fit (Chen & Tang, 2025). This duality allows for CSOs to aim at sustainability without being forced or the need to pursue this function whilst still addressing their primary mission, but it complicates legitimacy, accountability and governance (Connolly & Kelly 2011).

Recent studies have shown that actor-level intentions and internal strategic actions are as important in hybrid transformation as external institutional pressures (Hailey & Salway, 2016; Müller et al., 2025). Social

Entrepreneurial Intention (SEI) refers to a set of ethical and cognitive predispositions of individual members in organizations to design new self-sustainable solutions for social problems (Iqbal et al., 2024; Jeong, 2024). SEI acts as the "microfoundations" which facilitate CSOs for transforming sustainability imperatives into entrepreneurial actions through linking institutional contexts to behavioral consequences (Iqbal et al., 2023).

Mair & Noboa (2005) identify four psychological antecedents of Social Entrepreneurial Intention (SEI), namely; empathy, moral obligation, perceived social support and self-efficacy which influence cognitive and emotional processes for the creation of venture at individual level. The perceived feasibility of a project influences the extent to which individuals are willing to participate in social projects (Uddin et al. (2024 express that moral Responsibly and empathy play a large role in SEI of developing countries. Personal Factors Are Strongly Mediated by the Institutional Context hardened by this point, as are the origins definitions98 6.898 University number of institutional factors shape personal characteristics. Iqbal et al. (2023) suggested that a greater feeling of social support and higher self-efficacy can indirectly increase SEI through the formulation of supportive regulatory, normative, and cognitive environments. The nature of SEI varies with its learning catalysts and outcomes. This multi-dimensional synthesis provides a complete understanding of development with reference to SEI in sociological setups (Chung, 2023; Iqbal et al., 2023; Uddin et al., 2024). SEI is very important for the Indonesian CSO sector to move from relying on donors to being self-sufficient through entrepreneurship, even though funding is still unstable and resources are still scarce. It represents the psychological and organizational bridge that connects transformational leadership, learning-oriented culture, and internal communications with tangible entrepreneurial behaviour and hybrid transformations. Through SEI, leadership vision, collective learning, and communicative alignment are converted into market-oriented innovations and sustained hybridity.

Transformational Leadership represents a critical internal mechanism through which CSO leaders articulate a shared vision, foster commitment, and stimulate entrepreneurial thinking necessary for organizational transformations toward hybrid practices. Foundational work defines transformational leadership in four dimensions, idealized influence, inspirational motivations, intellectual stimulations and individualized considerations, which together encourage collective purpose, innovations and adaptive change (Bass & Riggio, 2006).

Recent empirical studies confirm that centrality of transformational leadership for innovation and entrepreneurial orientations in mission-driven organizations. For example, Jeong (2024) reports positive effects of transformational leadership on employee satisfaction and organizational performance in social enterprises. Results from SMEs and cross-sector research have revealed that transformational leadership encourages corporate entrepreneurship as well as exploratory and exploitative innovations, mechanisms that are relevant to organizations practicing hybrid strategies (Boukamcha, 2019; Maalouf et al., 2025).

Change leaders impact cognitive profiles by offering intellectual and inspirational stimulation to enhance the recognition of opportunities and innovative problem-solving, two fundamental requirements for SEI and intrapreneurial behavior (Moriano et al., 2012). Therefore, transformative even leadership is a formula of resilience and trigger to change social mission into business rather than business strategy in developing countries such as Indonesia where civil society organizations (CSOs) lost their funding and donors. For the micro foundation of sustainable hybridization, visionary leadership can increase SEI among members of an organization (to promote psychological safety for experimentation and personalized development).

Organizational learning culture is the critical inner ability that supports adaptability, creativity, and performance. Learning organizations encourage members to think about, try out and ask questions about things in groups. This assists them to make sense of emerging developments and how they might respond to these Senge 1996, Marsickand Wakins; 2003). Such cultures enable people to dare, to do and share what they know and that results in renewal for the longer term with learning a natural part of an organization's routine (Mattone & Vaidya, 2016). Empirical evidence increasingly suggest that learning-based cultures are the mainstay of sustaining innovations and entrepreneurial attitudes. Malagas et al. (2022) will have better financial performance during an economic downturn. Acevedo and Diaz-Molina (2023) argues that Chilean companies, with the objective of being profitable, use knowledge management to improve their innovation capacity and resilience in resource chretnorender/aja actenizatninnot submission. These results are as expected since it has been found that group learning encourages proactivity and opportunity recognition, which are the most important antecedents of social entrepreneurial orientation (Moriano et al., 2012).

Indonesian CSOs should develop a learning ethos in order to cope with the complexities of their work and uncertainty over funding. Those who are members of a robust learning culture don't have to wait upon the hand of central planning to transform social ends by simply bringing the practice of reflection, knowledge sharing and working together on problems into how things get accomplished. These processes reinforce SEI as a psychological mediator through which learning and entrepreneurial sustainability are connected, enabling cognitive pessimism and motivation readiness for social innovations and hybrid transformation in the organization.

This system of learning dynamics is only effective so long as open internal communication for meaning making and shared understanding can be maintained. The remainder of this column will discuss that. I think many people would agree with me that good communication within an organization is essential for an organization to be successful, learn effectively, and change. It allows people to share information, get everyone aligned around common goals and build trust and accountability throughout the company. Research suggests that effective communication within an organization contributes to more effective teamwork, higher engagement and commitment, better performance and flexibility. (Sutton & Le Roux, 2024; Salim, 2022).

Internal communication as a strategic force affecting the culture, ethic and value of an organization. Mellouli and Omar (2022) explored the case of Moroccan firms and established that open and participatory communication mechanisms foster employee engagement, shared tasks and new ideas that are conducive for sustaining financial stability as well as social sustainability. Gulich et al. (2024) suggest that a company's resilience in the face of external uncertainty gets strengthened and shared objectives are fortified by including ecological, social, and ethical values into internal communication. Several of the latest studies have focused on the relationship between internal communication and the Sustainable Development Goals (SDGs), particularly regarding coping with crises as well as shortage of resources. Sutton & Le Roux (2024) add that when things get tense for a system, it must rely on sustainable ways to speak to each other in order to remain stable and also develop new solutions. This new information is a reminder that communication is not merely a technical function; it is also how organizations remain sturdy and survive. In house communication is increasingly becoming crucial in Civil Society Organization (CSOs) of low income countries. Under the institutional pressures for hybrid sustain, donor withdraw, and scars of resources, communication systems must be open, two-way and everyone friendly. In such contexts, IK-based communication acts as a bridge between OL and leadership vision on the one hand and SEI on another by promoting coordination. Effective communication combines the incentives of individuals with the objectives of organizational change, thereby stimulating ongoing dialogue, feedback and co-sensemaking and cultivating shared commitment required for hybrid or social organization's development.

Using a mechanism-based approach, this study develops an integrative model of how CSOs transition from donor dependency towards hybrid sustainability. Drawing from internal communication, organizational learning, and transformational leadership theories the model proposes an intervening double-mediation process where organizational learning culture (X2) and transformational leadership (X1) enhance internal communications (M1; that in turn strengthen SEI M2), which leads to organizational transformations (Y). The framework also contributes to closing a substantial theoretical lacuna by clarifying the mechanisms through which CSOs internal resources generate sustainability and innovation, linking the micro-foundations of organizational behaviour with the macro-implications of hybridity. Although previous studies have thoroughly examined the institutional or external factors that influence hybrid organizing (Defourny & Nyssens, 2014; Ebrahim et al., 2014), little focus has been placed on how internal capabilities jointly promote SEI and transformations, especially in civil society contexts with limited resources. Thus, by investigating the relationship between communication, learning, and leadership as internal forces behind long-lasting changes, this study expands on the idea of hybridity.

The relational and visionary underpinnings for innovation and renewal are supplied by transformational leadership. When leaders communicate a strong mission, show individualized care, and inspire a sense of collective purpose, CSOs can change their social goals through sustainable models (Bass & Riggio, 2006; Bittner-fesseler & Weicht, 2020; Jeong, 2024). Consequently, transformational leadership is expected to enhance internal communications and the Social and Emotional Intelligence (SEI) framework as a mechanism for organizational change. The organizational learning culture is what makes up the cognitive framework that encourages experimentation, flexibility, and ongoing renewal. CSOs that are focused on learning help SEI grow by encouraging new ideas, sharing knowledge, and thinking about things together (Senge, 1996; Marsick & Watkins, 2003; Malagas et al., 2022). A strong learning culture not only improves communication within the organization, but it also directly supports hybrid transformation by making adaptive problem-solving a part of the organization's DNA.

Internal communications serve as a procedural hole for organizational learning, collective action, and leadership view stage. Members can be entrepreneurial and cooperate if trust, alignment and shared understanding for instance through transparent, inclusive communication channels are being established to do so (Men, 2014; Mellouli & Omar, 2022; Sutton & Le Roux, 2024). Consequently, internal communication supports learning and leadership impacts SEI and transformation results. The entrepreneurial intention with respect to society (SEI) is the force by which resources are converted into entrepreneurship actions. SEI (Mair & Noboa, 2005; Iqbal et al., 2024; Uddin et al., 2024) depicts the moral and psychological readiness of the organizational members to become innovative ideas and financial self-determination while upholding their social mission. The shift from borrowing to active hybridizations in Civil Society Organizations (CSOs) is highlighted in Social Enterprise Initiatives (SEI), the implementation of an organization's social mission through market mechanisms.

This study develops a sequential double-mediation model that integrates these sets of perspectives by highlighting how learning culture and transformational leadership enhance internal communication (M1) for

elevating SEI (M2), and ultimately, for expanding organizational transformations (Y). This process explains how CSOs' internal competencies are transformed into sustainable hybrid practices that are both verbalised and verified with the aid of, respectively, entrepreneurial and communicative motivation.
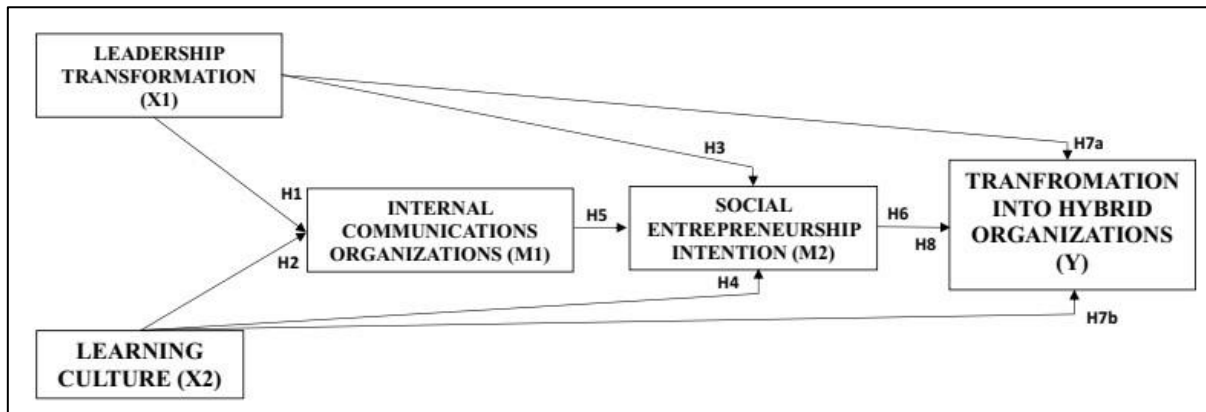

Figure 1. Conceptual framework of Transformational and Learning-Driven Hybrid Transformations in CSOs.
Source: author development (2025)

This framework shows the sequential double-mediation model, where transformational leadership (X1) and organizational learning culture (X2) improve internal communications (M1), which then boosts social entrepreneurial intention (M2), and finally changes Civil Society Organizations (CSOs) into hybrid organizations (Y). Based on this framework, these following hypotheses are formulated to empirically test the proposed sequential mediation model. These hypotheses capture both direct and indirect effects among the constructs, reflecting the multi-level process through which internal capabilities foster hybrid transformations.

Table 1. Hypotheses Development

CODE	HYPOTHESIS STATEMENT	THEORETICAL BASIS
H1	Transformational leadership (X_1) positively influences internal communication (M_1).	Bass & Riggio (2006); Men (2014), Transformational leaders foster participative and trust-based internal communication that aligns members with organizational goals.
H2	Organizational learning culture (X_2) positively influences internal communication (M_1).	Senge (1990); Watkins & Marsick (2003), Learning-oriented cultures enhance openness and dialogical communication across organizational levels.
H3	Transformational leadership (X_1) positively influences social entrepreneurial intention (M_2).	Shamir et al. (2022), Jeong (2024); Iqbal et al (2024),Visionary leadership motivates prosocial and innovative behaviour.
H4	Organizational learning culture (X_2) positively influences social entrepreneurial intention (M_2).	Malagas et al (2022); Acevedo & DiazMolin (2023); A supportive learning climate fosters entrepreneurial cognition and adaptability.
H5	Internal communication (M_1) positively influences social entrepreneurial intention (M_2).	Mellouli & Omar (2022); Sutton & Le Roux (2024); Transparent and participatory communication builds shared understanding and motivation for innovations.
H6	Social entrepreneurial intention (M_2) positively influences organizational transformation (Y).	Mair & Noboa (2005); Hockerts (2015); Uddin et al (2024). Entrepreneurial intent drives hybridization and sustainable transformations.
H7	Transformational leadership (X_1) and learning culture (X_2) have direct positive effects on organizational transformation (Y).	Bass & Riggio (2006); Garvin et al (2008); Yuksel (2015). Visionary leadership and continuous learning directly foster adaptability and renewal.

H8	Internal communication (M$_1$) and social entrepreneurial intention (M$_2$) sequentially mediate the effects of transformational leadership (X$_1$) and learning culture (X$_2$) on organizational transformation (Y).	Men (2014); Mair & Noboa (2005); Doherty et al (2014); Communication and entrepreneurial intentions form a sequential pathway linking internal capabilities to transformation outcomes.

Based on this conceptual model, the subsequent section outlines the research methodology, detailing the sample, measurement instruments and analytical procedures used to empirically test the proposed relationship through Partial Least Squares Structural Equation Modelling (PLS-SEM).

Study Setting/Contex

This study was conducted within the civil society ecosystem of **Semarang City, Indonesia**, a region that reflects the broader challenges and opportunities faced by civil society organizations (CSOs) in post-Reformasi Indonesia. As one of Indonesia's rapidly urbanizing cities, Semarang has a dense network of community-based organizations, advocacy groups, and social service institutions that collectively contribute to local governance and sustainable development. Following Indonesia's decentralization reforms, local CSOs have been granted more autonomy but simultaneously face financial vulnerability due to the gradual withdrawal of international donor funding.

According to the **Civil Society Performance Index (2022–2024)**, Semarang's CSOs maintain only moderate levels of performance scoring between **63.81 and 66.09** which indicates persisting issues of program delivery, accountability, and resource mobilization. These results suggest that donor-driven operational models are increasingly insufficient for long-term sustainability. Semarang provides a relevant context for studying **hybrid transformation** because many of its CSOs are experimenting with **social enterprise models** such as training cooperatives, eco-tourism ventures, and vocational initiatives—to blend social missions with market-oriented activities. This shift aligns with the national policy environment that promotes **organizational self-reliance**, as reflected in **Regional Regulation No. 3/2023 on Social Organization Governance**, which encourages civil society bodies to diversify their funding sources and innovate in service delivery.

Within this context, leadership, communication, and learning emerge as critical internal levers of change. Many CSOs in Semarang are small-to-medium-sized organizations with limited managerial capacity, where **transformational leadership** and **organizational learning cultures** have become necessary to drive innovation. At the same time, **internal communication** particularly participatory and dialogic communication is vital for fostering collective sensemaking and aligning members around shared social and entrepreneurial goals.

By situating the research in this dynamic yet resource-constrained setting, the study captures a realistic view of **how internal organizational mechanisms shape hybrid transformation processes** in emerging civil societies. Semarang thus serves as a microcosm of Indonesia's broader civil society transformation, where the interplay between leadership, learning, communication, and social entrepreneurial intention determines the sustainability of hybrid models.

RESEARCH METHODOLOGY

This study employed a quantitative, explanatory research design to empirically examine the casual pathway linking transformational leadership, organizational learning culture, internal communication and social entrepreneurial intention (SEI) as internal mechanisms driving Civil Society Organizations (CSOs) in Indonesia toward sustainable hybrid organizational transformation. To explain how leadership and learning dynamics translate into entrepreneurial sustainability, the model uses a sequential double-mediations structure that integrates theories of organizational behavior and social entrepreneurship.

Based on the local government's 2022–2024 Civil Society Performance Index, the research context includes registered CSOs in Semarang, Indonesia. These CSOs work in culture, community empowerment, social services, and advocacy. They are slowly moving toward models that are both hybrid and self-sustaining. This study focuses on Semarang because it has a lot of community groups and a legal system that encourages groups to be self-sufficient (Regional Regulations No.3/2023 on Social Organization Governance). The population was all 115 CSOs who registered their organization at Se-marang City's National and Political Unit Agency (Kesbangpol). The census was adopted because the populations were not too large, enabling all organizations of interest to be included in the sample. Data were collected from March through September 2025 using a standardized questionnaire. From there, the data was posted online and received a check in the field for accuracy and completion.

Responses were obtained from 107 nurses, resulting in a response rate of 93.04% (above the minimum acceptable level of 70% for survey research; Creswell and Creswell, 2018; Hair et al.,2022). The questions were

answered by people who are either coordinators, founders or leaders of programs themselves and have much experience in how these organizations function. The university research ethics committee gave the green light for the study to proceed. Everything was very private and everything was consensual. All items were measured using establish and contextually adapted scale. Each item was assessed on five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree.

Table 2. Construct Operationalization and Measurement Indicators

Construct	Operational Definition	Dimensions		No. of Items
Transformational Leadership (X1)	Members' perceptions of leaders who articulate vision, inspire innovation, and show individualized consideration, strengthening internal alignment and entrepreneurial orientation.	Idealized Influence Inspirational Motivation Intellectual Stimulation Individualized Consideration		12
Organizational Learning Culture (X2)	The extent to which the organization internalizes collective learning, open communication, and shared vision to adapt and sustain hybrid transformation.	Promoting Inquiry & Dialogue Shared Vision Continuous Learning		9
Internal Communication (M1)	The degree of openness, clarity, and participatory information exchange within the organization that aligns strategy and collective purpose.	Information Openness Message Clarity Member Participation		9
Social Entrepreneurial Intention (M2)	The collective orientation to adopt social enterprise strategies based on moral commitment, perceived feasibility, and social responsibility.	Perceived Desirability Perceived Feasibility Social Commitment		6
CSO Transformation into Hybrid Model (Y)	The degree of transition from donor 1. dependence toward a hybrid model 2. integrating social mission and 3. entrepreneurial sustainability. 4.		Strategic Change Structural Change Value Reorientation Funding Diversification	12

Source: (Yang, Watkins and Marsick, 2004; Mair and Noboa, 2005; Bass and Riggio, 2006; Defourny and Nyssens, 2014; Men, 2014; Ko and Liu, 2021; Iqbal, Geneste and Weber, 2024).

All constructs were measured using established and contextually adapted instruments. Transformational leadership was operationalized through inspirational motivations, intellectual stimulations, and individualized consideration (Bass and Riggio, 2006). Organizational learning culture was adapted from the Dimension of Learning Organization, emphasizing shared learning, openness and systematic thinking (Yang et al, 2004). Internal communication was measured using participatory and transparency-oriented items from Men (2014) and Mellouli & Omar (2022). Social entrepreneurial intention (SEI) was assessed through an adapted version of the Mair & Noboa (2005) framework and recent validations by Iqbal (2024), capturing empathy, moral obligation, perceived support, and self-efficacy. The dependent construct, hybrid organizational transformations, was adapted from Defourny & Nyssens (2014) and Ko & Liu (2021), reflecting the degree to which CSOs integrate social mission with entrepreneurial practices.

A pilot test with 30 respondents ensured content clarity and contextual validity. All constructs met standard reliability and validity thresholds. Outer loading mostly > 0.70, with one indicator retained (0.441) for theoretical relevance. Cronbach's Alpha range between 0.947 – 0.970; Composite Reliability (CR) between 0.955 – 0.972; AVE between 0.661 – 0.760, all exceeding minimum standards (Hair *et al.*, 2022). Discriminant validity was confirmed via Fornell-Larcker and HTMT (<0.90) These results demonstrate that the measurement model is statically sound and theoretically consistent with social enterprise transformation constructs.

We used SmartPLS4 to look at the data using Partial Lest Squares-Structural Equation Modelling (PLS-SEM) (Sarstedt et al, 2017). We chose this program because it is stable in exploratory models with complex mediations

and small sample sizes. The analysis followed a two-stage procedure: measurement Model (Outer Model), assessing convergent validity, discriminant validity, and reliability through indicator loading, AVE, CR and HTMT ratios. Structural Model (Inner Model), testing collinearity (VIF < 3.3), path coefficients, determinations coefficients (R^2), effect sizes (f^2), and predictive relevance (Q^2). The significance of direct and indirect paths was tested using bootstrapping with 5,000 resamples. Harman's single-factor test was used to examine common method bias; the first factor explained only 31.4% of the variance (<50%) and all full collinearity VIF values were below 3.3 (Kock, 2015), confirming the absence of CMB.. Model Fit: SRMR = 0.056 (<0.08) and NFI = 0.873, indicating acceptable fi. R2 values internal communication (0.911), SEI (0.765), CSO Transformation (0.933). Q2 predictive relevance: 0.589, 0.468, 0.791 respectively, indicating high predictive power. The sequential mediation analysis revealed all indirect paths significant (p<0.05). Transformational Leadership → SEI → CSO transformations (β = 0.373, t = 4.31) Transformational Leadership → Communications → CSO transformations (β = 0.1745, t = 3.46) Learning Culture → communications → CSO transformation (β = 0.2417, t = 3.30).Learning Culture → SEI → CSO transformation (β = 0.1853, t = 2.17).

While learning culture demonstrated partial complementary mediation (VAF = 65.3%), transformational leadership displayed competitive (inconsistent) mediations with positive indirect effects and negative direct effects (β = -0.290, p = 0.003). Adequacy was confirmed by model fit indices (SRMR = 0.056 <0.08; NFI = 0.873). Overall model fit was supported by both d_ULS and d_G being below the 95% bootstrap threshold. The lack of significant CMB was confirmed by the low common method bias: all full collinearity VIFs were below 3.3 (Kock, 2015), and the first factor only explained 31.4% of the total variance (<50%). Informed consent, anonymity, and voluntary participation were guaranteed, and ethical procedures were adhered to.

All things considered, the model demonstrates discriminant validity, predictive accuracy, and strong measurement qualities. Strong empirical support for the suggested framework is provided by the sequential mediation of internal communication and SEI, which demonstrates how learning culture and transformational leadership indirectly encourage CSO transitions to sustainable hybrid social enterprise models.

RESULT AND DISCUSSION

Result

This section displays the measurement and structural model evaluation results after the PLS-SEM process. The structural model was used to test the proposed sequential mediation effects after the measurement model was evaluated to guarantee construct validity and reliability.

Table 3. Measurement model summary

Construct	Loadings (range)	AVE	CR	α	HTMT
Transformational Leadership (TL)	0.74–0.91	0.76	0.97	0.968	<0.85
Organizational Learning Culture (LC)	0.72–0.88	0.73	0.95	0.952	<0.83
Internal Communication (IC)	0.75–0.89	0.77	0.96	0.960	<0.81
Social Entrepreneurial Intention (SEI)	0.70–0.88	0.68	0.94	0.947	<0.84
CSO Transformations (TRANS)	0.73–0.91	0.79	0.96	0.960	<0.85

Source: Authors' analysis (2025)

The convergent and discriminant validity of every reflective construct is compiled in Table 3. With Average Variance Extracted (AVE) ranging from 0.68 to 0.79 and Composite Reliability (CR) between 0.92 and 0.97, all item loadings were above the suggested threshold of 0.70. Internal consistency reliability was confirmed by Cronbach's alpha values exceeding 0.94 across constructs. Adequate discriminant validity was indicated by the Heterotrait-Monotrait (HTMT) ratios being less than 0.85 (Henseler et al, 2016). These findings verify that the measurement model satisfies the validity and reliability requirements needed for additional structural analysis.

A sequential double mediation model was validated by the structural analysis; organizational learning culture and transformational leadership work together to improve internal communications, which in turn boost social entrepreneurial intentions (SEI) and forecast CSO transformation toward social enterprise hybridity. At R2_IC = 0.911, R2_SEI = 0.765, and R2_TRANS = 0.933, the model explained a significant amount of variance. It also fit well (SRMR = 0.056, NFI = 0.873). These results show that micro-level learning and communication dynamics, not just changes in structure or money, are what really keep CSO hybridization going.

Table 4. Descriptive statistics and reliability analysis

Construct	Mean	SD	Min	Max	No. of items	Cronbach's α
Transformational leadership (TL)	4.17	0.87	1.00	5.00	12	0.968
Organizational learning culture (LC)	4.20	0.86	1.00	5.00	9	0.952
Internal communication (IC)	4.13	0.83	1.00	5.00	9	0.960
Social entrepreneurial intention (SEI)	4.21	0.80	1.00	5.00	9	0.947
CSO transformation (TRANS)	4.05	0.79	1.00	5.00	15	0.960

Note: all constructs exhibited high internal reliability (α > 0.94). Correlations among constructs were positive and strong (r = 0.84–0.94, p < 0.001), supporting the overall coherence of the theoretical model.
Source: Authors' analysis (2025)

These findings theoretically enhance hybrid organizing theory (Battilana & Lee, 2014; Defourny & Nyssens, 2014) by conceptualizing internal communication as a processual connection among leadership, learning culture, and hybrid transformations. This study posits that communication functions as a principal catalyst for change, in contrast to prior research that often regarded it as a secondary or control variable. The substantial path coefficients from TL → IC (β = 0.438, t = 5.10, p < 0.001) and LC → IC (β = 0.529, t = 6.16, p < 0.001) demonstrate that dialogic communications function as an essential mechanism that converts leadership vision and learning culture into a collective understanding and synchronized action. The communications construct alone explained more than 91% of its variance, showing how important it is as a mediator in CSO internal dynamics.

Furthermore, one important motivating factor was found to be social entrepreneurial intention (SEI). Communication and intention work in tandem to facilitate transformation, as demonstrated by the direct path IC → SEI (β = 0.332, t = 3.32, p < 0.01) and the strong subsequent associations SEI → TRANS (β = 0.632, t = 10.57, p < 0.001). According to SEI theory (Mair & Noboa, 2005; Iqbal et al., 2023), moral commitment, perceived feasibility, and social responsibility transform organizational purpose into creative hybrid practice. This finding gives SEI theory empirical support. As a result, SEI serves as a motivating behavior that converts learning and communication processes into observable transformations.

Table 5. Structural model results

H	Path	β (std.)	t-value	p-value	Result
H1	TL → IC	0.438	5.10	<0.001	Supported
H2	LC → IC	0.529	6.16	<0.001	Supported
H3	TL → SEI	0.452	4.52	<0.001	Supported
H4	LC → SEI	0.108	1.35	0.177	*Not significant*
H5	IC → SEI	0.332	3.32	0.001	Supported
H6	SEI → TRANS	0.632	10.57	<0.001	Supported
H7a	TL→ Trans (direct)	-0.283	-2.91	0.004	Significant (negative)
H7b	LC→ Trans (direct)	0.250	-2.91	0.004	Significant (*negative*)
H8	IC→ Trans	0.387	4.00	<0.001	Supported
H8	IC → Trans	0.387	4.00	<0.001	Supported

Note: Model fit: SRMR = 0.056, NFI = 0.873, Q² = 0.589 – 0.791 (high predictive relevance) *Source: Authors' analysis (2025)*

Although transformational leadership has positive indirect effects, its negative direct effect on transformation (β = -0.283) suggests competitive mediation. According to this pattern, while transformational leadership fosters creativity and vision (Bass and Riggio, 2006; Jeong, 2024), it can also impede adaptive change if it is overly top-down or places too much emphasis on mission purity. Organizational learning and flexibility are reduced when leaders exercise visionary control without encouraging participation and communication. Therefore, open communication and group learning processes are necessary for the transformative power of leadership to be fully realized. This realization enhances leadership theory in hybrid social enterprise contexts by highlighting distributed and communicative agency.

Similar partial complementary mediations were shown by organizational learning culture, where transformation outcomes are jointly supported by both direct and indirect effects (VAF ≈ 65%). This suggests a moderately complementary mediation, in which learning culture both directly and indirectly promotes changes through internal communication. Adaptive innovations are reinforced by a learning-oriented culture (Senge, 1990;

Yang et al., 2004), confirming that CSOs can reinterpret their mission through entrepreneurial mechanisms through ongoing reflection and feedback loops.

Table 6. Indirect effect (bootstrap estimates)

Indirect path	Estimate (β)	95% CI lower	95% CI upper	pvalue	Result
TL → SEI → TRANS	0.282	0.083	0.487	0.008	Supported
TL → IC → TRANS	0.166	0.067	0.278	0.001	Supported
LC → IC → TRANS	0.204	0.076	0.353	0.001	Supported
LC → SEI → TRANS	0.071	–0.092	0.263	0.409	Not significant

Note: Bootstrap resamples = 5,000. All significant indirect path confirms the sequential mediations of IC and SEI.
Source: Authors' analysis (2025)

Taken together, the serial mediation of SEI and internal communication implies that hybrid transformation in CSOs focuses on relationships and communication rather than just structural or strategic changes. This study confirms the arguments of Espinosa & Rangel (2022) and Sharma (2023) that the participatory communication and leadership-driven learning are critical for long-term organizational change. It further develop the assertion of Hailey and Salway (2016) that internal governance and trust are more important factors to sustain the long-term impact of Southern NGOs rather than external donor instruments.

In so doing, these findings provide empirical support for the idea that hybridization is a form of sensemaking which combines communication, learning and leadership to promote the development of entrepreneurial agency and common meaning. This is in accordance with the theory of organizational sensemaking (Weick et al., 2005) which is stressing that CSOs still need to interpret, talk and work together to become hybrid organization. It also corresponds with recent work on communicative sustainability (Sutton & Le Roux, 2024), which claims that communicative coherence and not mere surface-level structural changes are foundational to a transformational change enduring in the long term.
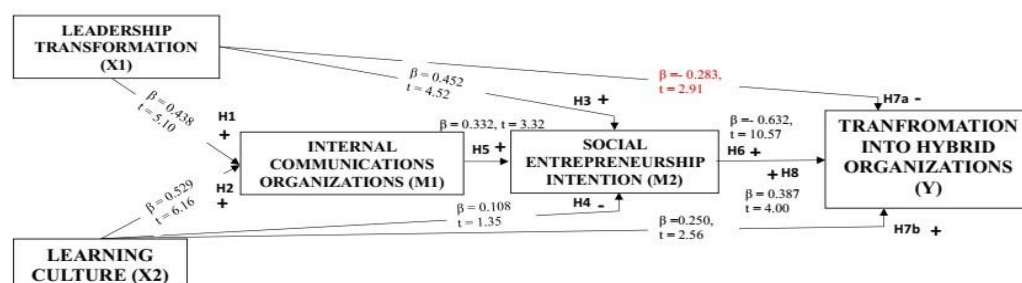

Figure 2. Final Model
Note: p<0.05 . *Source: Authors' analysis using SmartPLS (2025)*

You can see how communication, learning, and leadership work together to make the cognitive and motivational bases of social entrepreneurial intention when you look at the whole This helps CSOs become hybrid organizations that last a long time. To keep civil societies going, people need to learn how to talk to each other and learn in ways that bring about change in the group and the business.

DISCUSSION

The research elucidates that leadership, learning, communication, and group entrepreneurial motivation(s) underpin interactions and interpretation of sustainable transformation processes in CSOs rather than instrumental-linear hierarchy. The relationship between psych readiness and structural capacity plays a key role in transformation, with learning and communication mechanisms provided as the substrate connecting the vision of leadership to that of entrepreneurship. This contributes to literature on hybrid organizing (Weick et al., 2005; Battilana and Lee, 2014; Maitlis and Christianson, 2014) by reorienting analysis away from structural adaptation towards motivational alignment and communicative sensemaking that facilitates the sustainability of the hybrid.

Transformational leadership still nested in it is no easy but crucial process. It builds moral purpose, vision and group goals but the benefits only emerge as people learn from one another and talk to each other. The result offers some empirical evidence that transformational leaders stimulate innovative behavior and organization performance by creating a condition where all the members can be engaged in (Bass & Riggio, 2006; Maalouf et al., 2025). This

effect is enhanced in CSOs with communicative leadership practices for it improves sensemaking, trust creating and collaborative reading of change (Men, 2014; Jeong, 2024). So, rather than being the font of some infallible authority, leadership is what drives mutual understanding and change to be co-created.

The is based on the mentality in which an organization learns. Enabling learning environments where reflection, experimentation and adaptive problem-solving is encouraged (Senge, 1990; Marsick & Watkins, 2003). CSOs are able to integrate social and business goals. Organisation learning can maintain organizational vitality in resourceimperiled settings, by allowing the organization to see beyond boundaries as new idea and similar (Yang et al. 2004; Acevedo & DiazMolina, 2023) ProtectivePosture. This supports the notion that long-term viability and institutional malleability arises out of continuous learning.

Internal communications are the cohesive force in this system – rendering learning orientation and leadership intent mobilizing action throughout the organisation. Our results conclude that open communication and dialogic knowledge creation figure as cultural promoters and collective understanding builders, trust enhancers; they constitute what is known as communicative sensemaking (Gulich et al., 2024; Sutton & Le Roux, 2024), which have been already researched in internal sustainability communications. This perspective offers that communication incorporates the cognitive, affective and structural dimensions of change beyond focusing on functionality (Armenakis & Harris 2002).

The existence of intentions as a mental link between internal capabilities and external changes on the motivation level, known as social entrepreneurial intention (SEI). This mutual aim illustrates that members are prepared to consider an alternative form of value adding that can generate its own rationale (Mair and Noboa, 2005; Hackerts, 2015; Iqbal et al., 2023). Recent researchs indicate influences of factors, such as self-confidence, achievement motivations and sociocultural values on SEI formations (Uddin et al., 2024). These individual drivers aggregate to constitute organisational (CSOs) collective entrepreneurial orientations, converting value-based intents into hybrid pragmatic behaviors that would optimize the simultaneous investment of financial and social values.

In total, this study also provides new understanding of internal communication and SEI as key mechanisms for learning and leadership to achieve organizational change. Thus, our results support the idea that it is rather communicative processes that contribute to the unfolding of sensemaking and collective learning, and not vice versa, while SEI provides motivational power for adaptive innovations, without providing a supporting evidence why one pattern can be only taken as a secondary mechanism. This reading indicates that hybridization operates as communicative practices around meaning and intentful practice done in the name of particular definitions, rather than a marriage of external business models, consistent with perspective on hybrid organizing (Dacin et al., 2011; Pache & Santos, 2013).

These findings suggest that soft systems, such as dialog leadership, learning culture, and open communication environment need strategic investments instead of structural or financial changes to maintain COSs. Sustainable hybridization is the result of entrepreneurial shared intent, learning orientation and common meaning following to convert organizational vision into long lasting social impact Sameig (Hailey and Salway 2016; Espinosa and Rangel, 2022).

CONCLUSION, CONTRIBUTIONS AND LIMITATIONS

In doing so, this research illuminates the transformation of Indonesian SCOs who had previously depended on donors as recipients and who have now turned to new sustainable hybrid practices. The theoretical foundation of this literature review is the integrative model proposing the motivational and communication processes, which drive organizational change through a combination of SEI, learning facilities, transformational leadership behavior as well as internal communication. Transforming is considered a continuous process of sensemaking based on shared meaning, common learning and purpose rather than as just modification of structure or capital.

This study theoretically broadens the relevance of leadership and learning organization theories to the nonprofit and civil society sectors by highlighting the mediating functions of communication and intention as the foundational framework for change. The suggested integrative framework improves hybrid organizing theory by showing that the long-term success of social enterprises in developing countries is affected more by internal psychological and communication processes than by outside limits. This study elucidates the development of hybrid resilience within civil society by integrating leadership, learning, communication, and intention. This interpretive model links the way people think to the way institutions change.

The results show how important it is for CSOs to improve their soft skills, especially in leadership, learning culture, and communication systems. These are all important for making long-lasting changes from both a practical and policy point of view. Donors, development organizations, and lawmakers can help by creating programs that build capacity and focus on open communication, reflective leadership, and collaborative learning. Future research could broaden this framework through longitudinal or cross-sectoral studies to examine the development of these

internal mechanisms across institutional and cultural contexts, thereby improving our understanding of civil society's shift towards enduring hybrid sustainability.

Contributions

This study expands the theoretical scope of hybrid organizing (Battilana & Lee, 2014; Defourny & Nyssens, 2014) by introducing communication and social entrepreneurial intention as ***processual micro-foundations*** of transformation. It demonstrates that hybrid sustainability in resource-constrained contexts depends more on internal communicative and motivational mechanisms than on external institutional pressures.

By applying transformational leadership and learning organization theories to the nonprofit sector, this research shows how visionary leadership and a learning-oriented culture co-produce adaptive, innovative, and resilient hybrid practices. The findings conceptualize *internal communication* not merely as an operational function but as a **strategic bridge** connecting leadership vision and collective entrepreneurial motivation thereby enriching the literature on communicative leadership and sensemaking. For donors, policymakers, and development organizations, this study underscores the importance of strengthening *soft capacities* leadership, learning culture, and internal communication systems over structural reforms. The proposed model offers actionable guidance for CSOs to balance social missions with entrepreneurial sustainability through participatory leadership, dialogic communication, and collective learning. These findings contribute to advancing the **Sustainable Development Goals (SDG 8, SDG 10, and SDG 16)** by promoting decent work, reducing inequalities, and fostering strong, transparent institutions through communicative and learning-driven organizational models.

Limitations And Future Research Directions

Despite its theoretical and practical significance, this study has several limitations that open avenues for future inquiry the research focuses on CSOs in a single Indonesian city (Semarang), which may limit the generalizability of results to other regions or institutional contexts. The quantitative, cross-sectional nature of the study restricts causal inference; future longitudinal or mixed-method designs could provide deeper insights into temporal dynamics of hybrid transformation. Future studies may expand the model across different types of hybrid organizations (e.g., cooperatives, social startups, community enterprises) to compare variations in leadership learning communication dynamics. Comparative research across countries or cultural settings could further test the robustness of the integrative model and explore how local institutional norms shape the pathways toward hybrid sustainability.

In sum, this study provides both **conceptual advancement and empirical validation** for understanding how internal organizational mechanisms leadership, learning, communication, and intention collectively enable sustainable hybrid transformation in civil society. It invites further exploration into the **communicative and psychological foundations** of hybridity in the Global South, reinforcing the idea that the future of civil society sustainability depends on *dialogue, shared meaning, and collective entrepreneurial intent.*

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