SCALING ORGANISATIONAL CAPABILITIES AND ORGANISATIONAL SUPPORT TOWARDS SOCIAL INNOVATION IN MALAYSIAN SOCIAL ENTERPRISES

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Abstract: Much of the previous studies on social enterprise have focused on defining and adapting theories to explain the recent emergence. These studies have focused mostly on the outcomes of the social programs offered by social enterprises. This study however penetrates on social enterprises engagement in managing social programs to respond to the needs of the community and the influence of organisational capabilities and support from the organisational on those social programs. This cross-sectional study will adopt the purposive random sampling method and will collect data from 140 social enterprises in Malaysia. This study will use the Structural Equation Model (SEM) and Partial Least Square (PLS) for data analysis. In order to create a strong and foundation and environment for social enterprises, all sectors are encouraged to be involved in realizing the Malaysian Social Enterprise Blueprint. Social enterprises should therefore expanding their social programs to spread the positive effects towards reducing poverty and environmental issues, such as education outcomes, access to healthcare and unemployment.

Keywords: Social Enterprises, Social Programs, Organisational Capabilities, and Support.
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Introduction

The social enterprises are important to social and economic development of economies, by providing goods and services which the market or public sector is unwilling or unable to provide, developing skills and talent, job creation, and enhancing civil public involvement (Smallbone et al. 2001; York, 2011). As a result, reducing the social cost incurred by the government for welfare benefits, mental health services, homelessness, and the criminal justice system as mentioned by Ryan and Lyne (2008). Recognising the potential of social entrepreneurship, Malaysian Global Innovation and Creativity Centre (MaGIC) of Social Entrepreneurship is responsible for fulfilling the mandate given by the government to develop the social enterprise sector in Malaysia. Accordingly, the government allocates RM20 Million for impact-driven enterprises, to become a high-income nation, as a regional leader people-centric economy by 2013 in Malaysia Social Enterprise Blueprint. The blueprint will build a

strong foundation and environment towards the growth of social enterprises in Malaysia to ensure the continuous improvement of the mind-set and culture with the community of social entrepreneurs (Economic Planning Unit, 2016). Thus, by empowering related intermediaries and other parties, the social enterprise community acquires the skills and capabilities that required improving the social enterprise and making it ready for scaling (Malaysian Social Enterprise Blueprint, 2015). In Malaysia, there have intermediaries, such as *Batik Boutique, Catama craft Enterprise, Dialogue in the Dark, The Nasi Lemak Project, Tandemic* and etc. that actively involved in social programs and supported the community. However, these initiatives alone are insufficient to recognise the potential of social enterprise, which requires the engagement from all parties including community, government, private and public sectors for the development of social enterprises (Nicholls, 2010; Simon, 2010; Defourny and Nyssens, 2010; Bjerke, 2013).
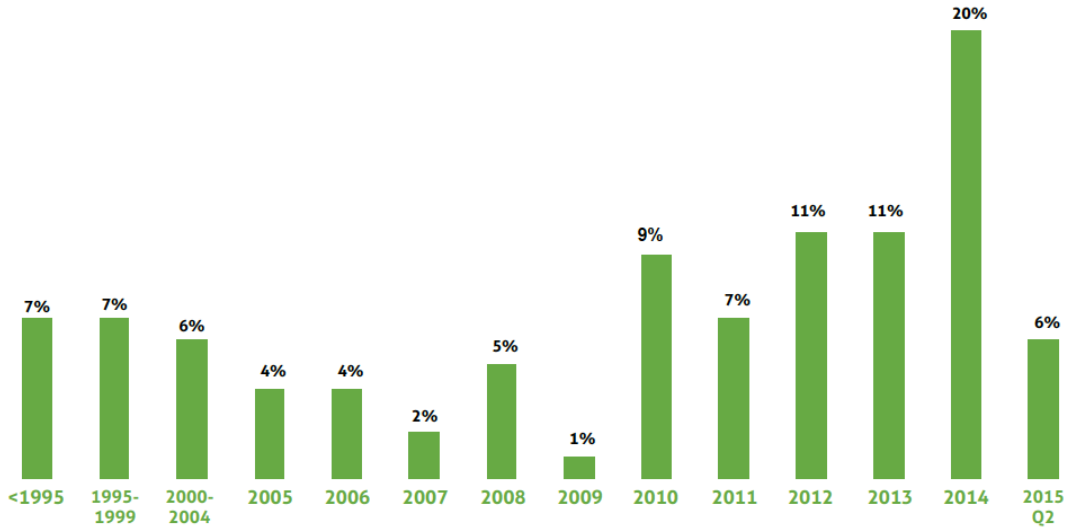

Figure 1: Year of Founding of Social Enterprises

According to the figure 1 show that social enterprise sector is still in the early stage in Malaysia as compared to another developing country such as Thailand. Malaysian has begun the survey on dynamic and growing Malaysian social enterprise sector in 2015 with the finding of 75% organisations were existed in the last five years. The survey reported that currently, 26% social enterprises in Malaysia are below than a year old, while, 64% of social enterprises are 6 years old or less. Even though social enterprise is infancy but rapidly growing sector in according to the highest organisations founded in Malaysia. According to the Social Enterprise National Survey, 2015 provided that social enterprises involving in four differences sectors in Malaysia, which are community development and integration, environment and sustainability, economic access and poverty alleviation, education and healthcare. For many of these social enterprises, most of their revenue generated from the commercial sales that shows there is a demand and market for products or services of social enterprise.
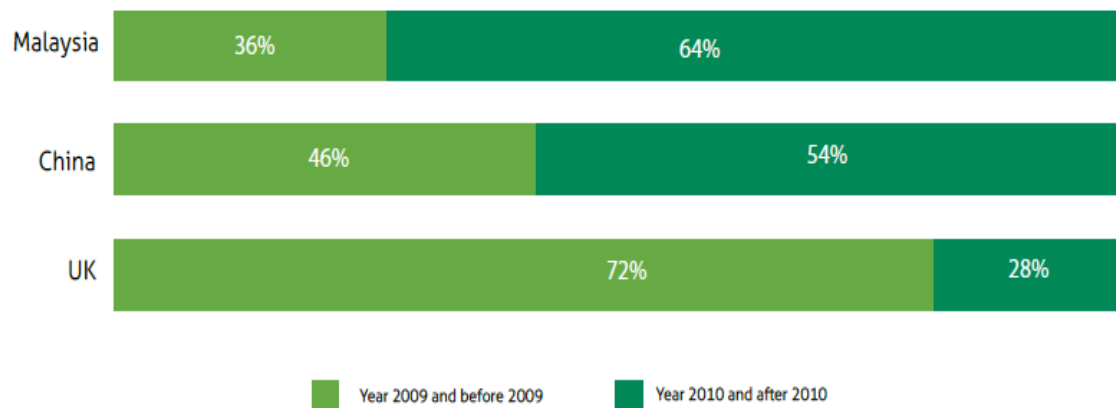
Figure 2: Founding Years of Social Enterprise across Malaysia, UK and China

According to figure 2 the data was compared with the Malaysia, United Kingdom (UK) and China specifically. The reason to compare with the UK because this country is an important benchmark as the most developed social enterprise sectors in the world compared than the other countries. While, the social enterprise in China mirror many traits of Malaysia's sector, which is young, rapidly growing and operates with no legal definition or formal government recognition. In comparison with Malaysia, the social enterprise environment in China is also young, with 54% of social enterprise being founded after 2010. The social enterprise sector in the UK is more established, with 72% of social enterprises having been in operation in year 2009 and before 2009.

Hence, social enterprises regarded as successful mechanisms for efficiency and effective with the creation of economic and social value. The initiatives of social enterprise developed to respond to the society needs that neglected by for profit enterprises and were not adequately addressed by public sectors. Initially, many social enterprises begin as volunteers or self-help groups that encourage entrepreneurial initiatives and mobilizing a mix resource in the start up phases (Borzaga and Becchetti, 2011; Borzaga and Galera, 2012). Currently, more and more social enterprises are focusing on improving their operating models to ensure long-term sustainability and longevity by adopting a new business model where a revenue-generating component is used to offset the risk of a fall in donation income (Karin and Stefanie, 2010; Kerlin, 2013). According to the Malaysian Gross Domestic Product (GDP) has increased 17.5 times and GDP per person has increased 7.8 times from 1980 to 2013. Obviously, the economy has shown significant growth contribute by the rich resources and export-oriented commodities, currently, median household income reported as one of the highest in Asia, after developed nations (Khazanah State of Households Report, 2014). This study therefore focuses on examining the effects on organisational capabilities and organisational support towards social innovation in Malaysian Social Enterprises.

Literature Review

Definition and Concepts of Social Enterprise

The dimension of social enterprise were difference between geographic and region that derive from the diverse contextual situations in which the concept of social enterprises has developed as provided by researchers such as Mair and Marti; (2006), Kerlin (2006); Simon (2010); Seong (2013). Much of the research clarifying the emerging concept of social enterprises often causes confusion as this term encompasses a broad range of different organisational types and practices offered by different authors (Teasdale, 2010; Simmons, 2008; Alter, 2007) as social entrepreneurship can be seen as the process through which social entrepreneurs created social enterprise (Defourny, Jacques, and Marthe Nyssens, 2011). There are two distinct schools of thought when using the term of social enterprise in the US and in Europe. In the US, scholars such as Dees (1998) use the term social enterprise to refer to market-based approaches to tackling social problems (Kerlin, 2006), or revenue raising activities undertaken by non-profit organisations (Teasdale, 2010) whilst Kanter and Purrington (1998) refer to for-profit organisations that provide public or social goods, operating in and/or around the social sector or programs. In Europe, the term enterprise is an organisational unit as cited by Spear, 2006, whilst the term social was initially a collective organisational term (Teasdale, 2010), for example, the co-operative, which is thought as the dominant organisational form (Defourny and Nyssens, 2010). Some European researcher, use the term to include for-profit organisations (Harding, 2010), while other academics use the term to refer to community enterprises (Tracey et al., 2011). Meanwhile, Williams (2007) argues that it is possible to distinguish organisations named social enterprise whose primary objective lies with social purpose from organisations whose priorities are economic value and profit generating. Following that reason, Teasdale (2010) used this distinction of objectives to clarify which organisations should be termed social enterprise and other organisations that would lie under social business. According to Social Enterprise UK (2017) indicate that social enterprise should have a clear social and environmental mission, accountable, transparent, interest in social mission, which generate the majority of income through trade and reinvest the majority of the profits.

In Malaysia, as provided by MaGIC, (2015) social enterprise is an entity that achieves a social mission by using a business model that combines elements of non-profit companies and for-profit companies. As a social enterprises, they have a social mission to solve whether the social or environmental issue including increasing the self-sufficiency of the disabled, providing affordable sources of electricity to the poor, and reducing unemployment amongst rural youth. The business model for social enterprise differs from the classical business model, which shows a roadmap on how to generate economic value and create social value in a measurable way (Kettunen, 2013; 2015). Social impact must be a part of a social enterprise business model. Thus, the social enterprises equally priorities both social mission and profit. Social enterprise's primary mission is sustainable social impact not shareholder returns (Kettunen, 2013). On the one hand, social enterprise earns their money through a business model. The field of social enterprise emerges as an organizational concept, with some conceptualizations referring to the application of business expertise and market base skills to the social sector (Reis, 1999; Thompson, 2008; Boschee and McClurg, 2003; Austin and Seitandi, 2011). A wider conceptualization of social enterprise refers to innovative activity with a social purpose in either the business or non-profit sectors or as hybrid structural forms, which mix for social and economic activities (Austin and Seitandi, 2011; Kulothungan, 2010). According to Di Domenico and his colleagues that social enterprises take the mechanisms of the marketplace

and combine them with a social mission orientation in order to achieve sustainable innovative social solutions through a self-sustaining organisation (Di Domenico, et al., 2010).

To get a clear understanding of the dynamics of social enterprise, Noya (2009) presents a list of criteria which includes: the continuity of the production of goods and services, autonomy, economic risk, an explicit aim to benefit community, a decision making power not based on capital ownership; and limited profit distribution. Also distributed governance structure and multi-stakeholder participation is of utmost importance. Particularly, interesting from this definition is the fact that social enterprise is a part of the development of civil societies and communities. It is also important to note that social enterprise does not work in separation but are part of significant networks and the different stakeholders view must be taken in account (Durkin & Gun, 2010). It is evident that the emergent of social enterprises have stemmed from the discourse of social entrepreneurship which seeing them playing distinctive role in society as respond to perceive need in a more efficient ways than public, private or traditionally other non-profit organizations (Kulothungan, 2010). Nevertheless, social enterprise creates hybrid organisations with the ability of the entrepreneur to mix the social, environmental, ethical values with the economic values. In regard of social enterprise, poverty being a major and prevalent social problem with many social enterprises focuses on economic empowerment activities. On the other hand, some of the social enterprises operate on neglected problems with positive social externalities. These areas have a much higher potential for value creation because the benefits for society are larger than the financial benefits captured by the entrepreneur (Santos, 2012). According to Founteneau (2011) and Steinman (2010) there are three general areas of social problem, such as deviant behaviour, social inequality and conflict, and problems relating to human progress and social change. The researchers such as Steinman (2010) and Founteneau (2011) agree that the definition of a social problem can be found in the characteristics of qualified social enterprise, which the primary social objective is clearly stated as its core purpose, financially sustainable business model, earning a significant proportion of its income through trading activities, and being accountable to its stakeholders.

Scaling: An Overview

Scaling social impact has become the biggest challenges both for social entrepreneurs in practice (Bloom and Chatterji, 2009; Anderson and Dees, 2008) as well as in social entrepreneurship research (de Bruin and Stangl, 2013; Muhamad and Adham, 2013). Currently, scaling social impact is emerging as a larger problem with the different situation and social issues that need to be met require a unique but adaptable solution with the fast action to be implemented (Kania and Kramer, 2013). Thus, this arguments attract the attention of researcher to explain a growing interest of key conditions that increase or limit the potential to scale social impact for social enterprises, both in theory and practice (Weber, Kroger & Lambrich, 2009; Bloom and Smith, 2010). There are different terms provided by different scholars for scaling, for examples the term used by Wazir and Van Oudenhoven (1998) and Bradach (2003) is replicating social impact. In contrary with the scholars Uvin et al. (2000) and Alvord et al. (2004) choose to use the expression of scaling up. On the one hand, researchers such as MacLean et al. 2013; Brackertz, 2011; and Mulyaningsih, Yudoko & Rudito, 2014 focus on the term of scaling social impact which is need to be social innovations to achieve sustainability and community value creation, which will therefore be used in this thesis. Uvin et al. (2000) cited that scaling is about expanding impact and not about becoming large, the latter being only one possible way to achieve the former. Similarly, although the researcher conducted study on geographic expansion of non-governmental organisation, Bradach (2003) agree that the

objective is to reproduce a successful program's results and not to subserviently recreate every one of its features. As defined by Sherman (2006) the changing on the pattern of social entrepreneurs are more related to scale the impact than the enterprises. This means that the focus is to increase social impact and not compulsory on the social enterprise growth. This point is supported by Weber, Kroger and Demirtas (2015) that scaling act as the most effective and efficient possible increase in social impact based on social enterprise operational model, associated with the goal of satisfying the demand for the relevant product or service. These later study also agreed by Bull, Hedley and Nicholls, 2014; Dacin et al. 2011 that the important factor of scaling is to reach more people rather than restricted to size.

Generally, scaling social impact can be related with increasing or growing social impact. As mentioned by Ahlert et al. (2008) scaling refers to increasing the scope of an organization or a project with the aim of reaching a larger number of beneficiaries or of increasing awareness of a specific issue. In addition, Bloom and Smith (2010) also focus on scaling dimension of quantitative and add qualitative dimensions. The authors believe that scaling is about how to choose a program that has helped to resolve a social problem in a limited way for the program's impact on society becomes wider and deeper. This means that scaling social impact will helps more people in more places to reduces the problems more dramatically. Specifically, Uvin et al. (2000) explain the impact of the scaling with a distinction that can be made direct or indirectly. Accordingly, direct impacts refer to expanding coverage and size or increasing activities of the social enterprise itself, while, the indirect impact means to influence and encourage others to bring about social change. The need for social impact for the value creation in society is tremendous. Although social entrepreneurship seems to be a promising approach to solving pressing social issues, the concept seems not to have taken off yet. The problem is not a lack of good ideas, knowledge or experience but, instead one of speed and scale (Wazir and van Oudenhoven 1998). From the perspective of the individual social entrepreneur, scaling seems like a natural step towards achieving one's social mission. Similarly, on a society level, scaling allows to employ shortage resources in an efficient way by supporting programs that have already proven successful instead of re-inventing the wheel (Bradach 2003). Ahlert et al. (2008) further discussed that scaling not only leads to greater efficiency and faster expansion, as well as higher quality, but also creates intelligent project networks with positive qualitative effects.

Organisational Capabilities

The Organisational capabilities proposes that the scale of social impact achieved by a social enterprise is influenced by how effective the enterprise has been at developing some combination of the seven drivers, systems and structures discussed below.

Staffing

The effectiveness of the organization at filling the labor needs, including managerial posts, who have the requisite skills for the needed positions, whether they be paid staff or volunteers (Bloom and Chatterji, 2009). Staffing is relates to the ability of the social entrepreneurial organization to acquire, develop and maintain the necessary human capital (Becker, 1964). Bloom and Smith (2010) suggested that the social enterprise should be better positioned to scale its social impact, when the social enterprise are able to effectively recruit and develop human capital with the necessary skills, education and training through a combination of an employee

and volunteers (Bloom and Smith, 2010). When labor needs are high, staffing will be crucial for successful scaling (Bloom and Skloot, 2010).

Communicating

Communicating is the effectiveness of the organization that able to persuade key stakeholders that its change strategy by adopting and/or supporting is worth (Bloom and Chatterji, 2009). As such, the communication of organisations have been successful at creating favorable attitudes or behaviors towards the social enterprises programs among the organisation's stakeholders including beneficiaries, volunteers/employees, partners, consumers, or donors. Also, communicating is closely related to the development of social capital in the entrepreneurship field that may allow for growth and scaling social impact (Bourdieu, 1986; Hoang and Antoncic 2003).

Alliance Building

The alliance building refers to the effectiveness with which the organization has forged partnerships, coalitions, joint ventures, networks, and other linkages to bring about desired social changes. The alliance building in social enterprises does not try to do things by itself, instead seeking the benefits of unified efforts. In this way, the social enterprises can scale its social impact with the help or expert exchange of other organizations (Bloom and Skloot, 2010). Some of the social enterprises facing the low of potential alliance or the extent to which other organizations and institutions are potentially available to work with the organization to achieve social change (Bloom and Smith, 2010).

Lobbying

The lobbying is an ability to advocate for government actions that may work in its favor (Bloom and Chatterji 2009), which mean that the social enterprises has succeeded in getting the courts, administrative agencies, legislators, and government leaders to help its cause, that focused on the political capital development. Political capital can be used by social enterprises to scale social impact, and many social enterprises get advantage from shifts in public policy. Hence, by getting an allocation for government budget such as a special fundraiser, spokesperson or partner can make all the organization capabilities effective (Bloom and Smith, 2010).

Earning Generations

The social enterprises generates a stream of revenue that exceeds expenses, which these organization do not have trouble for paying bills and funding its activities or programs (Bloom and Chatterji 2009). Earning generations emerging from earned income efforts, donations, grants, sponsorships, membership fees, investments, or other sources. It will allow the social enterprises to have sufficient financial capital to scale its social impact, and the financial should have legitimacy and persuasiveness with various influencers of social change. (Bloom and Smith, 2010; Bloom and Skloot, 2010).

Replicating

Replicating will reflects the effectiveness of the social enterprises by reproducing the originated programs and initiatives, as noted by Bloom and Chatterji 2009. The services, programs,

activities, and other efforts of the social enterprises, can be copied or extended with a quality, training, franchising, contracting, and other tools for a quality control. Replicating is directly related to social innovation, in order to transfer the social solution easily. The capability of social enterprise's replicating enables its to package innovation to expand the potential capacity to successful scale its social impact (Bloom and Chatterji, 2009; Bloom and Smith, 2010).

Stimulating Market Forces

According to Bloom and Chatterji (2009) stimulating market forces covers the effectiveness of the social enterprises to create incentives that encourage people or institutions to pursue private interests while also serving the public good. Hence, the social enterprise has been successful in creating markets for offerings the products and services, such as micro-loans.
The ability of the social enterprises relates to the creation of financial capital, which, in turn, provides financial capital for successful scaling. The scaling will depend on the availability of situational contingency of the economic incentives that reflects the operation of social enterprises to motivate people's behavior. In this capabilities, the social enterprises engagement with providing financial services would be higher than those engaged with physical activity (Bloom and Smith, 2010).

Systems

A review of scaling in the previous literature suggests systems as important internal organizational factors (Alvord, Brown & Letts, 2004; Bradach, 2003; Sezgi & Mair, 2010; La France et al., 2006; Light, 2004; Oster, 1996). Systems refer to standardized policies and mechanisms to manage rewards, information, performance appraisal, goals and budgets (Burke & Litwin, 1992). Systems facilitate the coordination of internal resources needed for scaling. Researcher such as Weber, Kroger, and Lambrich (2012) found that the crucial of the systems around goal setting, monitoring, evaluating, reporting and budgeting.

Structures

Structures refer to an organization's arrangement of functions and people into specific areas with implications for level of responsibility, decision-making authority, communication and relationships in service of the social enterprise's strategy (Burke & Litwin, 1992). There are crucial to managing and deploying resources needed for scaling in proper social organisations. The structures in social enterprises help to manage the tension of maintaining control and flexibility (LaFrance et al., 2006), which requires thoughtful organization design (structure) (Burke @ Litwin, 1992).

Organisational Support

Previous research found that organisational support for innovation is necessary for influencing social innovation (Lin & McDonough, 2011). The quality of ideas generated and implemented is essential to social innovation, and having a high climate for excellence has been shown as a required condition for social enterprises to support and influence social innovation (Eisenbeiss et al. 2008). Social enterprises support with high quality exchange relationships need the support and reinforcement of social conditions within organisations to influence innovation for their programs and sustaining it (Mulyaningsih, Yudoko, & rUDITO, 2014).

Social Innovation

The social innovation is in the context of social change, which can be seen as an interface between social reflection and action to identify the societal problems and targeted action to address those complex problems (Howaldt & Shwarz, 2010; Harrisson et al. 2009; Le Ber & Branzei, 2010; Mulgan, 2007). The motivations for social innovation of social enterprises arise from tensions, contradictions, dissatisfactions, and denial of what exists (Mulgan, 2010). Social innovation is the answer to social market failures that resulted from unmet social needs by existing institutional arrangements (Nicholls and Murdock, 2012). The researchers such as Murray et al. (2010) agree that social innovation meet social needs and create new social relationships or collaborations that good for society and enhance society's capacity to act. Bonifacio (2014) focused on three key approaches to social innovation, which are the social demand, the societal challenge, and systemic change. *The social demand* approach directed towards vulnerable groups in society with which the social demand responds are not addressed by the market or current institutions. They tackled the problems among youth, migrants, the elderly, and socially excluded with the new approaches development. The societal challenge approach is the integration of the social, economic, and the environmental, which are focused on innovation that directed towards as a whole. The systematic change approach is a process of organizational development and changes in relations between institutions and stakeholders where empowerment and learning are sources and outcomes of well-being. According to Harrisson et al. (2009) social innovations are new social arrangements of the actor/institution interactions, which the goal to constant improvement for individuals and communities from a humanistic point of view. Social innovations encourage the societal transformation to promotes cooperation among citizens, democracy based decision making, empowerment of the citizens and share-holders, participation, social justice, solidarity, a good society and social cohesion (Etzioni, 2004). In emergence of change, there are three primary condition required 1) the building capacity through combinations and mobilization of existing/new resources and capabilities (Biggs et al. 2010; Mulgan, 2007; Moulaert, 2008); b) the collaboration of actors across multiple domains and sectors for diffusion to occur (Biggs et al., 2010; Harrisson et al., 2009; Rogers, 1995); and c) the scalability and sustainability of social innovations (Mulgan, 2010).

Methodology

Data Collection

This study will apply self-administered questionnaire in collecting the data. Self-administered questionnaire refers to a data collection technique in which the respondents reads the survey questions and records his or her responses without the presence of a trained interviewer (Hair, Bush, and Ortinau 2003). Furthermore, a self-administered survey helps to minimize the tendency of social desirability bias to take place whenever sensitive data are requested (Dillman 2007). A drop-off and collect method will be applied in this study. This method involves the researcher travelling to the selected respondents' location hand-delivering survey questionnaires to respondents. Then, the representative collected the completed surveys after the respondents finished (Hair, Bush, and Ortinau 2003; Zikmund 2003).

Sample Size Requirements

This study will use purposive random sampling method to select predetermine number of people who in the judgment are best positioned to provide the needed information. In this study, the respondents are the owner or the person who represents the high level of management hierarchy or involved with the business operation. This study, therefore, will collect data from 140 social enterprises in Malaysia as a sample size in order to represent the overall population.

Statistical Techniques

This part will discuss the tool use to analyse data, which are Structural Equation Model (SEM) and the Partial Least Squares (PLS).

Structural Equation Model (SEM)

This study will use Structural Equation Model (SEM) to analyse the relationship between the organisational capabilities, organisational support, and social innovation. SEM has several advantages due to its ability to explore the relationships amongst the dependent variables, allow unequal weights for indicators to be unequal or correlate and measure recursive and non-recursive relationship between constructs. According to Hair et al., 2006 SEM explains the relationship among variables using multivariate regression and factor analysis that act as the multivariate technique.

Partial Least Squares (PLS)

The partial least squares (PLS) method will use to analyse a complete survey dataset in this study and will applies a component-based approach for estimation purposes that can handle both reflective and formative structures (Lohmoller 1989). The components of PLS use the smallest necessary number of orthogonal factors (latent variables) to estimate path-loading parameters. Compared to structural equation modeling (SEM), PLS places minimal restrictions on measurement scales, sample size, and residual distributions (Chin et al. 2003). This study, therefore, choose PLS as a statistical technique. According to "10 times" rule of thumb for the minimum sample size in PLS analysis, the sample size is determined by (a) the block with the largest number of formative indicators or (b) the dependent latent variable with largest number of independent latent variable impacting it. The minimum sample size is suggested to be 10 times either (a) or (b), whichever is greater (Barclay et al. 1995 & Chin, 1998.

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