

Understanding How to Form a Successful Social Entrepreneurship: Motivation Opportunity Ability Perspectives

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Abstract

Purpose: The presence of social entrepreneurship can serve as a compelling catalyst, motivating individuals to embrace entrepreneurship as a means to address local challenges and foster innovation.

Methodology: This study uses a qualitative approach with an exploratory case study design. Data were collected through semi-structured interviews, direct observation, and internal document analysis. The interviewed participants were founder and orphanage children who were actively involved in entrepreneurial activities.

Findings: Drawing upon the Motivation, Ability, and Opportunity (MOA) framework, the findings revealed that motivation stems from a strong social spirit and personal lifelong dreams. Opportunities arise from the unique concept of socio entrepreneur in orphanages and ease of obtaining funds, while abilities include social skills, leadership, financially independent and social capita).

Originality: Research in the field of social entrepreneurship is also still limited. The primary objective was to delve deeper into the motivations of social entrepreneurs within orphanages and identify factors contributing to their success in fostering entrepreneurship

Research limitations: The outcome resulting from entrepreneurship is a rich mindset, enjoying sharing, having my income, and increased motivation to become an entrepreneur. This finding needs further explanation and exploration using quantitative methods to better results.

Keyword: Social entrepreneur, orphanage, Motivation, Ability, opportunities

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Introduction

According to the Indonesian Ministry of Social Affairs, a children's orphanage is a social welfare institution that has the responsibility to provide social welfare services, such as compensation and alleviation of neglected children (Rizky, 2022). Apart from that, the specific services provided by orphanages include substitute parents/guardians for children in meeting the physical, mental, and social needs of foster children. Therefore, children here can still get broad, appropriate, and adequate opportunities for personality development. Community donations, company donations,

and government grants typically cover the majority of the operational costs associated with running an organization.

Currently, some orphanages are establishing their businesses to cover operational costs and develop innovative solutions to local problems, ultimately achieving success in their operations. This is also commonly referred to as social entrepreneurship. Social entrepreneurship has become a fascinating phenomenon, as its ultimate goal is not only to focus on material profits and customer satisfaction but also on its significance for people's lives. The Social entrepreneurship process can be seen as a process of "problem-solving" in society. Existing literature also states that social entrepreneurship is a phenomenon that is attracting worldwide interest because prospective solutions are predicted to provide sustainable and innovative solutions to socio-cultural and environmental problems and have been recognized as a tool for achieving sustainable development (Ho & Yoon, 2022; Bansal et al., 2019; Kamaludin et al., 2024). This research was conducted at the Al-Madina Surabaya Foundation, a child social welfare institution (LKSA), also commonly known as an orphanage. This foundation initially operated with the support of donors. Currently, the foundation has transformed the orphanage into a kids'preneur center, an entrepreneurship training center for orphans who aspire to become entrepreneurs. So this supports Indonesia's goal of becoming a developed country.

According to the Ministry of Industry, to become a developed country and strengthen Indonesia's economic structure, at least 4% of entrepreneurs are needed (Kemenperin, 2020). Referring to data on the number of entrepreneurs in Indonesia, the number of Indonesian entrepreneurs is still around 3.7% (Siregar, 2022). So, putting forth maximum effort remains crucial in fostering motivation to become an entrepreneur. The emergence of social entrepreneurship serves as a powerful catalyst, motivating individuals to choose entrepreneurship as a path to address local challenges and drive innovation. Apart from that, research in the field of social entrepreneurship is still in its early stages of development (Ho & Yoon, 2022). The differences in the goals of orphanages are interesting for further study, as noted in a literature review conducted by Jurado et al. (2021), which examined social entrepreneurship from 1996 to 2016. The findings suggest that social entrepreneurship is a phenomenon that requires further empirical research to be appropriately defined, and more success stories are needed to fully comprehend the entire process, from the conception of the idea to the creation of social change. The issue of funding is also another important topic because it is not entirely clear how social enterprises are funded, and it would be interesting to know who funds these types of organizations and why.

This research aims to achieve three primary objectives: first, to conduct an in-depth analysis of the motivation behind social entrepreneurs in orphanages; second, to explore the pivotal role of technology in driving the success of social entrepreneurship; and finally, to demonstrate how dynamics, motivation, and innovation contribute to the entrepreneurial success of orphanages, impacting company performance. By addressing these aspects, this study contributes valuable insights to the business and entrepreneurship literature, offering strategies for social entrepreneurs that can be applied across related fields. This study not only broadens the understanding of the motivations of how social entrepreneurs are formed, but also contributes to business and entrepreneurship literature. Through the MOA approach, this study contributes to social marketing practices by identifying how to form change agents from vulnerable groups such as orphanage children. This approach opens new opportunities in designing social entrepreneurship-based intervention programs to encourage behavioral change in the community.

Literature Review

Theoretical Background

Social entrepreneurship Over the past two decades, social entrepreneurship has garnered

significant attention, becoming a phenomenon of great appeal among socially conscious groups. Defined from various perspectives, social entrepreneurship intersects with social capital. Notably, social entrepreneurs strategically leverage relationships with active groups or institutions to create and mobilize social capital resources, complementing both economic and social objectives (Hidalgo et al. 2024). Social entrepreneurs also bring constant change to changing social problems, namely poverty, social inclusion, inadequate social facilities, and environmental problems (Zeyen, et al., 2013). Social entrepreneur focuses on social problems where individuals act as agents of change to influence system change and continuous improvement (Pacut, 2020). Even though it seems that this business concept is ideal, where the parties are mutually beneficial, this business concept also has its challenges because as we know, when we run a business, it is important to continue to be able to maintain the company's cash flow so that it remains healthy and sustainable. The following are some of the challenges of running a business with this Socio-entrepreneur concept. Dynamic market access (Zhang et al. 2024), the majority of Social-entrepreneurs experience obstacles in opening market access, this happens because the products they make are generally not yet widely known by the local community where the business is located.

The theory of Reasoned Action (TRA) has its roots in the writings of Heider, 1958, who was interested in knowing how people make attributions for the causes of events and the conditions under which attributions are stable in a person's position. This theory focuses on understanding the causes of one's own and other people's behavior. In the marketing context, TRA has been used in various fields such as investigating children's reactions to TV advertising (Robertson & Rossiter, 1974) and advertiser credibility (Settle & Golden, 1974). This study explains why people become social entrepreneurs in their orphanages. Then comes Motivation Opportunities Abilities (MOA) framework. Aside from the TRA theory, researchers need theories and models that incorporate the antecedents of a particular behavior, the fundamental acts for that behavior, and the consequences of the behavior in one model (MacInnis et al., 1991). For this reason, scholars employ the MOA framework to better understand the factors that influence social entrepreneurs' participation and involvement. Using the MOA framework in this study enables researchers to predict and explain social entrepreneurial behavior in OC, as well as theorize and test the complex relationships between antecedents of social entrepreneur participation and behavior, as well as the relationship between outcomes for social entrepreneurs as a result of engaging in activities or behaviors that support the anticipated outcomes. MacInnis and Jaworski (1989) proposed the MOA model for the context of information processing. Furthermore, MOA is frequently conducted in study in numerous contexts, such as tourism (Hung et al., 2011), online learning (Bajaber, 2024), entrepreneurship (Turner & Pennington, 2015), Leadership (Ahmad et al., 2021) and the hospitality field (Bigné et al., 2010; Bigné et al., 2015).

Recently there has been research on Social Entrepreneurship in Indonesia. According to Setiawan et al. (2023), social entrepreneurship is not yet fully understood in Indonesia. This social entrepreneurship tends to be carried out by the State and has not spread to the private and non-government sectors. On the contrary, in developed countries, social entrepreneurship is viewed as a moral obligation. The findings prove that the transformation from social assistance to empowerment is not an easy thing to do. It takes a long time in the empowerment process so that beneficiaries can be empowered.

Zulkifli & Aziz (2023) Conducting a longitudinal survey on factors that motivate students to undertake social entrepreneurship before and after the COVID-19 pandemic. The research findings found that Social Awareness, Self-Efficacy, Previous Entrepreneurial Experience, and Cosmopolitanism were consistently significant determinants of Social Entrepreneurial Intention both before and after the pandemic. Meanwhile, Perceived Social Support became significant post-pandemic. Furthermore, Aziz et al. (2023) investigated the determinants of youth readiness for social entrepreneurship to influence sustainable community development in Malaysia. The

findings of this study demonstrated that self-efficacy, perceived social support, and prior entrepreneurial experience had a significant positive relationship with youth readiness for social entrepreneurship. The youth also reported an overall positive outlook and preference for community development as the focus of their social entrepreneurship. Existing research is still limited to quantitative survey research. There are limited previous studies that combine motivation, opportunity, and ability in this vulnerable population.

The MOA framework consists of three dimensions: motivation, opportunity, and ability. MOA framework posits that these three dimensions are the primary factors influencing individual behavior (Bajaber, 2024; Hughes, 2007; Turner & Pennington, 2015). The following is an explanation of the MOA dimensions:

1. Motivation

Motivation is described as a person's desire, willingness, and readiness to perform in a specific way (MacInnis et al., 1991; Turner & Pennington, 2015). Bajaber (2024) defined motivation as the primary force or driving force that guides individuals to exhibit specific behaviors, such as fulfilling needs and pursuing interests, and engaging in hobbies and values. In this study, researchers are interested in observing the motivation of social entrepreneurs to create value.

2. Abilities

Ability is often associated with knowledge (Yan et al., 2024). Ability is defined as a resource level that encompasses technical knowledge, skills, and experience, as well as socialization, emotional, and cognitive capacities that an individual possesses and can utilize in their activities (Turner & Pennington, 2015).

3. Opportunities

Opportunity factors are environmental mechanisms that contribute to achieving goals related to engaging in certain behaviors (Bajaber, 2024). MacInnis et al. (1991) defined opportunities as circumstances of time and conditions that are appropriate and make it possible to act, whereas (Gruen et al., 2006, 2007) describe situations that are conducive to achieving desired results.

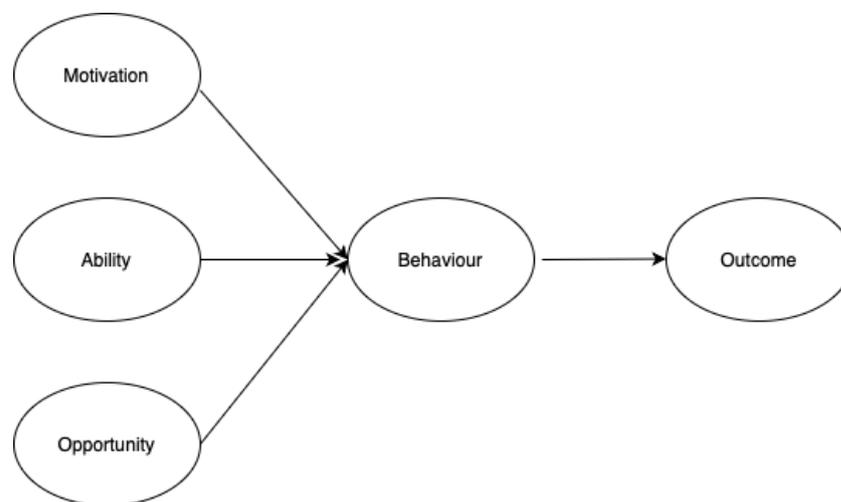


Figure 1. Research Model adapted from Motivation Opportunities Abilities (MOA) Framework.

Research Methods

To understand the dynamics, motivations, and innovations of social entrepreneurship carried out by orphanage institutions, this study uses a qualitative approach with an exploratory case study design. Data were collected through semi-structured interviews, direct observation, and internal document analysis. The interviewed participants were founder and orphanage children who were

actively involved in entrepreneurial activities. The study was conducted in one of the best orphanages in Surabaya which has an active business unit and is known to have a kidspreneur empowerment program. Interview transcripts were analyzed to identify thematic patterns based on the Motivation–Opportunity–Ability (MOA) framework. Direct quotes were used to represent the voices of participants and describe the social process authentically. To maintain the validity of the data, this study applied source triangulation and researcher reflection. The researcher also ensured that ethical principles were adhered to, including obtaining participant consent and maintaining the confidentiality of participant identities. According to Lumpkin et al. (2019) organizations that involve local communities and believe that communities have distinct group identities and characteristics that influence how social entrepreneurship occurs.

Results and Discussion

The MOA framework consists of three primary constructs: motivation, opportunity, and ability. Motivation, opportunity, and ability are interconnected and complementary constructs that play essential roles in taking specific actions (Yan et al., 2024; Hughes, 2007; Turner & Pennington, 2015). MOA is utilized in various research contexts because it facilitates understanding the formation of individual behavior without identifying specific variables, allowing for adaptation to diverse situations (Yan et al., 2024). The dimensions of various MOA framework will be explored individually in the following sections:

Motivation

Participants in this research were asked to explain why they participated and contributed to social entrepreneurship. The primary motivation for participating in establishing or forming a social-based entrepreneurial venture is a concern for others, mutual benefit, increased income, and developing an entrepreneurial mentality from an early age.

Concern for Others and personal satisfaction

"I had a dream from high school that I wanted to own an orphanage when I was in college and became president of BEM. I had many opportunities to go here and there and often visited the orphanage and imagined that's how it would be with my 9 siblings if at that time I had lost my parents, my father. "It's over because my family life depend on my father and mother at that time."

Socio-entrepreneurship are those who focus on the social vision and mission they have chosen from the start. For example, socio-entrepreneurship can choose to focus on disaster relief in areas prone to war or natural disasters. Caring for others is an attitude that involves understanding other people's conditions, sharing in their difficulties, and helping to lift them when they are experiencing difficulties. Caring for others is not only about people but also about the community environment, which is what prompted caregivers to establish this institution. According to Alston & Dudley (in Hurlock, 1980), personal satisfaction is a person's ability to enjoy their experiences accompanied by a level of joy. From the definition above, in simple terms, happiness is a short-term short-term phenomenon, while personal satisfaction is a long-term long-term goal. People who experience life satisfaction tend to feel happy, while happy people are not necessarily satisfied when they look back on their life journey. This is what motivated the foundation management to establish this orphanage.

Opportunities

There are no entrepreneurial homes yet

Based on the results of the interviews, the formation of this socio-entrepreneurial Foundation received support from various parties, including the government, individuals, and educational institutions, and they are willing to give back to the community. Informants believe the

Foundation provides them with the opportunity to generate value for all parties involved.

"I don't have a concept, I'm still trying... I collaborated with X University in 2011, and my initial agreement (memorandum of understanding) with LP2M was immediately directed to the Chancellor because no entrepreneurship focused on orphanages"

After the MOU, students come to the orphanage to train in entrepreneurship for 2 years."

"Then continued with X University for 5 years with faculty of economics and business"

"We continue to evaluate and the children need practice"

"We collaborate with various universities to teach business to children at Kidspreneur, instilling an entrepreneurial spirit and motivation to become entrepreneurs so that children can be financially independent in the future"

The absence of an entrepreneurial-based orphanage has created an opportunity for the establishment of this kid's entrepreneur orphanage. The orphanage is an institution that operates in the social sector to support children who have lost their parents. The number of orphanages throughout Indonesia is estimated to be between 5,000 and 8,000, caring for up to half a million children. The Indonesian government only owns and operates a small number of these orphanages; the community, especially religious organizations, runs more than 99% of orphanages. This orphanage cares for children from different backgrounds, such as orphans, orphans, abandoned children, and underprivileged children. Residing and living in an orphanage is not an easy thing for children, especially teenagers. They do not get the warm love of their biological parents. There are many cases of exploitation of children in orphanages, so the function of orphanages as alternative care institutions cannot safely protect children who are outside family care. On the other hand, children grow up in an environment that is not conducive and unprotected, which disrupts the child's growth and development.

Opportunities to get funds from individuals/agencies

"In 2006 I received the land grant and then at that time the mandate was to build an Orphanage"

"I'm looking for 5 billion, it's very easy for me to find money. I got it from the government, personal assistance."

The funds needed for orphans are very large. Moreover, with the addition of this pandemic, it will certainly complicate the economic path. The government may assist orphans with money and other necessities. Apart from the government, it is very easy for private parties, both individuals and organizations, to make donations to orphanages.

Abilities

Networking and high leadership spirit

Networks play a crucial role in facilitating collaboration and binding companies together at all levels, whether formal or informal. Existing literature has demonstrated that networking enhances the effectiveness of women entrepreneurs (Farr-Wharton & Brunetto, 2007). The results of the interview also support this:

"Because I was once a member of the East Java Province Bawaslu commissioner, one was a university member, one was a prosecutor, a community figure, and the first member of Bawaslu was a lecturer, so I have many relationships. Yes, building networking started from students and then continued to Bawaslu, so I looked for contacts to make money, especially for orphanages; it was easy."

In simple terms, networking, or social capital, refers to the relationships in a social environment that often begin with shared interests, such as a common profession or hobby. Social capital acts as a valuable social network resource, connecting local actors. In the context of social entrepreneurship, this social capital becomes paramount (Hidalgo et al., 2024). These existing relationships hold significant potential to support your business endeavors and facilitate your career growth. By building strong networks, you can also explore opportunities for collaboration with other businesses. Collaborating with a friend's business, for instance, allows you to pool resources and share the capital burden.

Outcome

Change Mindset

"The hand above is better than the hand below. "The proceeds from children's sales are also collected and given as scholarships to children who live in "Trenkali area" or children who live on the banks of the river".

Thinking change is thinking about innovation and trying new things, to move from an initial position to a better position. An example of thinking about change is an employee who used to often be told to do so has now become a successful entrepreneur, in this case, a "kidpreneur" tries to change the mindset of a beggar to a giver. One example of applying a growth mindset is learning from other successful people. That way, nursing home residents can gain new skills or knowledge that they may not have had before. So, they can develop to become even better as humans.

Financially independent

"From these sales they get their pocket money, their pocket money and they can even give money to their parents."

Financial independence is a condition when a person has sufficient wealth to be able to live well, and does not ask for anything. For orphanage residents, having independent financial stability is something they desire. Apart from being able to support your own needs, being financially independent can lighten the burden on parents. By being financially independent, a person can manage his expenses and income. Financially independent apart from not being dependent on parents, we also learn how to save expenses, and only use every expense for important things. The awareness to save money certainly arises from our experience as students who have experienced the difficulty of earning money.

Based on the research results, the findings were analyzed using the MOA (Motivation–Opportunity–Ability) approach to understand how social entrepreneurship is carried out in the context of orphanages. A thematic summary of the findings is presented in Table 1 below.

Table 1. Thematic summary findings

MOA Dimensions	Key findings	Theme
Motivation	Entrepreneurial action comes from empathy, social values, and personal life reflection	Strong social spirit and personal lifelong dreams
Opportunities	Unavailability of orphanages run business	Unique concept of socio entrepreneur in orphanage
Ability	Collaborations with universities provide access to training, networking, mentoring, funding, and market exposure	Opportunities to get funds from individuals/agencies
Outcome	Mindset of success definition from founder and kids Kids have ability to earn pocket money	Social skill, leadership, financially independent and social capital

Conclusion

This study employed a qualitative case study approach, focusing on identifying and exploring the underlying motivations, opportunities, and capabilities (MOA framework) that contribute to the emergence and sustainability of social entrepreneurship practices among youth in orphanage and the resulting outcomes. The study identified that motivation stems from a deep concern for others and an internal motivation formed during childhood. Contextual factors, such as the lack of entrepreneurship-focused orphanages and access to institutional support in the form of training and connections from government agencies and universities, shape opportunities. Capabilities are reflected in the development of social skills, leadership capacity, and the

accumulation of social capital through experience and education. The outcomes of this process include a change in mindset towards independence, increased income-generating capacity, and stronger internal motivation to pursue entrepreneurship. The study found that exposure to entrepreneurial activities from an early age can catalyze long-term entrepreneurial orientation.

Limitations and Suggestions for Further Research

This research uses a qualitative method with a case study approach that focuses on the motivation for individual success as a social entrepreneurship and the resulting consequences. Future research can apply quantitative methods to provide better results in examining the determinants of the motivation among the younger generation to become entrepreneurs. Future research can use quantitative methods to get better results to examine factor determinants of the motivation of the young generation to be entrepreneurs. This study only used children in one orphanage as respondents for this research. Future research can use various samples with different ages to see demographic comparisons.

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