

# Social Entrepreneurial Orientation of Non-Governmental Non-Profit Organizations

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## Abstract

**Purpose :** Social entrepreneurial orientation (SEO) is the adaptation of entrepreneurship in an organization that enhances the performance and sustainability of organizations. The study assessed the levels of SEO, including its key dimensions (social innovativeness, social proactiveness, social risk-taking, and socialness), across different types of non-governmental non-profit organizations (NPOs) and identified factors that affect SEO.

**Methodology :** One hundred and ten non-governmental organizations in Sri Lanka's Ampara District were investigated. The owners or management of the organizations provided the information. The study included a structured questionnaire, and Stata 19 was used for the analysis.

**Findings :** Results showed that levels of SEO varied greatly depending on the type of company. SEO was significantly positively correlated with organization size, organic organizational structure, government non-financial support, and strong-tie resource mobilization. NPOs with financial government-supported and revenue-generating operations have much higher SEO. Additionally, the gender and race of the owners or management made a big difference in SEO. Male-owned or managed businesses displayed higher SEO than those with female owners or managers. According to religion, the SEO of NPOs was found to be in the following order: In descending order, the names of business owners or managers who represented Islam, Roman Catholicism/Christianity, Buddhism, and Hinduism are listed.

**Practical Implications :** The study found that more target-oriented support should be provided for the NPOs. These must take into account both organizational and personnel characteristics of organizations.

**Originality :** This study constructed a model to evaluate factors impacting the level of SEO, in contrast to earlier studies on SEO.

**Keywords :** non-profit organizations, social entrepreneurial orientation, social innovativeness, socialness, social proactiveness, social risk-taking

**JEL Classification Codes :** L21, L26, L31

**Paper Submission Date :** June 26, 2023 ; **Paper sent back for Revision :** July 10, 2023 ; **Paper Acceptance Date :** July 15, 2023

Non-profit organizations (NPOs) have non-profit-oriented missions (Tan, 2010). NPOs' service demand increased due to the government's failure to meet societal needs (Do Adro et al., 2021; The World Bank, 2018). According to Enjolras and Sivesind (2018), these organizations deliver efficient and effective services and are referred to as the third sector. Those play an increasingly significant role within the national social

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**DOI :** <https://doi.org/10.17010/amcije/2023/v6i2-3/173335>

and political context in influencing the global economy (Stecker, 2014), and they are recognized for their importance to a country's sustainability (Tan, 2010). NPOs are a wide range of organizations that receive funds or philanthropic donations to offer goods and services (Chen & Hsu, 2013). Since NPOs rely heavily on government funding and philanthropic support, their sustainability is threatened, especially during economically challenging periods (Lyons, 2010). As a result of reduced income (donor funding), intensified competition, and ever-growing social problems and demands needing their attention, NPOs face financial constraints that prevent their survival (Anheier, 2005). To survive in such an environment, these organizations must compete to access scarce resources (Mano, 2010).

Entrepreneurship is essential for high-performing firms (Halberstadt et al., 2021). NPOs can benefit from social entrepreneurship (Tan, 2010) because it helps in the self-sustenance of an organization and mitigates the risks associated with relying on other sources of income, such as government and other traditional sources of funds (Lyons, 2010; Tan, 2010; Weerawardena & Mort, 2012). Organizations that practice social entrepreneurship often have a more significant positive social impact and may thrive in a cutthroat market. In other words, they successfully raise socio-economic value while raising people's living standards (Eikenberry, 2009; Hu & Pang, 2013). Due to the strategies for income diversification and entrepreneurial innovation that these organizations frequently use and tend to adopt (Dees, 2001; Weerawardena & Mort, 2012), a social entrepreneurial perspective in organizations is also associated with greater financial efficiencies (Short et al., 2009) and sustainable competitive advantage. The academic community still pays little attention to social entrepreneurship orientation (SEO), even though it is considered more in practice and research (Rao et al., 2022).

The second half of the 19th century saw the emergence of non-profit social service organizations in Sri Lanka (Weerasooriya et al., 2014). In Sri Lanka, non-profit social service organizations are essential, but their survival is tenuous, and many of them frequently vanish or cease operations (Weerasooriya et al., 2014). Given this, from the standpoint of governmental policy, a more profound comprehension of social entrepreneurship in a non-profit framework may aid in the establishment of regional policies to assist organizations that work to address societal problems, which may ensure the viability of NPOs (Brown & Moore, 2001).

The 2004 Tsunami and the 30-year civil war in Sri Lanka significantly impacted the Ampara district, where this study was conducted, necessitating various social services. However, NPO activity in this area has started to decrease. This setting makes this study necessary; however, there doesn't seem to be any previous research in Sri Lanka that addresses these issues. Therefore, this study aims to gauge how entrepreneurially minded various non-governmental NPOs are about their SEO and to identify elements that determine the SEO of NPOs. Finally, this study contributes to the literature on social entrepreneurship by bridging the vacuum by analyzing the factors that affect the SEO of NPOs, another area without material.

## **Literature Review**

Entrepreneurship orientation (EO) is critical for entrepreneurial organizations to recognize and seize opportunities to create value (Bouncken et al., 2016). According to Hu and Pang (2013), EO is a strategic approach to identifying new opportunities and implementing entrepreneurial behaviors within an organization. Its effectiveness is gauged by its innovativeness, proactivity, and risk-taking. Since most of the established EO-capture technologies were not viewed as socially appropriate, Morris et al. (2011) looked at EO in the NPOs to better understand how entrepreneurship influences society. To achieve sustainability, SEO behaviors are distinguished by combining entrepreneurial action with social mission, and SEO activities involve the creation of social value (Chell et al., 2016). Kraus et al. (2017) produced the first scale to measure SEO through empirical investigation using a mixed-methods approach. The scale deals with EO, which is also related to social entrepreneurship. The SEO of NPOs is assessed using SEO factors such as social innovativeness, social proactiveness, social risk-taking, and socialness (Kraus et al., 2017; Satar & Natasha, 2019).

According to Bhuian et al. (2012) and Halberstadt et al. 2021, innovation is the application of fresh concepts that foster creativity and process experimentation. NPOs are motivated to innovate to complete a mission, generate income, or combine both (Morris et al., 2011). Pearce et al.'s (2010) study found that innovation has the strongest correlation of all the EO factors to how successfully an NPO operates as an entrepreneur. The fundamental goals and activities of the NPO are also impacted by innovation. An organization's proactiveness refers to its efforts to compete aggressively with other businesses (Bhuian et al., 2012). Proactivity is an opportunity-seeking and forward-looking mindset (Halberstadt et al., 2021). According to Hu and Pang (2013), social proactiveness is the predisposition to consider societal demands before those of other organizations. According to Rauch et al. (2009), proactiveness and an organization's performance are positively associated.

Risk-taking is the disposition to devote the resources of an organization to uncertain and perilous efforts (Bhuian et al., 2012; Lurtz & Kreutzer, 2017). The future well-being of people and society should also be considered, in addition to the fundamental characteristics of EO (Kang & James, 2007). Individual and social welfare are essential elements of SEO (Kusa, 2016). The impulse to act forcefully to address social concerns is referred to as "risking one's societal mission" (Satar & Natasha, 2019). In general, NPOs are more willing to take on social risk than financial risk (Halberstadt et al., 2021). Non-profit organizations' most significant danger is failure to fulfill their social purpose (Morris et al., 2011). Positive correlations have been found between taking risks and organizational performance (Lumpkin et al., 2013; Rauch et al., 2009). The three dimensions of EO that have historically captured EO as a firm-level overarching strategic posture are innovativeness, proactiveness, and risk-taking. These dimensions are derived from Danny Miller's early work on a firm's strategy-making.

Mishra and Suar (2010) defined socialness as encompassing all aspects of social orientation to ensure a better social impact. They achieved this by emphasizing the value of social missions and the degree of organizational cooperation. The idea of socialness examines how highly an organization values creating social value and creative solutions to societal problems. According to Kelly and Lewis (2009), socialness is exhibited by an intentional commitment to generating social value, which motivates non-profit organizations to address societal problems. Because NPOs that employ strategies based on SEO can provide societal value while improving performance (Martinez-Climent et al., 2019), Hu and Pang (2013) discovered that SEO and the performance of NPOs are positively correlated.

International non-governmental organizations (INGO), local non-governmental organizations (LNGO), community-based organizations (CBO), and local social service organizations (SSO) are the four subcategories of non-governmental NPOs in Sri Lanka (District Secretariat – Ampara, 2019). Although their work and goals are similar, they operate in different ways and have different focuses. LNGOs are international in scope and have outposts worldwide to deal with specific issues in many countries (Brown & Moore, 2001). LNGOs, on the other hand, work within a particular country and have structures restricted to the respective country and sometimes to specific regions (Uvin & Miller, 1996). Programs initiated and embarked on by LNGOs are generally concerned with immediate issues related to the immediate environment in which they are located. They tend to be more grassroots-oriented than INGOs because of their closeness to communities and can see specific local problems and concerns. LNGOs' scope and finances are limited in comparison to INGOs. A significant difference is that LNGOs work domestically.

In contrast, INGOs operate on global platforms (Kaviya, 2021) NGOs (INGO and LNGO) and CBOs have very different organizational structures and work standards (Nivetha, 2023). CBOs represent a community and are formed by community members to work toward meeting community needs or accomplishing common goals for improving the community (Opare, 2007). They are free to process their actions without restriction, unlike LNGOs and INGOs, which must work under the guidance of a specific hierarchy monitoring them (Nivetha, 2023). Both CBOs and SSOs have similar organizational structures. SSOs are generally aimed at serving people, particularly those who are underprivileged. They focus on providing basic needs for survival (Ebaugh et al., 2007; Hardina et al., 2007). Members of local SSOs can be made up of a broader membership and are not restricted to

beneficiaries. CBOs and SSOs are not constrained by legalized memoranda, and their span of control and authority is less formal than INGOs and LNGOs (“How is an IGO and an NGO different?” 2023.). An NPO, whether an INGO, LNGO, CBO, or SSO, is motivated by social goals; as a result, social entrepreneurship can be very advantageous to such an NPO.

Since a model explaining factors influencing SEO does not seem to have been developed, the determinants of an organization’s EO are adapted to the context of NPOs (Hu & Pang, 2013; Kraus et al., 2017). The EO of an organization is influenced by a manager’s or owner’s personal factors and organizational characteristics. Previous studies have also found that organizational characteristics correlate with EO (Brandsen & Simsa, 2016; Dai & Si, 2018; Slevin & Terjesen, 2011). Distinct NPOs follow distinct policies, function in varied settings, and have different organizational structures. The extent to which different types of NPOs adopt SEO will shed light on how to support and sustain them (Tan, 2010).

The organization’s social network structure impacts EO (Baum et al., 2014). The actions, routines, and practices businesses use to gather the required or desired information to assist them in making informed decisions (information acquisition), spotting opportunities, and establishing their reputation can be used to analyze the social network’s structure. Through proactive interactions (opportunity enabling), resource mobilization to their direct or long-standing relationships (strong tie resource mobilization), and resource mobilization to their indirect, less long-standing or recent networks (weak tie resource mobilization), businesses can comprehend and benefit from their direct and indirect social networks in their industry. Research (Thornton et al., 2015) shows that strong-tie resource mobilization is essential for EO.

Older firms are more willing to embrace innovation, take the initiative, and take chances, claim Gelan and Wedajo (2013). EO is also impacted by an organization’s size or the number of employees. According to this research (Gelan & Wedajo, 2013; Jelenc et al., 2016; Stam & Elfring, 2008), larger organizations are likelier to engage in creative activities. Organizational structure and EO are related, with organic structures having a much higher EO than mechanical ones, claim Shoghi and Safieepoor (2013). According to Gresov and Drazin (1997), the mechanical organizational structure is better suited to predictable and stable environments, whereas the organic organizational structure is more suited to chaotic and unpredictable ones. The financial source and involvement in commercial endeavors impact NPOs’ EO (Do Adro et al., 2021).

In addition to the above factors, government policies also significantly influence the EO of an organization (Brandsen & Simsa, 2016; Dai & Si, 2018). Government support significantly influences the SEO of NPOs (Tan, 2010). In different countries, regulation, politics, the economy, and the socio-cultural environment differ significantly for NPOs (Hu & Pang, 2013). These distinct institutional environments may differ across types of organizations and cause different manifestations of EO dimensions across organizations (Slevin & Terjesen, 2011). Local government can assist social entrepreneurs in several ways, including by increasing awareness, gathering resources (including direct municipal support), and coordinating their efforts when implementing programs (Korosec & Berman, 2006).

An organization’s EO is influenced by a manager’s or owner’s personal factors because an owner’s or manager’s methods and practices of operation and decision-making style determine entrepreneurial behaviors (Lumpkin et al., 2013; Padilla-Meléndez et al., 2014). Notably, people’s education, religion, gender, age, ethnicity, education, former employment, and prior experience are associated with SEO (Ebaugh et al., 2006; Gelan & Wedajo, 2013; Jelenc et al., 2016; Sánchez Cañizares & Fuentes García, 2010; Wilson et al., 2007). According to research, the owner’s age is inversely correlated with SEO, which means aged owners or managers are less inclined to innovate, act proactively, and accept risk. An individual with prior experience and better knowledge of the market and business processes is more likely to be able to display characteristics of EO (Marques et al., 2018); therefore, both prior business experience and higher levels of education are advantageous to EO (Gelan & Wedajo, 2013). According to a study conducted in India, religion, caste, and sex influence the EO, with people from different religions showing a different level of EO and men relative to women reporting higher EO (Shivani et al., 2006).



## Methodology

### *Sample and Data Collection*

This study was carried out between December 2019 and July 2020 using a deductive methodology and a combination of descriptive and exploratory design. Data from several sections were collected. The sources of information on NPOs used for compiling the sampling frame were the Ampara District Secretariat website, the Director of Social Services Organizations in the Divisional Secretariat Office, and the Ampara District NGO secretariat. The population of this study considered registered and active non-governmental NPOs (INGOs, LNGOs, CBOs, and SSOs) in the Ampara district. Ampara District, which is part of Eastern Province and is situated in the southeast of Sri Lanka, has a total area of 4,415 square kilometers on land and 193 square kilometers of water. The district comprises 20 divisional secretariats representing many ethnicities, faiths, and cultural backgrounds, embracing plurality and diversity regarding ethnicity and religion.

The individual organization was treated as the analytical unit, and the census sampling method was used to draw the sample where all population members were studied. The sampling frame comprised 756 non-governmental, non-profit organizations; of these 756 organizations, 155 did not have their contact details, so they were removed from the list. Therefore, the final list comprised 601 NPOs contacted via phone and email. Subsequently, when the researchers attempted to contact them, it was found that 285 organizations of the 601 were inactive, and 114 had incorrect contact information, leaving 202 organizations as the final contactable list. Among these 202 organizations, 34 did not respond to phone calls or emails, leaving 168 organizations as the final sample used for data collection. Of these 168 organizations, another 58 disagreed with participating in this survey.

Primary data were gathered from 110 organizations through a self-administered structured questionnaire survey. A pilot study was undertaken before collecting formal data. Responses were obtained through the distribution of questionnaires among the respondents who held top positions in their respective organizations and via email and telephone interviews. The questionnaire comprises six sections: Section A—demographic and other information about the firm; Section B—sources of funding and income; Section C—social entrepreneurial orientation; Section D—social network structure; Section E—government non-financial support and organizational structure; and Section F—demographic and personal information about the manager or owner of the organization.

### *Measures*

This survey aims to determine the level of SEO for NPOs and the variables influencing that level of SEO. The measurement scales used in previous studies served as the foundation for the constructs used in this investigation. With modest modifications where necessary, validated measurement scales from earlier investigations are used. The organizational traits, including size, age, social network structure, organizational structure, and perceptions of non-financial government support, as well as the respondent's traits, including their age, gender, religion, ethnicity, level of education, and involvement in the organization's earning activities, served as independent variables.

SEO was rated on a Likert scale of 1 to 5 (*strongly disagree, disagree, neutral, agree, and highly agree*). Kraus et al. (2017) produced the SEO items utilizing four dimensions: social innovativeness, social risk-taking, social proactiveness, and socialness. From Thornton et al. (2015), social network structure metrics were adopted. A measure was developed by Jewczyn (2010) to evaluate organizational structure. A measure modified from Korosec and Berman's (2006) work was used to evaluate government non-financial support.

## Normality Test

Pallant (2001) advised that each statistical test's assumptions should be reviewed before running since the test findings cannot be considered valid if broken. So, before performing any statistical analysis, the normalcy test was run. The Shapiro–Wilk, Shapiro–Francia, and Skewness–Kurtosis tests are run to determine if the data are typically distributed. The result indicated  $p > 0.05$ , demonstrating the normal distribution of the data.

## Reliability Analysis

Table 1 presents the reliability tests' results. All variables have values over 0.7, which stresses reliability. If Cronbach's alpha is nearer 1, the internal consistency is higher. It describes how well the components are interconnected constructively. Many analysts aim for a value of 0.70 or higher before acknowledging the group of items as connected with a single hidden factor (Sekaran & Bougie, 2016). Inter-item correlations play a critical role in analyzing a set of test items. Inter-item correlations play a key role in studying a collection of test items. It examines the degree to which a particular score connects with the other scores on the scale. It assesses item redundancy, or the extent to which a scale's items measure the same topic. An item set's average inter-item correlation should be between 0.20 and 0.40, showing that despite the items' relative homogeneity, they have enough distinguishing variance to avoid being isomorphic (Cohen & Swerdlik, 2005).

## Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) evaluates a measure's construct validity. The factor loading for each newly developed item should be greater than 0.5. According to Awang (2014), the factor loading for each item in an established item should be 0.6 or higher. Ertz et al. (2016) considered factor loadings of 0.4 and higher. The model's fitness requirements are as follows: The RMSEA statistic value is less than 0.05; the Chi-square test's significant level ( $p$ -value) is higher than 0.05; the comparative fitness index (CFI), general fitness index (GFI), adjusted general fitness index (AGFI), and non-norm fitness index (NNFI) or Tucker–Lewis Index (TLI) values are higher than 0.9 (Shoghi & Safieepoor, 2013). According to Kim et al. (2016), RMSEA scores under 0.05 are excellent,

**Table 1. Reliability Statistics**

Variables	Cronbach's $\alpha$	Inter-item Correlation
Social entrepreneurial orientation	0.7881	0.3336
Social network structure	0.8825	0.3289
Government support	0.7888	0.3829
Organic organizational structure	0.7929	0.3989
Mechanistic organizational structure	0.8723	0.3799

**Table 2. Confirmatory Factor Analysis Statistics**

Variable	Chi-square test $p$ -value	RMSEA	CFI	TLI	SRMR
Social entrepreneurial orientation	0.287	0.051	0.996	0.992	0.031
Social network structure	0.345	0.037	0.996	0.992	0.029
Government support	0.240	0.061	0.989	0.978	0.034
Organic organizational structure	0.291	0.050	0.993	0.985	0.031
Mechanistic organizational structure	0.221	0.065	0.987	0.975	0.034

between 0.05 and 0.08 are acceptable, 0.08 and 0.1 are marginal, over 0.1 are terrible, and less than 0.08 is the acceptable threshold for SRMR (Leach et al., 2008). Table 2 shows the CFA results.

## Hypotheses

- ↪ **H1** : There is a difference in SEO among different organizations (INGO, LNGO, CBO, and SSO).
- ↪ **H2** : There is a difference in key SEO dimensions among different organizations.
- ↪ **H3** : There is a relationship between SEO and sources of funding and income (members' subscriptions, individual donations, other organizations' financial support, government financial support, and organizations involved in earning activities).
- ↪ **H4** : There is a relationship between SEO and organizational characteristics (organization age size, organizational structure (organic and mechanical), perceived support from government, and social network structure (weak tie resource mobilization, strong tie resource mobilization, opportunity enabling, and information acquisition).
- ↪ **H5** : There is a relationship between SEO and respondent personal characteristics (gender, religion, ethnicity, education level, and business experience).

## Data Analysis and Results

The analysis employs descriptive statistics, one-way ANOVA, and generalized linear regression (GLM). The use of descriptive statistics is made to help understand the data. GLM is used to identify the variables affecting social entrepreneurial orientation. The statistical application Stata 19 is used to analyze the data.

### Demographic and Personal Characteristics of the Sample

The organizational characteristics (organization age, size, and kind) and the personal characteristics of the NPO owner or manager (age, past business experience, religion, degree of education, gender, etc.) are briefly summarized in Table 3.

**Table 3. Descriptive Statistics of the Sample**

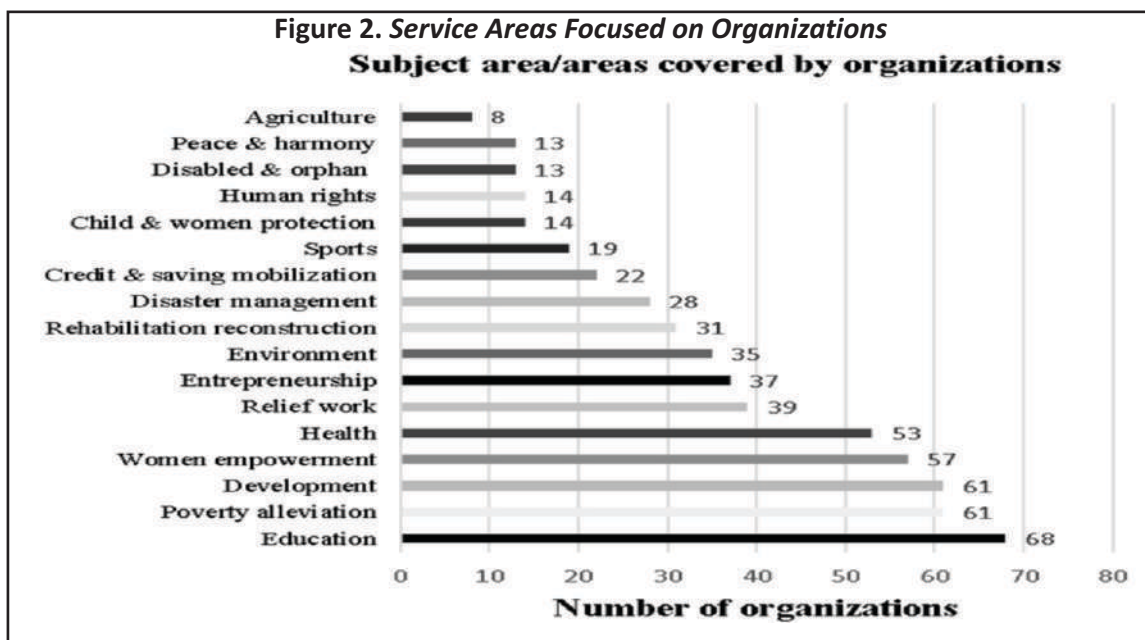
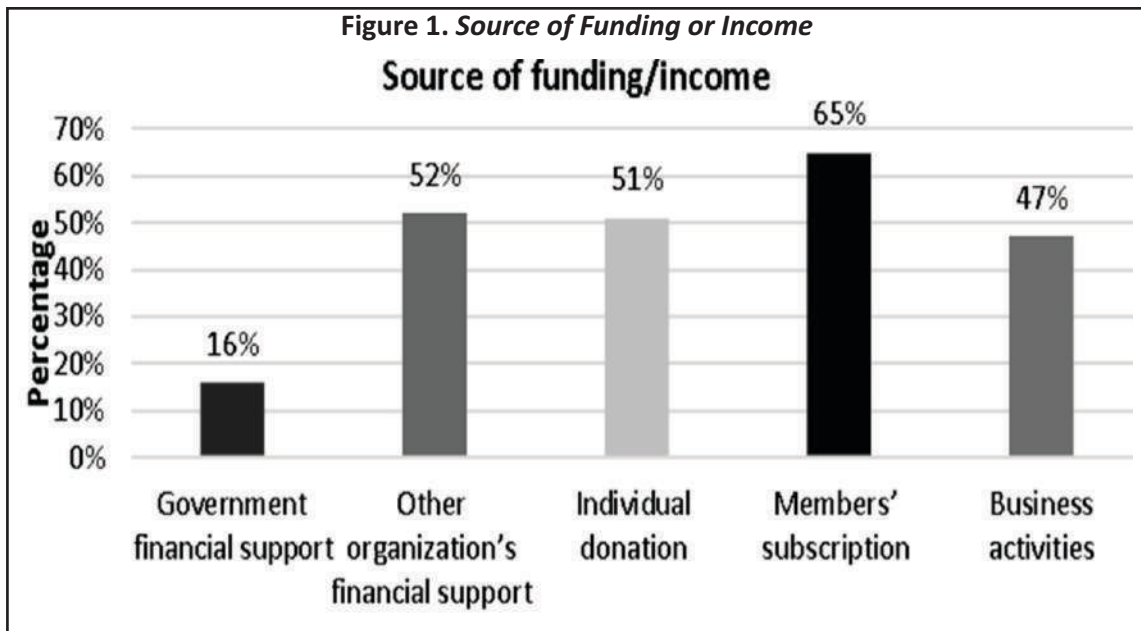
Personal/ Demographic	Frequency	Percentage
<b>Demographic Characteristics of the Organization</b>		
Type of organization		
International nongovernmental organization (INGO)	11	10.00
Local nongovernmental organization (LNGO)	35	31.82
Community-based organization (CBO)	32	29.09
Social service organizations (SSO)	32	29.09
<b>Organization's Age</b>		
0 – 10	27	24.55
11 – 20	41	37.27
21 – 30	30	27.27

31 – 40	7	6.36
> 41	5	4.55
<b>Number of Employees in the Organization</b>		
1 – 5	53	48.18
6 – 10	17	15.45
11 – 15	30	27.27
16 – 20	3	2.73
> 21	7	6.36
<b>Demographic and Personal Characteristics of the Owner or Manager of the Organization</b>		
<b>Age of the Respondent</b>		
25 – 35	21	19.09
36 – 45	36	32.73
46 – 55	33	30.00
56 – 65	17	15.45
> 66	3	2.73
<b>Gender</b>		
Female	33	30.00
Male	77	70.00
<b>Ethnicity or Race</b>		
Sinhalese	29	26.36
Tamil	35	31.82
Muslim	46	41.82
<b>Religion</b>		
Christianity or Roman Catholic	23	20.91
Buddhism	19	17.27
Hinduism	22	20.00
Islam	46	41.82
<b>Education Level</b>		
Primary	2	1.82
Secondary	21	19.09
High school	19	17.27
Graduate	41	37.27
Postgraduate	21	19.09
Doctoral	6	5.45
<b>Business Experience</b>		
Yes	51	46.36
No	59	53.64

The funding and income sources are shown in Figure 1. The data shows that while just 16% of groups receive funding from the government, 52% do so from other organizations. Most (65%) groups receive membership dues, while 47% engage in commercial activity. Of the organizations, 51% receive individual donations.

Services provided by non-governmental NPOs in the Ampara district are categorized into seventeen categories





by area of focus, such as poverty alleviation, education, health, development, sports, environment, women's empowerment, entrepreneurship, human rights, child and women's protection, relief work, credit and saving mobilization, rehabilitation reconstruction, disaster management, peace and harmony, agriculture, and disabled and orphans. Figure 2 displays a graphic representation of the topic or topics that organizations cover. As a result, the majority of groups concentrated on education (68), development (61), alleviating poverty (61), empowering women (57), and health (53), with only a small number focusing on agriculture (8).

## Preliminary Analyses of Demographic and Personal Characteristics of the Sample

Next, correlational analysis and one-way ANOVA are conducted as preliminary analyses. The final regression model included variables significantly related to SEO in these analyses.

### Correlational Analysis

The relationship between variables is discovered using Spearman's correction (Table 4). Unlike the business age and the owner or management age, all independent variables are related to the dependent variable SEO, contrary to Gelan and Wedajo's findings (2013). Social network structure, as well as aspects of social network structure, shows significant associations with SEO, which is consistent with previous literature findings that organizational structure, social network, and owner's or manager's characteristics have an impact on the EO of organizations (Ebaugh et al., 2006; Gelan & Wedajo, 2013; Jelenc et al., 2016; Marques et al., 2018; Stam & Elfring, 2008). Likewise, the organizational structure shows a significant association with SEO for NPOs.

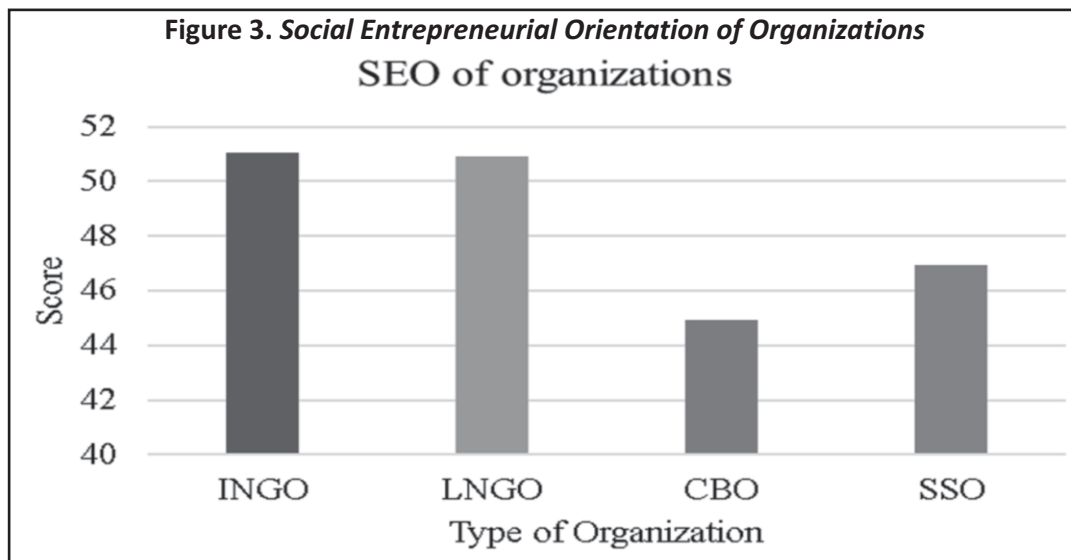
**Table 4. Correlation Matrix**

Variables	Social entrepreneurial orientation	Social innovativeness	Social proactiveness	Social risk-taking	Socialness
Social entrepreneurial orientation					
Social innovativeness	0.77*				
Social proactiveness	0.75*	0.63*			
Social risk-taking	0.69*	0.35*	0.32*		
Socialness	0.76*	0.33*	0.40*	0.50*	
Number of employees	0.25*	0.21*	0.22*	0.20*	0.13
Organization's age	0.02	0.06	0.10	-0.15	-0.02
Information acquisition	0.12*	0.13*	-0.01	0.10	0.09
Opportunity enabling	0.23*	0.18*	0.05	0.29*	0.13
Strong tie resource mobilization	0.21*	0.15	0.12	0.18*	0.15
Weak tie resource mobilization	0.25*	0.17	0.12	0.13	0.22*
Social network structure	0.27*	0.22*	0.11	0.24*	0.18
Government non-financial support	0.07*	0.12	0.02	0.26*	0.18
Organic organizational structure	0.27*	0.23*	0.11	0.29*	0.27*
Mechanistic organizational structure	-0.33*	0.39*	0.20*	-0.19*	0.27*
Owner's/Manager's age	0.01	0.12	0.08	0.02	-0.06

Note. \*  $p < 0.05$ .

### Overall Social Entrepreneurial Orientation and Organisational Characteristics

Figure 3 shows the graphical representation of organizations' overall SEO test scores across types of organizations. SSO shows the most minor SEO among all types of organizations. Based on the one-way ANOVA, H1 is accepted. One-way ANOVA demonstrates a significant difference in the overall SEO values across types of organizations ( $F(df1, df2) = 7.52, p < 0.05$ ), and the SEO adoption behavior varies significantly between both CBO and SSO



**Table 5. Tukey HSD Test Result for Type of Organization**

Row mean	INGO	LNGO	CBO
Col mean			
LNGO	-0.15		
CBO	-6.15 *	-6.00 *	
SSO	-4.12 *	-3.97 *	2.03

**Note.** INGO-International nongovernmental organization, LNGO-Local nongovernmental organization, CBO-Community based organization, SSO-Social service organizations. \* $p < 0.05$ .

when compared to the INGO and LNGO based on the Tukey test (see Table 5). In contrast to CBOs and SSOs, INGOs and LNGOs reported higher SEO. In comparison to CBOs, SSOs also have higher SEO. This aligns with the findings of Turpin and Shier (2020), who discovered that CBO faces some limitations when fully implementing SEO.

### **Comparison of SEO Attributes Across Different Types of Organizations**

Table 6 shows the descriptive statistics of the SEO dimensions, and in accordance with the one-way ANOVA results, H2 is accepted. There are significant differences in dimensions of SEO such as social innovativeness ( $F(df1, df2) = 4.01, p < 0.05$ ), social proactiveness ( $F(df1, df2) = 6.71, p < 0.05$ ), social risk-taking ( $F(df1, df2) = 14.86, p < 0.05$ ), and socialness ( $F(df1, df2) = 3.16, p < 0.05$ ) across types. The Tukey test shows (see Table 7) that, compared to SSO, both INGOs and LNGOs exhibit higher social innovativeness and social proactiveness. CBOs report higher social risk-taking behavior than INGOs and SSOs, but LNGOs reported higher social risk-taking behavior than CBOs. LNGOs show more evidence of socialness than CBOs, which is consistent with the findings of Turpin and Shier (2020) that CBOs bring substantial risks to society.

If NPOs are given the proper funds, they will be far more successful because resources are essential for the growth of those organizations (Anheier, 2005). In this study, the sources of income for NPOs are divided into five categories: government financial support, financial support from other organizations, private donations, member subscriptions, and participation in other types of income-generating activities.

**Table 6. Descriptive Statistics and One-Way ANOVA Results for the Attribute of Social Entrepreneurial Orientation**

SEO dimension	Types of NPOs	Mean	SD	F	P
Social innovativeness	INGO	13.36	2.06	4.01	0.010 *
	LNGO	12.91	1.74		
	CBO	12.21	1.75		
	SSO	11.50	2.31		
Social proactiveness	INGO	13.00	1.34	6.71	0.000*
	LNGO	12.89	1.68		
	CBO	11.75	1.61		
	SSO	11.03	2.39		
Social risk-taking	INGO	12.18	1.72	14.86	0.000*
	LNGO	12.77	1.88		
	CBO	12.44	2.03		
	SSO	10.09	1.35		
Socialness	INGO	12.363636	2.77	3.16	0.028 *
	LNGO	12.485714	2.63		
	CBO	11.96875	1.96		
	SSO	10.84375	2.03		

**Note.** INGO: International nongovernmental organization, LNGO: Local nongovernmental organization, CBO: Community-based organization, SSO: Social service organizations. \* $p < 0.05$ .

**Table 7. Tukey HSD Test Result for Social Entrepreneurial Orientation Dimensions**

Row mean	Types of NPOs	INGO	LNGO	CBO
Social innovation	LNGO	-0.45		
	CBO	-1.14	-0.70	
	SSO	-1.86*	-1.41*	-0.72
Social proactiveness	LNGO	-0.11		
	CBO	-1.25	-1.13	
	SSO	-1.96*	-1.85*	-0.72
Social risk-taking	LNGO	0.59		
	CBO	-2.10*	-2.68*	
	SSO	0.26	-0.33	2.34*
Socialness	LNGO	0.12		
	CBO	-1.52	-1.64*	
	SSO	-0.39	0.52	1.13

**Note.** INGO: International nongovernmental organization, LNGO: Local nongovernmental organization, CBO: Community-based organization, SSO: Social service organizations. \* $p < 0.05$ .

**Table 8. Descriptive Statistics and ANOVA Results of Sources of Income**

	Mean	Standard Deviation	ANOVA	
			F	Prob>F
<b>Government financial support</b>				
Yes	48.42	6.58	1.94	0.016*
No	46.17	4.36		
<b>Other organization's financial support</b>				
Yes	49.57	6.23	7.30	0.008*
No	46.42	6.03		
<b>Individual donation</b>				
Yes	48.25	6.58	0.11	0.743
No	47.85	6.08		
<b>Member subscription</b>				
Yes	47.78	5.86	0.40	0.529
No	48.58	7.15		
<b>Organizations involved in earning activities</b>				
Yes	49.86	6.19	10.98	0.001*
No	46.04	5.87		

**Note.** \* $p < 0.05$ .

Table 8 shows the mean, standard deviations, and ANOVA results for source of income. According to the results, H3 is accepted. SEO significantly varies among NPOs receiving financial support from other organizations, indicating more excellent SEO than those not. Even though only a few organizations receive such funding, NPOs with government assistance have different SEO levels than those without. Additionally, people who participate in income-generating activities showed greater SEO adoption than those who do not. Such distinctions are absent for organizations that accept individual donations and member subscriptions.

### **Overall Social Entrepreneurial Orientation and Respondent Demographic Characteristics**

One-way ANOVAs are used to examine if differences in SEO depend on the respondents' demographic and personal traits, and based on the results, H5 is accepted. Table 9 shows each variable's mean, standard deviation,

**Table 9. Descriptive Statistics and ANOVA Results of Respondent Characteristics**

	Mean	Standard Deviation	ANOVA	
			F	Prob>F
<b>Gender</b>				
Male	48.96	5.92	5.51	0.021*
Female	45.94	6.78		
<b>Race</b>				
Sinhalese	46.34	6.71	9.28	0.000*
Tamil	45.74	6.30		
Muslim	50.89	6.71		



<b>Religion</b>				
Buddhism	47.00	6.66	7.57	0.000*
Christianity & Roman Catholic	47.09	6.04		
Hinduism	44.05	6.49		
Islam	50.89	4.92		
<b>Education</b>				
Primary education	44.00	2.83	1.46	0.209
Secondary education	46.38	7.02		
High school studies	46.32	5.50		
Graduate studies	48.66	6.57		
Postgraduate	49.48	5.06		
Doctoral studies	51.67	7.55		
<b>Business experience</b>				
Yes	47.92	5.92	0.04	0.838
No	48.17	6.68		

**Note.** \* $p < 0.05$ .

**Table 10. Tukey HSD Test Result for Religion**

Row mean	Islam	Christianity and Roman Catholic	Buddhism
Christianity and Roman Catholic	-6.84 (0.000*)		
Buddhism	-3.89 (0.046*)	-2.95 (0.370)	
Hinduism	-3.80 (0.029*)	-3.04 (0.301)	-0.09 (1.000)

**Note.** \* $p < 0.05$ .

**Table 11. Tukey HSD Test Result for Type of Organization**

Row mean	Muslim	Tamil
Tamil	-5.15 (0.000)	
Sinhalese	-4.55 (0.004*)	0.60 (0.913*)

**Note.** \* $p < 0.05$ .

and ANOVA results. Results indicate that SEO significantly differs across the owner's or manager's gender ( $F(df1, df2) = 5.51, p < 0.05$ ), religion ( $F(df1, df2) = 7.57, p < 0.05$ ), and race ( $F(df1, df2) = 9.28, p < 0.05$ ) of the NPO at a 5% significant level. Therefore, male owners or managers managing NPOs show higher SEO than female owners or managers managing NPOs at a 95% confidence level. The owner or manager's educational level and business experience are not significant. Therefore, we cannot say that NPOs with owners or managers with higher educational qualifications and previous business experience show higher SEO adoption.

The SEO of NPOs is considerably influenced by the race and religion of the owner or manager; therefore, Tukey post-hoc analyses are also carried out (see Tables 10 and 11). The only other religions that matter are those compared to Islam, with Islamic NPOs showing higher SEO levels than the owner/manager of all other religious groups. When the owner or manager's race is considered, there is a sizable difference in SEO between Muslim and Sinhalese owners or managers and Muslim and Tamil owners or managers. However, there is no real difference between Sinhalese and Tamil. Muslim owners or managers outperform the majority in SEO.

## Regression Analysis

The next step is to use generalized linear model regression to identify the variables influencing NPOs' SEOs (see Table 12). SEO is treated as the dependent variable, and characteristics of the organization (type of organization, number of employees, financial government support, organization involved in earning activities, nongovernmental financial support, weak tie resource mobilization, strong tie resource mobilization, and organic organizational structure) and characteristics of the respondent (gender, race, and religion) are considered independent variables if they are found to be significant in the preliminary analyses. Dummy variables are created for categorical variables, with INGO, organizations receiving government financial support, organizations not involved in earning activities, males, and Islam considered base levels. The model is found to be significant.  $R\text{-square} = 0.53$ ,  $F(df1, df2) = 11.77$ ,  $p < 0.05$ .

Consistent with the preliminary analysis, organization type is significantly related to SEO. INGO is kept as the base; INGO shows higher SEO than CBO and SSO; LNGO's SEO does not significantly differ from INGO's SEO; and CBO shows higher SEO than SSO. According to earlier research, SEO differs among organizational kinds (Turpin & Shier, 2020). Organization size positively relates to SEO, meaning larger organizations have higher SEO than smaller ones. This is supported by the findings of Gelan and Wedajo (2013) and Jelenc et al. (2016), where large organizations tend to show a greater EO than smaller organizations.

**Table 12. Regression Results of Determinants of Social Entrepreneurial Orientation**

Independent variables	Estimate	Std. Error	<i>p</i>
Constant	54.64	3.08	0.000*
<b>Type of Organization</b>			
LNGO	-0.14	1.71	0.934
CBO	-1.94	1.87	0.049*
SSO	-4.44	1.91	0.020*
Number of employees	0.21	0.08	0.007*
<b>Government financial support</b>			
Organizations not receiving government financial support	-2.09	1.10	0.048*
<b>Organizations involved in earning activities</b>			
Organizations involved in earning activities	-2.49	1.14	0.029*
Strong tie resource mobilization	0.48	0.21	0.024*
Information acquisition	-0.36	0.28	0.194
Weak tie resource mobilization	-0.46	0.25	0.065
Organic organizational structure	0.22	0.08	0.007*
Government non-financial support	0.22	0.11	0.046*
<b>Gender</b>			
Female	-2.38	1.14	0.037*
<b>Religion</b>			
Christianity & Roman Catholic	-8.74	1.19	0.000*
Hinduism	-3.19	1.12	0.004*
Buddhism	-3.37	1.32	0.011*

**Note.** INGO: International nongovernmental organization, LNGO: Local nongovernmental organization, CBO: Community-based organization, SSO: Social service organizations.  $p < 0.05$ .

Additionally, organizations that received government financial support show comparatively higher SEO than those that do not, and government non-financial support shows positive and significant relationships with SEO. Dai and Si (2018) supported such findings, in which government policies influenced EO. In this regard, the more flexible the policies and the higher the government support, the higher the tendency to adopt SEO. According to research by Anwar and Ali Shah (2020) and Suh et al. (2018), government financial and non-financial support significantly affects firms' EO and, in turn, their performance.

Compared to NPOs without income-generating operations, organizations with them have a higher SEO ( $p < 0.05$ ). This conclusion is supported by an earlier study on social enterprises' SEO conducted by Alarif et al. (2019). According to Alarif et al. (2019), businesses with diversified revenue streams typically have greater SEO. Strong-tie resource mobilization is positively associated with SEO. Additionally, resource mobilization through strong ties also has a significant impact here. Previous literature also found that strong-tied resource mobilization is an essential aspect of social network structure for the EO of an organization (Thornton et al., 2015). Following the literature, social network structure is generally positively associated with organizations' EO, and with increasing social networking, organizations' EO also tends to increase (Shoghi & Safieepoor, 2013).

Furthermore, the organic organizational structure also shows positive and significant relationships with SEO. Shoghi and Safieepoor (2013) also found that the EO orientation of an organization depends on whether the environment is flexible. This study demonstrated that SEOs are likely to display EO with a greater organic organizational structure, consistent with Gresov and Drazin's (1997) finding that SEOs are likely to exhibit EO with a stronger organic organizational structure. When considering the respondent's profile, males who are managers or owners of organizations have significantly higher SEO than females who hold the highest positions in organizations. Organizations with Christian or Catholic owners or managers display higher SEO than Buddhist owners or managers managing NPOs when using Islamic religious managers or owner organizations as a base. Hindus holding the highest position have significantly lower SEO compared to all others. Gender and family history have also been linked to EO in earlier research (Goktan & Gupta, 2015; Zeffane, 2013). Marques et al. (2018) and Shane and Venkataraman (2000) found that the propensity to adjust to EO results from individual characteristics.

Thus, most of the independent variables that affect SEO are organizational-related factors when other factors are included in the model. Therefore, based on the regression analysis, H4 is accepted. All these regression analysis findings are consistent with preliminary and previous research findings.

## **Conclusion**

In general, there is a need for additional institutions and organizations because the government cannot solve every issue that arises or provide for every demand of society. NPOs are one of these organizations; hence, it is important to secure their sustainability. According to Weerawardena and Mort (2006), SEO can help businesses succeed and endure. This study was conducted to assess the degree of SEO across different types of NPOs and identify the variables that affect SEO. The study's findings reveal that overall SEO differs among different organizations. Also, there are differences in the levels of key SEO attributes across types of organizations. According to the findings, SEO does not significantly differ between INGO and LNGO, but SSO shows significantly less SEO than the other three types of organizations.

On the other hand, government support had a greater influence on the SEO of NPOs. Therefore, if the government's policies are supportive, organizations tend to show higher SEO. EO is impacted by organization size as well. The mobilization of resources via solid connections also has a significant effect. This study shows that SEO adaptability increases with a highly organic organizational framework. Non-financial government support also shows significant associations with SEO. Following the findings, male owners and managers of governing organizations tend to show higher SEO, and owners and managers of NPOs following the Islamic religion also show higher SEO.

## **Managerial and Theoretical Implications**

The present study also has both managerial and theoretical implications. The scale can be adapted as a management tool to direct NPOs' social entrepreneurial actions and to evaluate their present procedures. To compare their social entrepreneurial practices to those of other organizations or to pinpoint weaknesses in their current social entrepreneurial practices, managers of NPOs might utilize the scale. This can also be a diagnostic tool to pinpoint particular areas that require particular adjustments, allowing them to increase the effectiveness of their social entrepreneurship operations and overall performance.

Governments and NPOs should consider these facts when making management and policy decisions. The results suggest that policies intended to foster the growth of social entrepreneurial firms should pay attention to organizational traits such as size, organizational structure, social network structure, source of funding, and the owner or manager's gender and religion. Since the structure and functions vary with the type of organization, this finding can be used to design specific support and training programs for them. Government assistance for NPOs in Sri Lanka still needs to be improved. Consequently, the government should enact laws to encourage NPO activity.

The study's findings change the debate in the area of social entrepreneurship by focusing on elements that affect NPOs' SEO. This is one of the few studies that examines EO in a non-profit setting. Most research only concentrates on how SEO and NPO performance relate. Although not many factors affect SEO in social entrepreneurship, since NPOs' SEO is correlated with their effectiveness, it is necessary to understand the intermediate situations via which these factors operate.

## **Limitations of the Study and Scope for Future Research**

Future investigations can consider the study's limitations in several ways. First of all, this evaluated firms' SEO using just perceptual metrics. The mixed methods, such as a case study with survey data, could not be utilized due to time and budget limitations. Second, the SEO assessment method is based on the opinions of a single respondent, which might have resulted in an incomplete picture of the issue. Third, it failed to consider mediating and moderating variables when evaluating the impact of SEO. Fourth, the sample size is smaller, and probability sampling is not used due to the population's nature, which restricts the generalizability of the findings.

Future research should cover additional relevant and less-examined factors that may affect NPOs' SEO to improve socially entrepreneurial services to society and enable NPOs to reach a novel achievement in addressing societal needs.

## **Authors' Contribution**

A. M. Shafna created the concept for the empirical study. She selected credible research papers, filtered them using keywords, and produced concepts and codes relevant to the study's design. The investigation was overseen, and Dr. Shamala Kumar examined the analytic methods. Dr. K. A. S. S Kodithuwakku oversaw the entire study. Mrs. A. M. Shafna conducted the survey in English and a regional language. A. M. Shafna carried out the numerical computations using Stata 19.0. A. M. Shafna wrote the manuscript with collaboration from both authors.

## **Conflict of Interest**

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial or non-financial interest in the subject matter or materials discussed in this manuscript.

## Funding Acknowledgment

The authors received no financial support for the research, authorship, and article publication.

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