

# Exploring The Impact of Psychological Entrepreneurship, Leadership Support and Organization Stewardship on Succession Planning: A Case Study of Social Enterprise

Muhamad Syahir Bin Muhamad Stamam

Faculty of Business, Economics and Accounting, HELP University, No. 15, Jalan Sri Semantan 1, Off Jalan Semantan, Bukit Damansara, 50490, Kuala Lumpur, Malaysia

Haliza Binti Mohd Said

UNITAR Graduate School, UNITAR International University, Tierra Crest, Jalan SS6/3 Kelana Jaya, 47301 Petaling Jaya, Selangor Darul Ehsan Malaysia

Amri Bin Ahmad

Faculty of Business, UNITAR International University, Tierra Crest, Jalan SS6/3 Kelana Jaya 47301 Petaling Jaya Selangor Darul Ehsan Malaysia  
Email: syahir\_stamam@yahoo.com

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v14-i5/21329>

DOI:10.6007/IJARBSS/v14-i5/21329

**Published Date:** 05 May 2024

## Abstract

This research aims to explore the sophisticated connections among psychological entrepreneurship (PE), leadership support (LS), organization stewardship (OS), and succession planning (SP) within the unique context of social enterprise. Through an in-depth case study approach, this study seeks to unravel how the psychological attributes of entrepreneurs, coupled with supportive leadership, influence organization stewardship practices and SP strategies within social enterprise. By analyzing qualitative data, including interviews, observations, and organizational documents, this research aims to explain the mechanisms through which PE and LS contribute to effective OS and SP in social enterprise. The findings of this study will offer valuable insights for practitioners, policymakers, and stakeholders interested in enhancing organizational resilience, sustainability, and long-term impact in the field of social entrepreneurship. In addition, a recommendation to future researchers is that they should consider implementing a multiple-case study approach. By employing a multiple case study approach, researchers can gather information from various organizations. This approach enables researchers to obtain multiple insights into OS and SP. Researchers can then make comparisons based on the data collected from different cases. Implementing a

multiple case study approach allows researchers to understand both the differences and similarities in organization stewardship and succession planning practices.

**Keywords:** Succession planning, Social Enterprise, Psychological Entrepreneurship, Leadership Support, Organization Stewardship, Relay Succession Planning.

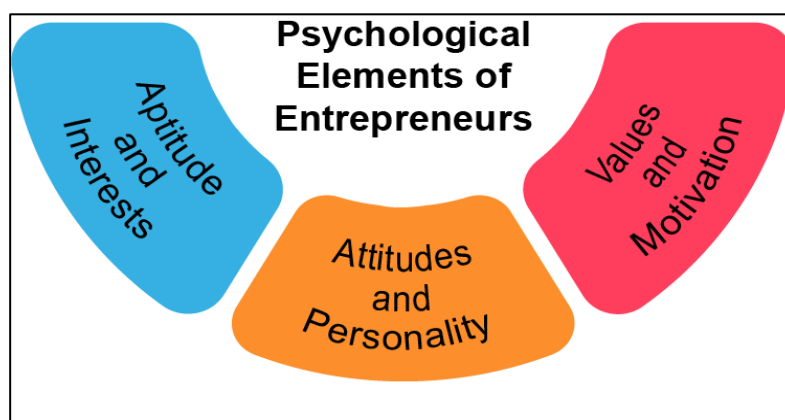
### **Introduction**

Social enterprises have triggered the attention of academicians and society in general due to their focus on engaging in projects that create social value. The sudden rise of social enterprises has drawn considerable academic attention due to both the increasing number of these organizations and the prevalence of inactive ones (Schaefer et al., 2020). Furthermore, as mentioned by Starnawska and Brzozowska (2019), the social entrepreneurship phenomenon has mushroomed in recent years. Having evolved from the traditional non-profit to profit, public to private sectors, impact-driven and entrepreneurial individuals have been pioneering social entrepreneurship.

According to *Ahmed et al (2020)*, PE and LS are two critical elements that profoundly impact the success and sustainability of social enterprises. As founders navigate the complex landscape of social entrepreneurship, the integration of psychological principles and robust leadership support becomes imperative for driving positive social change.

PE is a concept that involves understanding and applying psychological principles and attributes in the context of entrepreneurship. It provides valuable insights into the psychological processes that underlie entrepreneurial behavior and can be used to inform entrepreneurship education, training, and the development of support programs for aspiring entrepreneurs.

It recognizes that entrepreneurship is not just about business skills and resources but also about the mindset and psychological attributes of individuals pursuing entrepreneurial opportunities. Key components and aspects of PE theory include aptitude and interest, value and motivation, attitude and personality. This is particularly relevant for founders of social enterprises, where the combination of business goals and social impact objectives can present unique challenges (*Vohidovna, 2020*).



**Appendix 1.1:** *Vohidovna (2020)* Psychological Elements of Entrepreneurship

Meanwhile, according to *Aladwani (2021)*, LS refers to the founder's ability to provide direction, motivation, and guidance to the organization. In the context of social enterprises, where the mission is as crucial as financial sustainability, effective LS becomes a linchpin for success. Leaders, as pivotal agents in the pursuit of social impact, are often required to undertake risks in their decision-making processes.

LS acknowledges and endorses such risk-taking endeavors as a means to achieve meaningful social outcomes (Yunanto et al., 2021). Correspondingly, stewardship management plays a vital role in this dynamic by necessitating the systematic assessment and mitigation of risks. LS has three significant elements: Rational and Contextual Support, Motivational Support and morale courage.



Appendix 1.2: Aladwani (2021),  
Collaborative Leadership Support for Social Entrepreneur

PE and LS play integral roles in fostering effective stewardship management within social enterprises. As reported by Cialdini and Goldstein (2020), the combination of these elements contributes to the responsible and ethical administration of resources, ensuring the long-term sustainability and positive societal impact of the organization. In the context of social enterprises, where the mission is to create positive societal change, effective stewardship ensures that the organization's resources are directed toward activities that align with its social impact goals.

Furthermore, as mentioned by Simpkins and Lemyre (2023), the integration of stewardship management and SP promotes long-term organizational resilience. For various reasons, SP for businesses is vital. It ensures the business's continuity and stability, which might be essential to its long-term success. The role of OS in social enterprise is critical to achieving the social or environmental mission of the organization.

According to *Simpkins and Lemyre (2023)*, the part of OS in social enterprise is to create a culture of responsible management and sustainable growth that prioritizes the organization's social or environmental impact over short-term financial gains. It shows that, by adopting good governance of stewardship, social enterprises can build trust with stakeholders,

enhance their reputation, and achieve their mission responsibly, transparently, and accountable.



*Appendix 1.3: Simpkins & Lemyre (2023):*  
Organization Stewardship Domains

A wide range of criteria must be carefully considered for successful business succession planning, including the company's goals, beliefs, culture, and essential workers' talents, experience, and aspirations. It also necessitates continuous communication and collaboration among all stakeholders who participate in the planning process, such as family members, stockholders, and employees (Vamvaka et al., 2020).

### **Research Problem**

Referring to the data recorded by Malaysia Social Entrepreneurship Blueprint 2030 SEMy (2030), today in Malaysia, social entrepreneurship takes many institutional forms to operationalize its economic activities, such as cooperatives, charities, community organizations, and enterprises.

Referring to the same report, the Malaysian government has no formal policy or clearly defined long-term national objective that supports coordinated development and sustainability of social entrepreneurship in the country. Their focus has been mainly on creating social entrepreneurs and less on building and enabling a social entrepreneurship ecosystem. Besides, a poor understanding of SP is also another issue that leads to the failure of social enterprise organizations (Venter, et al., 2020).

In addition, according to the data from Hayek et al (2019), most social ventures do not survive their first succession. Statistics show that approximately 75% of social entrepreneurship businesses fail to survive past the first generation of owners. Over 85% fail by the third generation, and over 95% fail beyond that.

Problems arise when one professional's advice conflicts with another's advice or is inconsistent. Moreover, talent retention has always been a challenge for social enterprises

due to their limited capital. As a result, training for employees is normally not the top priority for many social enterprises. This leads to a lack of structured training and development programmes for their employees (*The Edge Malaysia, 2022*).

SP plays an important role at this stage. If there is no formalized SP in a social enterprise, it can pose significant risks to the organization’s long-term sustainability and impact. Besides, insufficient training, mentorship, or grooming of potential successors can contribute to the failure of a SP. SP is a proactive strategy that ensures a smooth transition of leadership, mitigates disruptions, and prepares the organization for the future (Venter, et al., 2020).

Referring to *Wang et al (2021)*, social enterprises often have unique cultures, values, and institutional knowledge. The absence of a SP may result in the loss of critical information and expertise as experienced leaders transition out. Preserving this institutional knowledge is essential for maintaining continuity and sustaining the organization’s identity and stewardship.

On the other hand, if potential successors have not been adequately prepared or developed to take on leadership roles, they may struggle to lead the social enterprise effectively. Insufficient training and management skills, poor mindset, mentorship, or grooming of potential successors can contribute to the failure of a succession plan (*Wittmer et al., 2021*). To conclude, LS and PE play a significant role at this stage. This is because it will influence the OS component as a whole before any SP can be carried out. Due to this reason, this research will investigate how the role of LS and PE influence OS towards the development of business SP in social enterprise.

**Research Methodology and Data Collection Process**

In this research, the researcher implements the Purposeful Sampling Method. The participants were carefully selected based on their relevance to the research aims and their unique perspectives related to the research topic (*Tafur & Contreras, 2018*). In this case, the founder and co-founder were purposefully selected. The summary of participants is listed below.

No	Key Participant	Job Title
R1	N	Founder
R2	A	Co-Founder
R3	A H	Co-Founder
R4	F T	Co-Founder

Note: Pseudonyms are used for ethical reason

Interviewing a social enterprise founder and co-founder can be particularly valuable when exploring aspects of PE, LS, OS, and SP. Founders often embody those components through their vision and passion for a social cause. Interviewing them can reveal the information that drove them to establish the enterprise, providing insights into their mindset, determination, and resilience.

Moreover, the organization selected in this study was created as a social business using the social enterprise idea. This organization began operations in 2018 with the purpose and

mission of assisting the community/society in need. Simultaneously, this organization has a core economic model in place to fund all volunteer operations. Furthermore, this organization targets a specific social or environmental concern while also creating long-term revenue.

Besides relying on public donations, government grants, sponsorship and collaboration, this organization do have a self-sustainable business model that they are using to generate income for the organization. Their business model promotes environmental conservation and responsible consumption while generating profit. This organization offers a wide range of products made from sustainable materials, including organic cotton clothing, reusable bags, bamboo utensils, and recycled glass home décor. All products are designed to be environmentally friendly.

Thematic analysis was chosen for this research. Thematic analysis is a qualitative research method used to identify, analyze, and report patterns (themes) within a dataset, typically in the context of textual or visual data (Paparini et al., 2020). It allows for a detailed and in-depth exploration of the data. Researchers can identify, analyze, and interpret patterns, meanings, and themes within the data, providing rich insights into participants' perspectives and experiences.

Furthermore, it helps in organizing and summarizing large volumes of qualitative data into manageable and meaningful units. By identifying common themes and patterns, researchers can condense complex information into clear and concise summaries. At the same time, Thematic analysis can contribute to theory-building in qualitative research. Through the process of identifying and interpreting themes, researchers can develop new insights, theories, or conceptual frameworks that explain the phenomena under investigation.

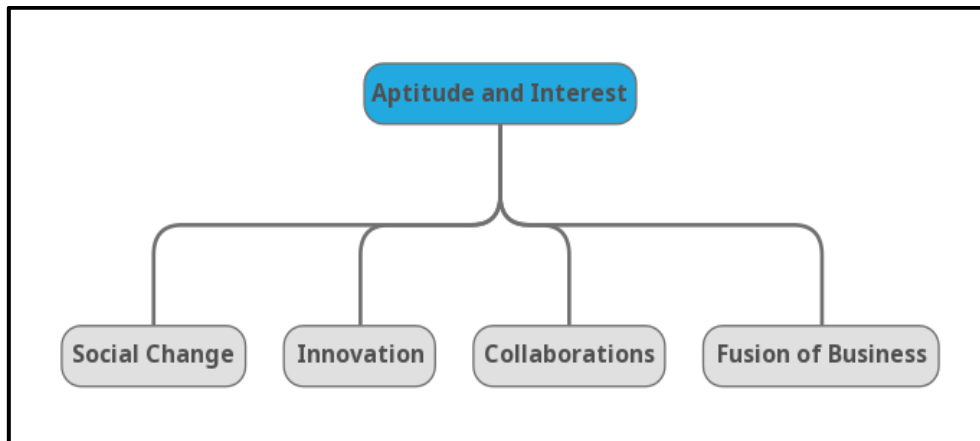
The researcher will first gather the data relevant to the research question. This data includes transcripts of interviews, focus group discussions, open-ended survey responses, field notes, or any other textual or visual material. The researcher fully utilize the Nvivo software in the research analysis process. Nvivo allows researchers to import and manage various types of qualitative data, such as text documents, audio and video recordings, images, and survey responses. Initial code will be identified based on the data collected. Next, themes will be created accordingly.

## **Result and Analysis**

### **Analysis of PE: Aptitude and Interest**

#### **Q1: Please describe your interest in social entrepreneurship. What aspects of social entrepreneurship appeal to you the most**

In this part, the author will discuss the analysis of PE. The researcher will investigate whether respondents have the mindset and psychological characteristics of individuals who embark on entrepreneurial endeavours, particularly in the social enterprise context. This is crucial, as it may give some ideas on how organization stewardship will be affected. This will reflect research objective 1 to examine to what extent PE and LS affect OS at social enterprise.



**Initial Codes:** Positive Social Change, Innovations, Collaborations and Fusion of Business

### Themes 1: Social Change as a Core Motivation

Excerpts from R1 express a strong emphasis on social entrepreneurship as a vehicle for creating positive social change. Participants highlight that the core focus of social entrepreneurship is to address pressing societal issues such as poverty, education, healthcare, and environmental sustainability. This theme reflects the motivation of individuals who are inspired by the potential for social entrepreneurship to effect meaningful and sustainable change in their communities (Yamini et al., 2020).

*“What appeals to me the most about social entrepreneurship is its core focus on creating positive social change. It’s not just about making a profit; it’s about addressing pressing societal issues, whether it’s poverty, education, healthcare, environmental sustainability, or any other significant challenge” – R1.*

### Themes 2: Innovation as a Driving Force

The data excerpts from R2 emphasize the innovative nature of social entrepreneurship. Participants describe how social entrepreneurship encourages creative problem-solving and the development of novel solutions to complex challenges. R2 was excited about the constant quest for innovative approaches and the potential to disrupt traditional systems. As mentioned by Bansal et al (2019), this theme underscores the role of innovation as a central component of social entrepreneurship, reflecting the participants’ enthusiasm for creative problem-solving.

*“I am drawn to the innovative nature of social entrepreneurship. It encourages creative problem-solving and the development of novel solutions to complex challenges.” – R2*

### Theme 3: Collaboration Across Boundaries

R3’s excerpt highlights the boundary-transcending nature of social entrepreneurship. The participant discusses how it goes beyond geographical borders, promoting cross-cultural collaboration and the sharing of best practices. It can be assumed that this theme conveys the idea that social entrepreneurship offers the opportunity to work on solutions with a potential global impact. It emphasizes the enriching and fulfilling aspects of collaborating with individuals and organizations from diverse backgrounds. Furthermore, this collaboration theme reflects the international and cross-disciplinary aspects of social entrepreneurship.

*“Social entrepreneurship knows no boundaries. It transcends geographical borders, encouraging cross-cultural collaboration and the sharing of best practices.” – R3*

#### **Theme 4: Integrated Impact-driven Leadership**

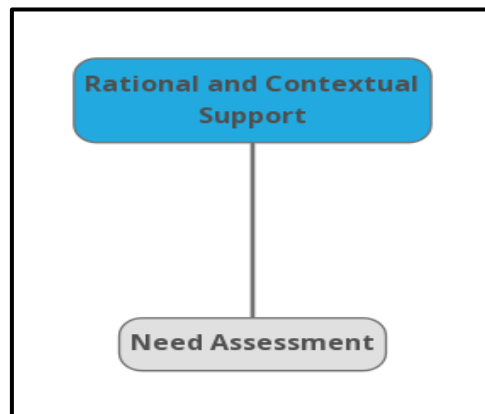
This theme encapsulates the essence of the R4 interest in social entrepreneurship, emphasizing the integration of business acumen and a strong social mission. The individual envisions a leadership approach that harmonizes both aspects, aiming for a venture that not only thrives in the marketplace but also contributes significantly to societal progress. The theme reflects the idea of a holistic and integrated approach to leadership, where business success and social impact are interconnected.

*“My interest in social entrepreneurship lies in the fusion of business acumen with a strong social mission. The opportunity to lead a venture that not only thrives in the marketplace but also contributes meaningfully to societal.” – R4*

#### **Analysis of LS: Rational and Contextual Support**

##### **Q1: How do you ensure that your team members have the resources and tools they need to accomplish their tasks and responsibilities effectively?**

In this part, the author will discuss the analysis of LS. The researcher will investigate whether respondents understand the component of LS or not. This is crucial, as it may give some ideas on how OS will be affected. Also, to determine the level of LS by social entrepreneur. This will reflect research objective 1 to examine to what extent PE and LS affect OS at social enterprise.



**Initial Codes: Need Assessment**

The theme that emerges from these data excerpts is a strong emphasis on conducting comprehensive needs assessments as a fundamental practice in social entrepreneurship. This theme highlights how social entrepreneurs prioritize understanding the individual and team requirements of their projects. It emphasizes the following key aspects:

#### **Themes 1: Comprehensive Needs Assessment**

The participants in these excerpts consistently mention that they start their social entrepreneurship endeavors by conducting thorough needs assessments. Referring to *Wanyoike & Maseno (2021)*, it reflects a commitment to understanding the specific needs and requirements of their teams and projects.

*“We conduct needs assessments, allocate resources strategically to maximize social impact while maintaining financial sustainability”. – R1*



*"We begin by conducting needs assessments, ensuring we understand individual requirements." – R2*

*"We start by conducting comprehensive needs assessments to understand individual requirements." – R3*

*"We kickstart this process with thorough needs assessments, always seeking to understand our team's unique requirements." – R4*

### **Themes 2: Empowering Teams**

The needs assessments are conducted with the goal of equipping and empowering their teams. By understanding the requirements, social entrepreneurs aim to provide the necessary resources and tools for effective task accomplishment.

*"As a social entrepreneur, my approach is rooted in empowering my team". – R1*

*"As a social entrepreneur, I prioritize equipping my team with the necessary resources and tools for effective task accomplishment" – R2.*

*"As a social entrepreneur, facilitating the effectiveness of my team is a priority." – R3*

### **Themes 3: Strategic Resource Allocation**

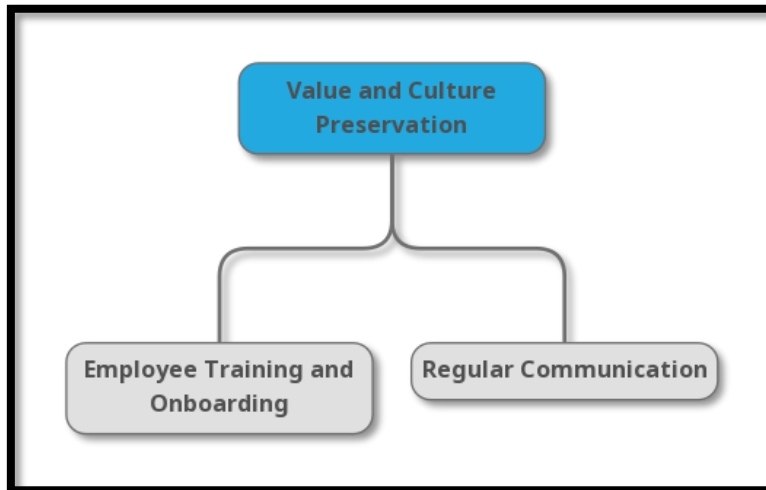
The theme also underscores the importance of strategic resource allocation. Social entrepreneurs aim to balance their social mission and financial sustainability by allocating resources in a way that maximizes social impact. This reflects a practical approach to achieving their goals.

*"Strategic resource allocation ensures we balance our social mission with financial sustainability." – R3*

### **Analysis of OS: Value and Culture Preservation**

#### **How does the organization ensure that all employees understand and uphold its core values and cultural norms?**

In this part, the author will discuss the analysis of OS. The objective is to understand the situation of OS in social enterprise. This is crucial, as it may give some ideas on how succession planning will be affected. This is parallel to the second research objective. Based on the information gathered, the researcher will interpret the data and examine to what extent OS impacts the succession planning of social enterprise.



Initial Codes: Employee Training & onboarding and Regular Communication

### **Themes 1: Cultivating Organizational Excellence Through Employee Development and Effective Communication.**

This theme highlights the critical role of employee training and onboarding, as well as regular communication practices in social enterprises that focus on stewarding the organization. The theme underscores the importance of investing in the development of employees, ensuring they are well-prepared and equipped for their roles, and maintaining open and effective communication channels within the organization. This combination of practices contributes to the cultivation of organizational excellence and responsible stewardship in the context of a social enterprise (Yamini, Soloveva & Peng, 2020).

The provided theme is well-reflected in the data excerpts from R1, R2, R3, and R4. These excerpts illustrate how social enterprises employ multifaceted approaches to instill and uphold core values and cultural norms among employees, which aligns with the theme's focus on cultivating organizational excellence through employee development and communication.

*“To ensure that our organization's core values and cultural norms are understood and upheld, we employ a multifaceted approach” – R2*

*“It starts with a detailed onboarding process that includes in-depth training on these principles” – R4*

*“Periodic assessments and feedback loops gauge alignment, fostering a culture where every member not only understands but actively upholds our core values and cultural norms.” – R1*

*“We use performance evaluations linked to these values and cultural norms, and leadership regularly communicates and exemplifies them.” – R3*

The theme emphasizes the significance of employee training and onboarding to ensure that core values and cultural norms are understood and upheld. The data excerpts (R1, R2, R3, and R4) consistently highlight the role of in-depth training during onboarding as a key practice. This mirrors the theme's emphasis on employee development. Furthermore, the theme underscores the importance of regular communication practices. The data excerpts discuss

regular team meetings, open discussions, leadership's role in embodying these values through their actions, and the use of performance evaluations, feedback, and surveys. These practices align with the theme's focus on effective communication within the organization (*Simpkins & Lemyre, 2018*).

*“During onboarding, we provide in-depth training that emphasizes these principles, making sure new employees grasp their significance.” – R2*

*“Performance evaluations are closely tied to these values, and we conduct regular surveys to gauge alignment” – R4*

*“Regular team meetings reinforce these principles, encouraging open discussions” – R1*

*“Employee feedback and surveys are vital tools for assessment and improvement” – R3*

The theme highlights leadership's role in setting an example and consistently demonstrating core values and cultural norms. The data excerpts emphasize that leaders play a pivotal role in embodying these values through their actions, aligning with the theme's emphasis on the influence of leadership in stewarding the organization. Based on the data excerpts, The theme mentions the use of performance evaluations and feedback loops to gauge alignment with core values and cultural norms. The data excerpts consistently refer to these practices, illustrating their importance in ensuring that employees understand and adhere to these principles.

*“Our leaders actively embody these values, setting an example for the team. Performance evaluations and peer feedback further promote a culture of understanding and commitment to our core values and cultural norms.” – R2*

*“Leadership plays a pivotal role by consistently demonstrating these values in their actions.” – R4*

*“Furthermore, our leaders lead by example, embodying these values in their actions” – R1*

To conclude, the theme provided aligns closely with the data excerpts, demonstrating how social enterprises employ a multifaceted approach that includes employee training, onboarding, regular communication, leadership's role, and performance evaluations to cultivate organizational excellence and steward the organization's core values and cultural norms.

### **Analysis of Succession Planning**

**Q1: What do you believe are the primary responsibilities of individuals within the organization when it comes to succession planning?**

In this part, the author will discuss the analysis of succession planning. The objective is to explore the understanding of SP among social enterprise leaders. This is parallel to the third research objective. Based on the information gathered, the researcher will interpret the data

and explore type and development of succession planning suitable for this organization. The analysis is begin by examine respondents understanding towards succession planning.

**Initial Code:** Succession Planning Understanding

**Theme 1: Perceptions of Succession Planning as a Contingency Measure**

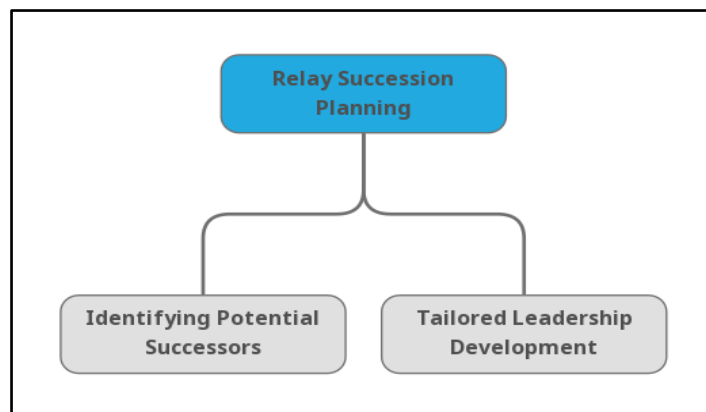
This theme reflects the R1 understanding of succession planning as a precautionary strategy to identify potential replacements for current leaders in case they leave their positions. R1 perception is that this is a responsible measure taken by HR or senior management, often involving the selection of individuals who have been with the organization for a while or those with significant tenure. The understanding is that these potential successors may receive training or preparation, although there is some uncertainty about the exact processes involved. This theme highlights the concept of succession planning as a contingency or risk management strategy within an organization.

*"Succession planning, I think, is about finding someone to replace the current leader when they leave. I'm not entirely sure, but it sounds like something you do just in case." – R1*

**Analysis of Succession Planning: RSP**

**Q1: Can you share specific examples of individuals who have been identified as successors and how their development has been prioritized within the organization?**

In this part, the author will discuss the analysis of RSP. The objective is to explore the understanding of RSP among social enterprise leaders. This is parallel to the third research objective, to explore the type and development of succession planning suitable for social enterprise. Based on the information and the understanding of data gathered, the researcher will interpret the data and suggest the most suitable type of succession planning for this organization.



**Initial Code:** Identifying Potential Successors, Tailored Leadership Development

**Theme 1: Cultivating Future Leaders Through Strategic Succession Planning**

This theme emphasizes the proactive approach of social enterprises in identifying and nurturing potential successors. It reflects a commitment to developing a pipeline of leadership talent through tailored leadership development programs. Succession planning in this context is not merely a contingency measure but a deliberate strategy to ensure the organization's long-term sustainability and leadership continuity. It underscores the organization's investment in the growth and development of its future leaders, aligning them with the social enterprise's mission and values.

The theme, "Cultivating Future Leaders Through Strategic Succession Planning," is well-supported by the data excerpts from R1, R2, R3, and R4. It provides in-depth insights into how social entrepreneurship organizations are actively identifying and nurturing potential successors through tailored leadership development. In each of the provided excerpts, the organizations have identified individuals within their teams who demonstrate strong leadership qualities and a deep commitment to the organization's mission. The individuals, such as Dayana, Sarah, and Johan, are recognized as potential successors for future leadership roles.

*"Certainly, in our social entrepreneurship organization, we have identified potential successors among our team members. One notable example is Dayana, who has demonstrated strong leadership and a deep commitment to our mission."- R1*

*"In our social entrepreneurship organization, we've recognized Dayana as a potential successor due to her outstanding leadership skills and alignment with our mission." – R2*

*"Johan's leadership qualities and passion for our mission have made him a prime candidate for succession."- R3*

*"Sarah has shown exceptional potential within our social enterprise. As a part of our succession planning, we have identified her as a future leader." – R4*

This organization has taken a strategic approach to develop their potential successors. They have crafted personalized leadership development plans that are tailored to the unique needs and growth areas of these individuals. The development plans include various components such as mentorship, training, and gradually increasing responsibilities. A common element in the excerpts is the inclusion of cross-functional experiences as part of the leadership development plan. Individuals like Dayana, Sarah, and Johan are actively engaged in cross-functional projects and teams to gain a holistic understanding of the organization's operations. As mentioned by *Bansal, Garg & Sharma, G.D. (2019)* this exposure helps prepare them for broader leadership roles.

*"Dayana participates in cross-functional projects to gain a holistic understanding of our operations." – R1*

*"We've initiated a structured mentorship program led by our current executive director, providing Dayana with guidance and insight into strategic decision-making." – R2*

*"To prepare Johan for this role, we've implemented a comprehensive development plan." – R3*

*"Dayana's development is a priority for us. She receives personalized coaching and mentoring from our senior leadership." – R4*

Apart from that, mentorship plays a significant role in the development of these potential successors. Experienced leaders, including the current executive directors, are involved in providing guidance, insight into strategic decision-making, and coaching to help these individuals grow into their roles. This organization has allocated resources for ongoing

leadership training for the identified successors. This includes participation in leadership training courses, representation at conferences and industry events, and personalized coaching. Regular progress reviews ensure that development remains on track.

*“To prioritize her development, we've created a tailored leadership development plan that includes mentorship, training, and gradually increasing responsibilities.” – R1*

*“Additionally, Dayana is attending leadership training programs and working on special projects to broaden her experience.” – R2*

*“He receives mentorship from our current executive director and participates in leadership training courses.” – R3*

*“Additionally, she is encouraged to participate in decision-making processes and represents us at conferences and industry events.”- R4*

The ultimate goal of these succession plans is to ensure a seamless transition when the time comes for these potential successors to step into more significant leadership roles. This approach safeguards the continuity of the organization's mission and its capacity for growth. These efforts are characterized by tailored leadership development plans, cross-functional experiences, mentorship, coaching, and ongoing training, all of which are geared towards ensuring the sustainability and growth of the organization's mission in the social entrepreneurship landscape.

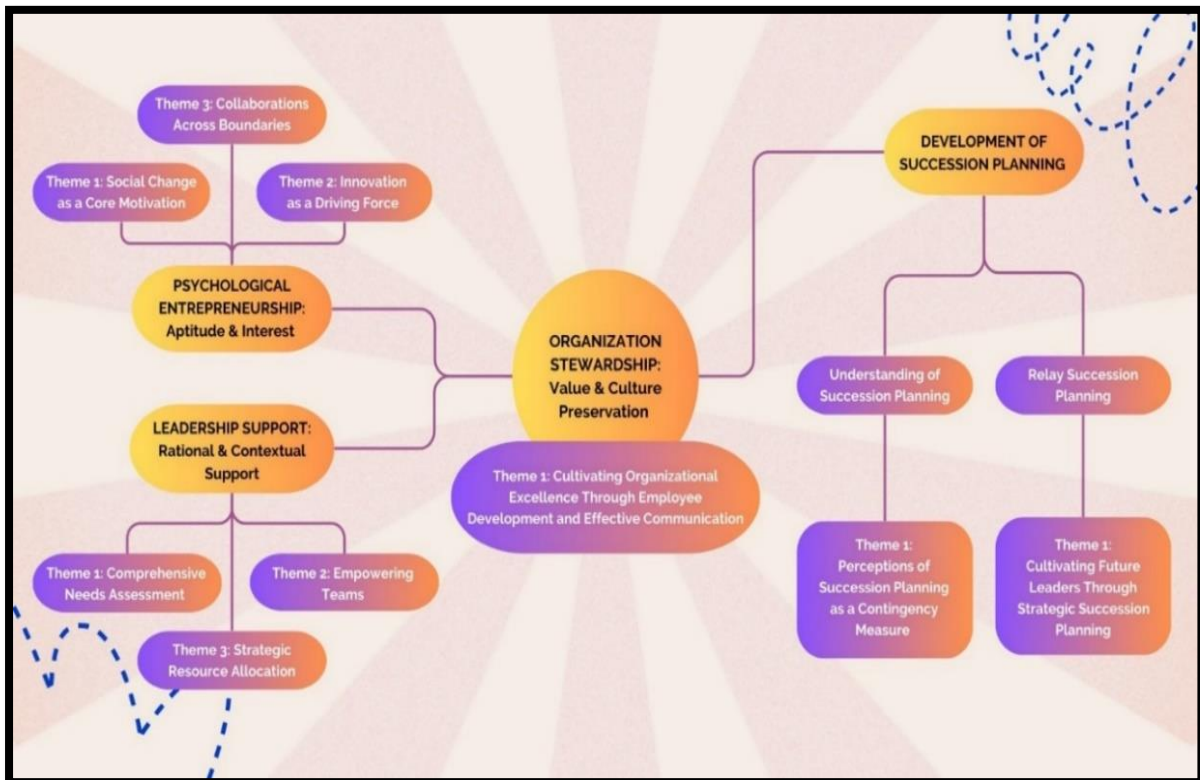
*“Our goal is to ensure a seamless transition when the time comes for her to take on a more significant leadership role.” – R1*

*“Our succession plan aims to ensure a seamless transition, where Sarah can take on more significant responsibilities when needed, ensuring our mission's continuity and growth.” – R2*

*“Our goal is to equip Johan to step into a leadership role seamlessly when the need arises, ensuring the sustainability of our mission.” – R3*

*“Our aim is to ensure that when the time comes, she seamlessly transitions into a leadership role, continuing our mission with dedication and expertise.” – R4*

## Thematic Map



*Thematic Map: The Variables and Themes categories*

## Conclusion

Referring to the thematic map, it can be concluded that PE, LS, and OS are interrelated factors that influence various aspects of organizational development. PE, characterized by social change, innovation, and collaboration, plays a significant role in shaping the aptitude and interest of individuals within an organization. LS, which includes comprehensive needs assessment, empowering teams, and strategic resource allocation, provides rational and contextual guidance essential for organizational success.

Furthermore, OS, focused on value and culture preservation, is influenced by PE and LS. Cultivating organizational excellence through employee development and effective communication emerges as a crucial strategy within organization stewardship. Additionally, the integration of PE, LS, and OS influences the development of succession planning.

Succession planning is perceived not just as a contingency measure but as a strategic initiative aimed at cultivating future leaders and ensuring the continuity of organizational values and culture. Strategic succession planning is identified as a key component in RSP, emphasizing the importance of identifying and nurturing talent within the organization to sustain long-term growth and effectiveness.

## Discussion & Recommendation

The founder and co-founder of this organization possess a strong inclination towards social entrepreneurship, underlined by their keen understanding of the psychological aspects of

entrepreneurship. They emphasize social change as a core motivation, advocating for collaboration across boundaries and innovation as a driving force. Their support is evident in their meticulous needs assessments, aiming to equip and empower their teams with necessary resources and tools for effective task accomplishment.

Moreover, strategic resource allocation is prioritized to maximize social impact, reflecting their pragmatic approach to achieving goals. Despite exemplary organization stewardship, the lack of a concrete succession plan is apparent. While a relay succession planning initiative is in place, it requires significant enhancement to align with the unique dynamics of social enterprises. Recommendations include assessing the current talent pool based on social values, evaluating skills, experience, and values of employees, ensuring alignment with the social mission of the enterprise.

Additionally, developing leadership skills with a social perspective through training and mentorship programs focused on topics such as social entrepreneurship, impact measurement, community engagement, and stakeholder collaboration is crucial. Furthermore, engaging stakeholders, including staff, board members, volunteers, clients, and community partners, in the succession planning process is essential to solicit input on leadership needs, succession candidates, and the organization's long-term strategic direction, ensuring continuity and sustainability in advancing the organization's social mission.

Based on the data gathered, the following are key recommendations to be taken into account when strategizing succession planning:

- 1. Integrate Psychological Entrepreneurship (PE), Leadership Support (LS), and Organizational Stewardship (OS):** Recognize the interconnectedness of these factors and incorporate them into succession planning efforts. Foster a culture of innovation and collaboration (PE), provide leadership support through comprehensive needs assessment and strategic resource allocation (LS), and ensure organizational values and culture are preserved (OS) throughout the succession planning process.
- 2. Focus on Developing Future Leaders:** View succession planning as a strategic initiative aimed at developing future leaders who embody the organization's values and mission. Provide opportunities for leadership development and mentorship programs that nurture talent from within the organization.
- 3. Align Succession Planning with Relay Succession Planning (RSP):** Emphasize Relay Succession Planning (RSP) as a key component of succession planning efforts. Identify and nurture talent within the organization to ensure a seamless transition of leadership over time. RSP focuses on passing the baton of leadership from one generation to the next, emphasizing continuity and sustainability.
- 4. Empower Teams and Individuals:** Empower teams and individuals to take ownership of their development and career advancement within the organization. Encourage collaboration and initiative-taking among employees, fostering a culture of leadership development at all levels.



- 5. Conduct Comprehensive Leadership Assessments:** Prior to implementing succession planning, conduct comprehensive assessments of leadership skills and competencies within the organization. Identify potential successors and areas for development to tailor succession planning efforts effectively.
- 6. Communicate the Importance of Succession Planning:** Clearly communicate the importance of succession planning to all stakeholders. Highlight how succession planning contributes to organizational resilience, sustainability, and long-term impact.
- 7. Regularly Review and Update Succession Plans:** Establish a process for regularly reviewing and updating succession plans based on changing organizational needs and circumstances. Ensure that succession plans remain relevant and effective in achieving the organization's objectives.
- 8. Promote a Culture of Learning and Adaptability:** Foster a culture of learning and adaptability within the organization. Encourage continuous professional development and provide opportunities for employees to expand their skills and knowledge, preparing them for future leadership roles.

## References

- Agensi Inovasi Malaysia (2020). Agensi Inovasi – Malaysia Innovation. <https://www.advertising.com.my/agensi-inovasi-malaysia-innovation-aim>
- Al-Daihani, E.H., Nandi, A.K., & Raza, S.M. (2019). Succession Planning; A Way Forward in Achieving Organizational Strategies. Day 2 Tue, March 19, 2019.
- Ahmed, N., Li, C., Sik, Qalati, E.A., Khan, A., & Siddiqui, F. (2020). Role of Business Incubators as a Service Provider in Entrepreneurship Development.
- Awasthy, R. (2019). Nature of Qualitative Research. Methodological Issues in Management Research: Advances, Challenges, and the Way Ahead.
- Bano, Y., Omar, S.S., & Ismail, F. (2022). Succession Planning Best Practices for Organizations: A Systematic Literature Review Approach. International Journal of Global Optimization and Its Application.
- Bansal, S., Garg, I., & Sharma, G.D. (2019). Social Entrepreneurship as a Path for Social Change and Driver of Sustainable Development: A Systematic Review and Research Agenda. Sustainability.
- British Council (2024). The State of Social Enterprise in Malaysia. [https://www.britishcouncil.org/sites/default/files/the\\_state\\_of\\_social\\_enterprise\\_in\\_malaysia\\_british\\_council\\_low\\_res.pdf](https://www.britishcouncil.org/sites/default/files/the_state_of_social_enterprise_in_malaysia_british_council_low_res.pdf)
- Budiyanto, C. W., Prananto, A., & Tan, F. T. (2019). Designing Embedded Case Study Research Approach in Educational Research. International Journal of Pedagogy and Teacher Education.
- Bhushan, B. (2019). Motivational Model of Social Entrepreneurship: Exploring the Shaping of Engagement of Social Entrepreneur. Methodological Issues in Social Entrepreneurship Knowledge and Practice.
- Bingham, C. B., Hendricks, B. E., Howell, T., & Kolev, K. D. (2019). Boomerang CEOs: What Happens When the CEO Comes Back? International Journal of Global Optimization and Its Application.

- Brand, T., Blok, V., & Verweij, M.F. (2019). Stakeholder Dialogue as Agonistic Deliberation: Exploring the Role of Conflict and Self-Interest in Business-NGO Interaction. *Business Ethics Quarterly*, 30, 3 - 30.
- Carver, C.S., & Connor-Smith, J.K. (2020). Personality and coping. *Annual review of psychology*, 61, 679-704.
- Chakraborty, D., & Biswas, W. (2020). Articulating the value of human resource planning (HRP) activities in augmenting organizational performance toward a sustained competitive firm. *Journal of Asia Business Studies*, 14, 62-90.
- Choi, E., Kim, E., Kim, I., & Choi, I. (2020). Attitude Toward Social Enterprises: A Comparison between For-Profit and Social Enterprise Employees. *Sustainability*.
- Clark, A., Kofford, S., & Schulze, W. (2022). Vertical Integration in Social Value Creation: Exploring Make-or-Buy Decisions in Social Ventures. *Academy Of Management Proceedings*, 2022(1). doi: 10.5465/ambpp.2022.17836abstract
- Cossin, D., Ong, B. H., & Coughlan, S. (2015). A practical perspective: Stewardship fostering responsible long-term wealth creation. Pp. 1-40. IMD Global Board Center.
- Das, S. (2020). In what way Social Entrepreneurs' Value Orientation have made Emotional Impact to the Performance of Social Enterprises: The Arbitrating Consequence of Social Entrepreneurship. *International journal of engineering research and technology*, 9.
- Davies, I.A., Haugh, H.M., & Chambers, L. (2019). Barriers to Social Enterprise Growth. *Journal of Small Business Management*, 57, 1616 - 1636.
- Desarno, J., Perez, M.V., Rivas, R., Sandate, I., Reed, C., & Fonseca, I. (2020). Succession Planning. *Journal of Small Business Management*, 75, 16 - 36.
- Dutra, T. A., Trevisan, L. N., Veloso, E. F., & Santos, L. F. (2021). RETENTION OF IDENTIFIED PROFESSIONALS AS POTENTIAL SUCCESSORS. *Journal on Innovation and Sustainability RISUS*.
- Erro-Garcés, A. (2020). Creativity and Emotions as Drivers for Social Entrepreneurship. *Journal of Social Entrepreneurship*, 11, 300 - 316.
- Espín, R. A., Leon, K. B., & Espín, J. D. (2019). THE CASE STUDY METHODOLOGY: A GUIDE FOR RESEARCH. *EDULEARN19 Proceedings*.
- Fauchart, E., Sieger, P., & Zellweger, T. (2019). Founder Social Identity and the Financial Performance of New Ventures. *Academy Of Management Proceedings*, 2019(1), 12833. doi: 10.5465/ambpp.2019.12833abstract
- Feng, Y., & Zhou, J. (2019). Organizational Support and Managers' Ambidexterity in Social Enterprise: The Mediating Role of Emotional Intelligence. *Open Journal of Social Sciences*.
- Fluhrer, S., & Kraehnert, K. (2022). Sitting in the same boat: Subjective well-being and social comparison after an extreme weather event. *Ecological Economics*, 195, 107388. doi: 10.1016/j.ecolecon.2022.107388
- Fryer, L. K., & Ainley, M. D. (2017). Supporting interest in a study domain: A longitudinal test of the interplay between interest, utility-value, and competence beliefs. *Learning and Instruction*.
- Fu, X., Padmanabhan, M. R., Kumar, R. G., Basu, S., Dorius, S. F., & Pavan, A. (2020). Measuring the impact of influence on individuals: roadmap to quantifying attitude. *Social Network Analysis and Mining*, 11, 1-20.
- Gabriel, P. I., Biriowu, C. S., & Dagogo, E. L. (2020). Examining Succession and Replacement Planning in Work organizations. *European Journal of Business and Management*, 5.

- Galli, B. J. (2020). Impact and Role of Motivation Theories in Continuous Improvement Environments: A Reflection of Literature. *Int. J. Serv. Sci. Manag. Eng. Technol.*, 11, 1-13.
- Gluns, D. (2019). How to proceed: Research methods and case selection. From Plans to Policies.
- Grigore, G., Stancu, A., Farache, F., & Mcqueen, D. (2020). Corporate Responsibility and the Value of Value(s). *Values and Corporate Responsibility*, 1 - 13.
- Hayek, M., Williams, A., & Taneja, S., (2019). AFFECTIVE SUCCESSION OF SOCIAL ENTREPRENEURS: A STEWARDSHIP BASED MODEL. *Academy of Management Annual Meeting Proceedings*, DOI: 10.5465/AMBPP.2014.11112
- Hlavac, J. (2023). Knowledge, skills and abilities (KSAs) as a metric to re-conceptualise aptitude: a multi-stakeholder perspective. *The Interpreter and Translator Trainer*, 17, 29 - 53.
- Hrabal, M., Tuček, D., Molnár, V., & Fedorko, G. (2020). Human factor in business process management: modeling competencies of BPM roles. *Bus. Process. Manag. J.*, 27, 275-305.
- Humbeck, P., Rosenfelder, J., & Bauernhansl, T. (2022). Organizational Capabilities for the Development of PSS in Business Ecosystems. *2022 Portland International Conference on Management of Engineering and Technology (PICMET)*, 1-6.
- Ip, B., & Jacobs, G. (2019). Business succession planning: A review of the evidence. *Journal of Small Business and Enterprise Development*, 13(3), 326-350. doi:10.1108/14626000610680235
- Johari, S., & Jha, K. N. (2020). How the Aptitude of Workers Affects Construction Labor Productivity. *Journal of Management in Engineering*, 36, 04020055.
- Jasir, M., Khan, N. U., & Barghathi, Y. (2022). Stewardship theory of corporate governance and succession planning in family businesses of UAE: views of the owners. *Qualitative Research in Financial Markets*.
- Siambi, K. J. (2022). Leadership Succession Planning and Organization Transition: A Review of Literature. *International Journal of Managerial Studies and Research*.
- Kendall, V. (2018). Identifying Factors That Impact Female Leadership Presence.
- Kim, S. E., & Kim, Y. H. (2020). What drives social responsibility commitment? An empirical analysis of public enterprises in South Korea. *International Review of Administrative Sciences*, 88, 152 - 170.
- Kim, A., Moon, C. W., Kim, S. K., Koh, Y. S., & Shin, J. (2019). An Empirical Investigation on the Psychological Antecedents of Social Entrepreneurship. *Entrepreneurship Research Journal*, 10.
- Kovalchuk, N. (2022). SOCIAL VIEW ON THE PROBLEMS OF BOSING IN LABOR TEAMS: CURRENT PROBLEMS AND WAYS TO SOLVE THEM. *Social Work And Social Education*, (1 (8), 88-95. doi: 10.31499/2618-0715.1(8).2022.262651
- Kruse, T.P. (2019). *Social Entrepreneurship. Making Change*.
- Kusumastuti, R., & Juwono, V. (2022). Social Enterprise in Action: A Study of Indigenous Community-based Enterprise in Rural Areas to End Poverty in All its Form (Irodori Leaf-Business Kamikatsu, Japan and Ikat Woven-Business Pringgasela Lombok, Indonesia). *Kne Social Sciences*. doi: 10.18502/kss.v7i12.11547
- Kulshrestha, R., Sahay, A., & Sengupta, S. (2022). Constituents and Drivers of Mission Engagement for Social Enterprise Sustainability: A Systematic Review. *The Journal of Entrepreneurship*, 31, 90 - 120.

- Kuper, N., Modersitzki, N., Phan, L. V., & Rauthmann, J.F. (2020). The dynamics, processes, mechanisms, and functioning of personality: An overview of the field. *British journal of psychology*.
- Lavarda, R. A., & Bellucci, C. (2022). Case Study as a Suitable Method to Research Strategy as Practice Perspective. *The Qualitative Report*.
- LeCounte, J. F. (2020). Founder-CEOs: Succession planning for the success, growth, and legacy of family firms. *Journal of Small Business Management*, 60, 616 - 633.
- Mansor, M. (2019). Review of History Succession Planning: Replacement Planning, Talent Management and Workforce Planning. *International Journal of Academic Research in Business and Social Sciences*.
- Magasi, C. (2022). Management succession planning and family-owned manufacturing businesses survival. *International Journal of Research in Business and Social Science* (2147- 4478).
- Ma, T., Wang, Z., Skibniewski, M. J., Ding, J., Wang, G., & He, Q. (2020). Investigating stewardship behavior in megaprojects: An exploratory analysis. *Engineering, Construction and Architectural Management*.
- Mishra, S., & Dey, A. K. (2022). Understanding and Identifying 'Themes' in Qualitative Case Study Research. *South Asian Journal of Business and Management Cases*, 11, 187 - 192.
- Ministry of Entrepreneur Development and Cooperatives. (n.d.). Social Entrepreneurship Malaysia 2030 [PDF document]. Retrieved from [https://www.kuskop.gov.my/admin/files/med/image/portal/PDF/SEMy2030/SEMy2030\\_Booklet\\_ENG.pdf](https://www.kuskop.gov.my/admin/files/med/image/portal/PDF/SEMy2030/SEMy2030_Booklet_ENG.pdf)
- Norton, W. I., & Baucus, M. S. (2018). Moral Courage: The Process of Engaging in Courageous Acts at Work. *Academy of Management Proceedings*.
- Palová, Z., & Šebestová, J. (2020). Competencies, skills, and goals needed for Social Enterprises. *Developing Entrepreneurial Competencies for Start-Ups and Small Business*, 109-128. doi:10.4018/978-1-7998-2714-6.ch008
- Perrenoud, A. J. (2020). Delphi Approach to Identifying Best Practices for Succession Planning within Construction Firms. *International Journal of Construction Education and Research*, 16, 197 - 210.
- Pidduck, R. J., Clark, D. R., & Lumpkin, G. T. (2021). Entrepreneurial mindset: Dispositional beliefs, opportunity beliefs, and entrepreneurial behavior. *Journal of Small Business Management*, 61, 45 - 79.
- Rakotoarisoa, M. H., Sulistyandari, S., Ravoaja, H., Randrianantenaina, S. M., & Ramalina, R. M. (2022). Influence of Positive Psychological Capital on Social Entrepreneurship Intention During Covid-19. *International Journal of Economics and Business Issues*.
- Romanova, J. A., & Lisetska, V. (2020). Individual Psychological Characteristics of Individuals Engaged in Social Entrepreneurship. *Bulletin of Taras Shevchenko National University of Kyiv. Series "Psychology"*.
- Saleh, S., Ashari, Z. M., Kosnin, A. M., & Rahmani, A. S. (2019). A Systematic Literature Review on the roles of Interest and Motivation in STEM Education. 2019 IEEE International Conference on Engineering, Technology and Education (TALE), 1-6.
- Sanzo-Pérez, M. J., Rey-García, M., & Álvarez-González, L. I. (2021). Downward accountability to beneficiaries in social enterprises: do partnerships with nonprofits boost it without undermining accountability to other stakeholders? *Review of Managerial Science*, 16, 1533 - 1560.

- Schaefer, K., Kearins, K., & Corner, P. (2020). How Social Entrepreneurs' Inner Realities Shape Value Creation. *Journal Of Social Entrepreneurship*, 13(1), 51-70. doi: 10.1080/19420676.2020.1753800
- Schunk, D. H., & DiBenedetto, M. K. (2020). Motivation and social cognitive theory. *Contemporary Educational Psychology*, 60, 101832.
- Shahnawaz, M., & Zaim, H. (2020). Peer knowledge sharing and organizational performance: the role of leadership support and knowledge management success. *J. Knowl. Manag.*, 24, 2455-2489.
- Simões, E., Duarte, P., & Nunes, P. (2020). The impact of leadership and organizational context on the acceptability of unethical HRM practices. *Psicologica*, 34, 56-66.
- Simpkins, L., & Lemyre, L. (2023). Organizational Stewardship: Examining a New Measure FW-Stewardship Management
- Sobkin, V. S., Lykova, T. A., & Siyan, M. (2022). Actor Training: Competencies or Aptitude. *Cultural-Historical Psychology*.
- Starnawska, M., & Brzozowska, A. (2019). Editorial Paper. Social Entrepreneurship and Social Enterprise Phenomenon: Antecedents, Processes, Impact across Cultures and Contexts. *Journal Of Entrepreneurship, Management And Innovation*, 14(2), 3-18. doi: 10.7341/20181421
- Susilowati, H., Hidayat, E. N., Wardani, N. A., & Purwanti, K. (2022). Development of Organizational Leadership in the Implementation of Comprehensive Leadership Pipeline towards Organization. *Journal of Management and Informatics*.
- Su, R. (2020). The three faces of interests: An integrative review of interest research in vocational, organizational, and educational psychology. *Journal of Vocational Behavior*, 116, 103240.
- Tafur-Arciniegas, M., & Contreras, A. F. (2018). First Approach to Purposeful Sampling for Determining Key Factors on Outcome Bias.
- The edge Malaysia (2022). Empowering and Sustaining Social Enterprise. <https://theedgemalaysia.com/article/empowering-and-sustaining-social-enterprises>.
- Turner, A. (2021). The role of the mentor and the wider team. *Professional Identity Development through Incidental Learning*, 99-117. doi:10.1007/978-3-030-86092-9\_6
- Ugoani, J. N. (2020). Management Succession Planning and Its Effect on Organizational Sustainability. *ERN: Personnel Policies (Topic)*.
- Vamvaka, V., Stoforos, C.E., Palaskas, T.B., & Botsaris, C. (2020). Attitude toward entrepreneurship, perceived behavioral control, and entrepreneurial intention: dimensionality, structural relationships, and gender differences. *Journal of Innovation and Entrepreneurship*, 9.
- Vazquez-Maguirre, M., & Portales, L. (2018). Profits and purpose: Organizational tensions in social enterprises. *Intangible Capital*, 14(4), 604. doi: 10.3926/ic.1208
- Vieta, M. A. (2021). Responding to Business Succession Issues and Crises by Converting to Cooperatives. *Canadian Journal of Nonprofit and Social Economy Research*.
- Vohidovna, K. M. (2020). Concepts of entrepreneurship using a psychological perspective. – *FW Psychological Entrepreneurship*
- Wang, C., Mundorf, N., & Salzarulo-McGuigan, A. (2021). Psychological Well-Being Sustainable during Entrepreneurial Process—The Moderating Role of Entrepreneurial Creativity. *Sustainability*.

**Abbreviation**

AIM	Agensi Inovasi Malaysia.
Co-Founder	Someone who establishes an organization together with one or more other people.
Founder	The owner or operator of an organization.
HR	Human Resources
LS	Leadership Support.
MaGIC	Malaysian Global Innovation & Creativity Centre.
MEDAC	Ministry of Entrepreneur Development and Cooperatives.
Nvivo	Statistical & Qualitative Data Analysis Software.
OS	Organization Stewardship.
PE	Psychological Entrepreneurship.
RSP	Relay Succession Planning.
SEMy2030	Malaysia Social Entrepreneurship Blueprint 2030.
SP	Succession Planning.