

THE CONCEPTUAL MEDIATION MODEL OF SOCIAL ALLIANCE BUILDING TOWARDS SOCIAL INNOVATION

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ABSTRACT.

Social Innovation is being increasingly recognized in today's world to meet social needs in a better way than the existing solutions. It is very much believed that technological innovations by itself cannot guarantee sustainable social and economic development. The review of the existing literature in this paper proposes a conceptual model comprising of the dimensions responsible for successful Social Innovation. The framework includes social Entrepreneurship, social enterprise as antecedents of Social Innovation. Social Alliance Building is posited to act as an effective mediator rather than a consequential impact of the social entrepreneurial traits and the abilities of a social enterprise. This paper starting with a review of literature furthers to describe the factors making up the constructs of the model towards the conclusion of the conceptual model which is explained along with the list of prepositions.

Index Terms - Social Innovation, Social Entrepreneurship, Social Enterprise, Social Alliance Building

I. INTRODUCTION:

'We believe in the fact that the need will quickly become evident for Social Innovation to match technical change' (Meadows et.al., 1973)

The term 'innovation' is the process from "the conversion of an idea into a new product or services" to "its successful commercialization", (Castreeetal.,2013). The capacity to innovate and create new things is one of the hallmarks of civilization. Innovation has been present in human history as an appearance of the creative capacity of humanity's efforts to develop the quality of life, in *Simms' words*: '*Civilizations are the result of human innovations*' [Baum et al., 1993]. The study of innovation began in economics, notably in the works of Schumpeter, although we can find the origins of the Schumpeterian approach towards innovation and the innovation writings of Max Weber and Werner Sombart [Nunnally et al., 1978]. The concept of innovation has evolved separately in a different context in management. The term innovation was restricted within an organization for its own conservative purpose like earning a profit, reaching target customers etc., It does not help the society and its development. The innovation in the societal dimension, on the other hand -focusses on the society at large, driven by the production of social benefits

However, attention towards innovation in social dimensions has appeared quite recently and its importance has become a widely accepted impression in order to improve the welfare of society. Thus, innovation on social dimensions widely known as "Social Innovation" refers to innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly diffused through organizations whose primary purpose is to create social value. Thus, Social Innovations are new social practices that aim to meet social needs in a better way than the existing solutions, resulting from – for examples – working conditions, education, community development or health. These ideas created with social goals of extending and strengthening civil society.

A good example of *Social Innovation* in this sense is the spread of cognitive behavioural therapy, proposed in the 1960s by Aaron Beck, tested empirically in the 1970s, and then spread through professional and policy networks in the subsequent decades. A good example of socially innovative new organizations is the Big Issue, which publishes Big Issue Magazine, and its international success or network of magazines sold by homeless people. Thus, Social Innovation has greatly increased society's willingness to cooperate and innovate. More and more governments, communities and people are concerned about the future and are trying to find viable solutions to adapt to an ever-changing world, with the purpose and need to overcome poverty and solve serious issues that humanity is dealing with. Therefore, one of the resources and the solution is Social Innovation.

II. SOCIAL INNOVATION

The development and delivery of new ideas and solutions (products, services, models, modes of provision, processes) at different socio-structural levels, that intentionally seek to change power relations and improve human capabilities, as well as the processes via which these solutions are carried out. (Nicholls and Ziegler 2015).

There have been two challenging innovation streams in Social Innovation research. The first focus on outcomes and social value production; while the second focuses on changes in power relationships and an emphasis on new social processes and relations aiming at rebalancing power disparities and economic inequalities in society. Recently, however, it reappears to have some de-contestation in the sense that scholars increasingly emphasize both aspects: the outcome and the process.

Social Innovation is an umbrella term that covers a broad range of activities that aim to meet social needs in a better way than the existing solutions through social organizations. These ideas are created with the goal of prolonging and strengthening civil society. Social organizations must be innovative for constructing new ideas that work in meeting social goals (Mulgan et al., 2007). In order to become innovative, a social organization has to develop and improve its innovation capability. Managing creativity and capabilities such as Social Innovation capability is one of the basic essentials of an organization (Saunila and Ukko, 2012). *Social Innovation refers to “An Outcome of the Social Entrepreneur and Social Enterprise ability to apply the collective knowledge and skills to meet the social goals and find solutions to the social issues in order to create added value to the economic development of a society”* [S.J. Hogan et al., 2011]. In our study, a model is built based on this definition.

III. A REVIEW OF LITERATURE:

3.1 Famous Authors and their views on Social Innovation: (1771 –2018)

Explanation of Social Innovation	Author	Year
Englishman Robert Owen “Father of British Socialism” promoted an alternative socialist vision to the current competitive, industrial society. Owen said that the profit motive should not be the primary shaper of the society rather, he said he could create a community in which workers were paid what they were worth and shared, rather than competed in all areas of life. Owen, founder of a cooperative movement have promoted the innovation in the social field	Robert Owen	1771 - 1858
Students of creativity have examined innovation in the arts, sciences and engineering. Social Innovation, the generation and implementation of new ideas about social relationships and social organization has received less attention. Franklin identified problems based on practical need, analyzed causes carefully, generated contextually appropriate low-cost implementation strategies and built the support needed for demonstration projects.	Benjamin Franklin	1773
Socialization is the process of transforming the act of producing and distributing goods and services from a solitary to social relationship and collective endeavour. Socialization takes place during the development of capitalism where the act of production becomes centralized and undertaken by firms in a highly mechanized and collective manner.	Karl Marx and Friedrich Engels	1818 – 1883
Innovations are embedded in basic cultural patterns and process of social change and depend on historical, regional and political conditions. Innovations that aim not at improving/ perfecting, but at changing/ altering the status quo may expect and need to overcome greater obstacles	Max Weber	1864 - 1920
Durkheim was concerned with contributing to sociology but it was not his only one. He has also pioneered the use of statistics in sociology and he argued that society interest.	Emile Durkheim	1893

<p>Schumpeter considered trade cycles to be the result of the innovation activity of the entrepreneur in a competitive economy. In his view, trade cycles are an inherent part of the process of economic growth of a capitalist society. He identified 5 types of innovation: Introduction of a new product or new product quality, introduction of a new production process, opening up of the new market, securing of the new source of raw materials or other inputs, creation and application of new.</p>	Joseph Schumpeter	1934
<p>Drucker most important sight concerned the role of the corporation in society. “ The business enterprise is a creature of society and on the economy, and society or economy can put any business out of existence over-night” Drucker showed that there is no “inherent contradiction between profit and a company’s need to make a social contribution”</p>	Peter Drucker and Michael young	1960
<p>The term was developed several overlapping meanings. It can be used to refer to social processes of innovation such as open source techniques. Social Innovation can take place within the government, within companies or within the non-profit sector(also known as the third sector) help to attain economic development and organization sustainability.</p>	Pierre Rosanvallon, Jacques Fournier and Jacques Attali	1970
<p>Individuals develop their innovation capacity along three dimensions - intrapersonal, social and cognitive that together create a unified self. In creating the outcome measure, we began with the framework and hypothesized that there might be measurable aspects of each dimension conceptually related to innovation, approaching our analysis with the underlying premise that all three dimensions are dynamic and interdependent of one another.</p>	Robert Kegan	1994, 2009
<p>Social Innovations are innovations that are social in both their ends and their means. Specifically, we define Social Innovations as new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations. They are innovations that are not only good for society but also enhance society’s capacity to act. 8 The process of social interactions between individuals undertaken to reach certain outcomes is participative, involves a number of actors and stakeholders who have a vested interest in solving a social problem, and empowers the beneficiaries. It is in itself an outcome as it produces social capital.</p>	Agnes Hubert (Advisor of EU commission)	1999
<p>Technological and organizational innovation, or as a conceptual extension of the innovative character of socio-economic development. That is, the concept enlarges the economic and technological reading of the role of innovation in development to encompass a more comprehensive societal transformation of human relations and practices</p>	Moulaert and Nussbaumer	2000

<p>The theoretical framework that has been used to understand and conceptualize research associated with innovation is proposed in the work of Shane (2003; Shane et al. 2012). As Shane (2003) observed, “educational institutions are a source of opportunity because they are important mechanisms to diffuse information, thereby facilitating the transmission of information that generates opportunities”</p>	Shane et.al.,	2003, 2012
<p>The Innovation Competencies Development (INCODE) Barometer is intended to aid in the development and assessment of innovation competence in a higher education setting. It can be used in self-assessment for formative purposes to engage students in directing their own learning through reflection on what innovation competence entails. Likewise, providing the opportunities for peer assess me in the process of learning within a course encourages collaborative learning and helps students learn to give and receive feedback. The INCODE Barometer can be used by the teacher from the design phase of a course to the different activities of formative assessment throughout the course And of summative assessment, in which decisions must be made regarding the achievement of learning objectives and the awarding of final grades.</p>	Frances Watts, Juan A. Marin-Garcia et.al.,	2013
<p>FINCODA established to develop a tool kit to measure innovative capacity. It is an online psychometric survey that has been designed for students, graduates, employees and employers to use as a tool for identifying, measuring and demonstrating innovative capacity in people. This is also an incredibly powerful tool for recruitment and development within organizations.</p>	Oliver Caunt FINCODA	2014 - 2017
<p>The main aim of the paper was the identification of the behavioural indicators of innovators at the workplace, and their classification. This may yield some light on the assessment of innovative workplace performance of individuals in an organization as well as on the development of innovative competence of students in academic institutions as a challenge to meet the needs of both professional and higher education institution.</p>	Maria Jose Perez Penalver et.al.,	2018
<p>Introduce an interdisciplinary theoretical framework used to generate items and cover extant literature drawn primarily from the fields of higher education and Entrepreneurship studies. We further discuss our use of latent trait theory and item response models to guide instrument development and measure scoring.</p>	Benjamin S. Selznick, Matthew J. Mayhew	2018

3.2 Social Entrepreneurship:

The formation of organizations to address social problems and create social value has always been an important feature of market economies (Thompson et al.2000, Hall,1987). Use of the term “Social Entrepreneurship” is a more recent phenomenon. The term continues to increase in visibility, partly because a sophisticated network of organizations exists to support and highlight the work and contribution of social entrepreneurs.

In the literature on social Entrepreneurship, researchers identify the distinguishing traits of an entrepreneurial personality. These studies, as a whole, did not conclusively identify a single such personality; the traits identified ranged from risk-taking, creativity and innovation, responsibility, and communications skills to ambition, self-confidence, achievement motivation, aggression, and need for power (Carland et al. 1984). The literature on social Entrepreneurship, includes studies analyzing individual-level factors shaping the choice to pursue social Entrepreneurship (Mair and Noboa 2006; Nga and

Shamuganathan 2010; Baierl et al. 2014; Tiwari, Bhat, and Tikoria 2017) and social entrepreneurs' motivations (Zahra et al. 2009; Germak and Robinson 2014; Christopoulos and Vogl 2015; Ghalwash, Tolba, and Ismail 2017). A smaller number of empirical studies identify traits that define or distinguish social entrepreneurs from other business entrepreneurs (Bargsted et al. 2013; Hockerts 2015; Carraher, Welsh, and Svilokos 2016).

Research in the area of social entrepreneurial intention, motivation, and personality, many unique traits (Nga and Shamuganathan 2010), such as empathy, societal moral obligation, self-efficacy, and social support (Hockerts 2015), and traits shared with business entrepreneurs such as risk-taking, innovation, achievement motivation, need for independence and pro-activeness (Ghalwash, Tolba, and Ismail 2017) have been identified. Synthesizing the literature on social Entrepreneurship, this paper proposes a multi-dimensional construct of a social entrepreneurs personality based on the following traits: *creativity, openness to change, autonomous, motivation and risk-tolerance and Intention to innovate* is a newly added factor by the author of the paper to measure the Social Entrepreneurship ability towards Social Innovation effectively.

3.3 Social Enterprise:

Social enterprises provide some perfect opportunities to invest strategically and to ensure the development of a sector that will transform the nation's economy to the one that is more equitable and sustainable (Kelsey, 2016). Furthermore, few studies conducted on international social enterprise have taken mostly in a local, regional or national point of view, but not global perspective (Marshall, 2011). For example, Tukamushaba et al. (2011) focused on Social Entrepreneurship in the Ugandan context, Weerawardan and Mort (2006) in Australia perspectives, Eunchong (2014) in Korea context, while Madill et al. (2010) focused on Canadian social enterprises. This study, therefore, intends to investigate the relationship between social enterprise capabilities towards Social Innovation.

This study focuses on five key capabilities of Social Enterprise capabilities, as suggested by Burke-Litwin (1992), and Bloom et al. (2010) while Social Innovation constructs are provided by Scott and Bruce (1994). The most important five keys for capabilities are *Staffing, Communicating, Lobbying, Replicating, Stimulating Market Forces and Team performance* were newly added factor by authors to measure the ability of Social Enterprise towards Social Innovation effectively.

IV. RESEARCH GAP:

Social Entrepreneurship and Social Enterprise abilities are most important towards attaining the Social Innovation

This paper contributes beyond the current understanding of the individual social entrepreneur by examining social Entrepreneurship through a collective lens and acknowledge that much effort to solve social problems and also involves collaborative action. Collaboration with other actors and organizations provides social entrepreneurs with a means to accomplish their objectives across numerous levels in order to achieve social change where a lone actor may not otherwise be successful. The notion of the need for collaborative action in social change is not novel. Prior literature on collective action across social movements (e.g., Davis and Anderson 2008; Rao et al. 2000), institutional changes (e.g., Greenwood et al. 2002; Hardy and Maguire 2008), cooperatives (e.g., Alinsky 1941; Spear 2006), and cross-sectoral partnerships (e.g., Austin 2000; Selsky and Parker 2005; Vurro et al. 2010) illustrate the necessity of collaborating with outside actors and drawing on external resources to effect change.

Previous researchers explain the individual social entrepreneurial development when collaborations with other organizations but, this Conceptual paper focuses on measuring the abilities of Social Entrepreneur towards Social Innovation through "Social Alliance Building" to check the effectiveness of this Mediation variable.

As a form of cross-sector partnerships, social alliances are voluntary collaborations between business and social enterprises to address social causes and they emerge as tools for tackling complex, indivisible social problems that single organizations find difficult to cope with alone (Waddock, 1991). Distinct from other types of cross-sector collaborations, they adopt non-economic objectives that focus on improving social welfare (Berger, Cunningham, & Drumwright, 2004). Faced with coercive, normative and cognitive pressures from various stakeholders for being good corporate citizens, corporations assume roles beyond that of purely economic actors and engage in social activities that positively impact the societies in which they operate (Brown, Vetterlein, & Mahler, 2010; Dimaggio & Powell, 1983, Smith, 2003). Corporate social engagement through collaboration is providing an opportunity and medium for corporate social performance. Proliferating social enterprises formed to address growing multidimensional social problems and insufficient resources also bring in the need for collaboration (Prakash, 2002). From a resource dependence perspective (Pfeffer & Salancik, 1978), the resource complementarities between business and social enterprises motivate them to cooperate.

Previous authors measure the direct relationship between social enterprise and social Alliances. In this conceptual paper focus on measure the abilities of Social Enterprise towards Social Innovation through the "Social Alliance Building" so as to check the effectiveness of the mediating Variable.

Fig 4.1 Existing Model As Per Literature Review – First Stage Of Conceptual Model:

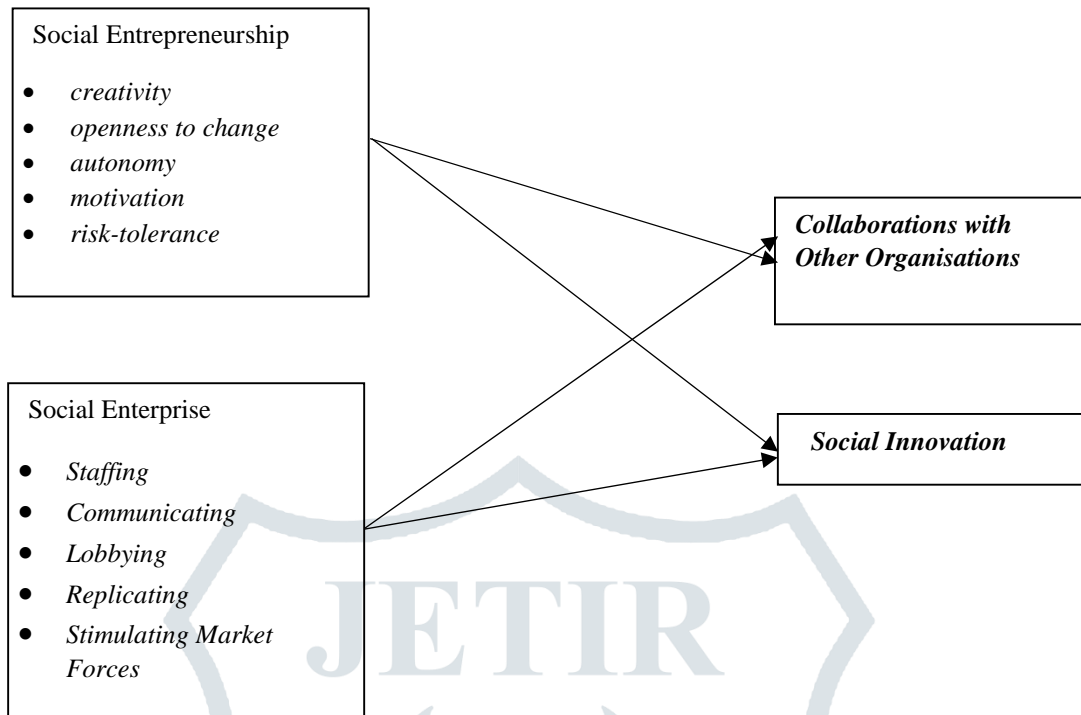
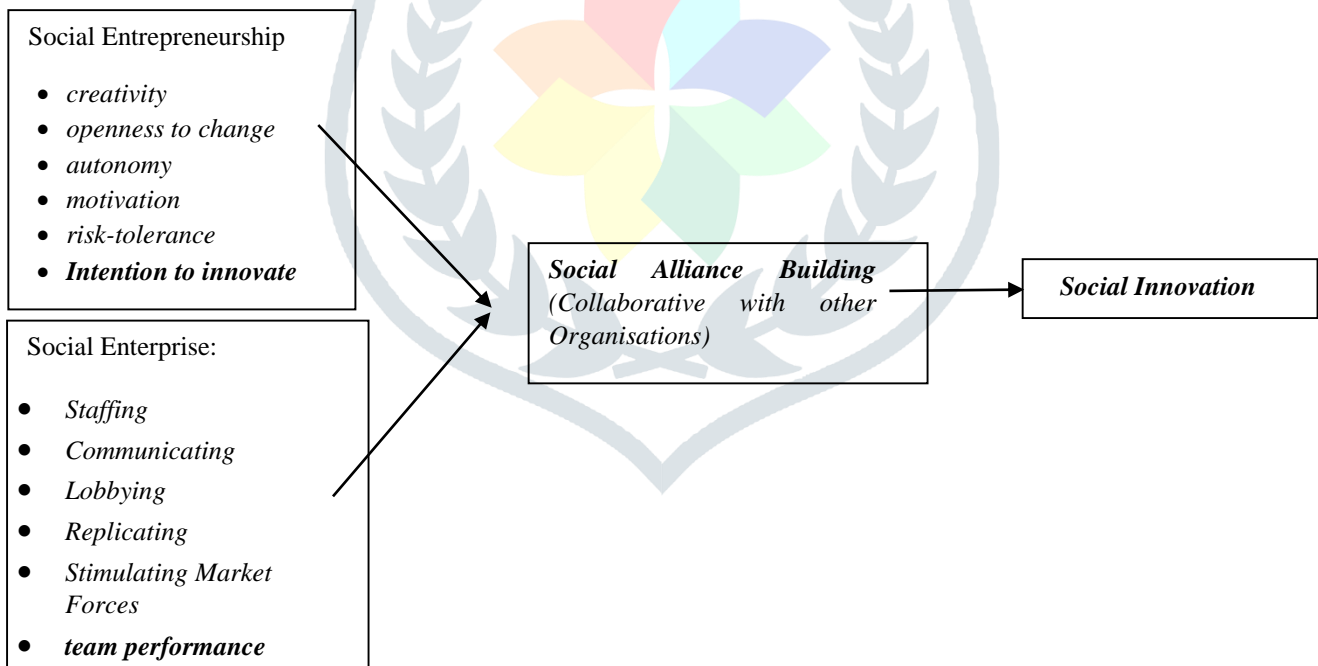


Fig 4.2 Proposed Conceptual Model:



V. VARIABLES IN MODEL - EXPLANATION:

5.1 Social Entrepreneurship

Social Entrepreneurship has been identified as an innovative way of tackling unmet socio-economic needs. While social Entrepreneurship is not a new phenomenon, the term “social entrepreneur” has more recently been used to describe those individuals who establish enterprises primarily to meet social objectives rather than generate personal financial profit.

The term “social Entrepreneurship” has emerged as a new label for describing the work of the community, voluntary

and public organizations, as well as private firms working for social rather than for-profit objectives. Social Entrepreneurship has its origins in the eighteenth and nineteenth centuries when philanthropic business owners and industrialists like Robert Owen, demonstrated a concern for the welfare of employees by improving their working, education and cultural lives. Since then, social Entrepreneurship has been associated with community enterprise and development, education, churches, charities, the not-for-profit sector and voluntary organizations. Collectively, the social economy or "third sector" has expanded, its growth often attributed to structural and managerial problems within state-run social services.

Following are the abilities of the *“Social Entrepreneur” towards “Social Innovation”*

5.1.1 Creativity

The earliest definitions of Entrepreneurship emphasized innovation as a key feature distinguishing entrepreneurs from other managers or business owners (Schumpeter 1934; Carland et al. 1984.). Creativity, as the trait underlying innovation, is theorized as an integral part of an entrepreneurial personality. Both entrepreneurs and social entrepreneurs require an imaginative faculty that enables them to ‘envision opportunities that others cannot’ (Chell 2007.). Social entrepreneurs, in particular, engage in the ‘recombination of social and material elements’ interactive processes of creation and discovery (Diochon and Ghore 2016.). For the purposes of this study, the definition of creativity focuses on the ability to develop inventive, original ideas and solutions.

5.1.2 Openness to change

The centrality of innovation to understandings of both Entrepreneurship and social Entrepreneurship further implies that social entrepreneurs must be enthusiastic promoters of change if they are to create new goods, services, markets, organizations, or pathway so faces (Bargsted et al. 2013). Individuals with a high level of openness to change are flexible and adaptable and perceive novelty as positive and as an opportunity for growth. Social entrepreneurs, who seek to change not only products and services but also social systems, may require an even higher openness to change than other entrepreneurs. Bargsted et al. (2013.) observed that social entrepreneurs exhibited a weaker orientation toward ‘traditional’ values than commercial entrepreneurs.

5.1.3 Autonomy

The emphasis in the entrepreneurial literature on characteristics of autonomy, independence, and internal locus of control (Carland et al. 1984) suggests that entrepreneurs tend to value freedom from external control and often must take independent action in pursuing their idea or vision. Prior studies have posited that social entrepreneurs likely share this entrepreneurial trait of autonomy (Ernst 2012; Hockerts 2015). However, this trait may be affected by context. In some situations, the ability to start a social venture may hinge primarily on the ability and willingness to marshal and utilize various networks of stakeholders and supporters, and those with high levels of autonomy may not perceive social enterprise as an attractive or viable option (Nicolas, Rubio, and Fernandez-Laviada 2018).

5.1.4 Motivation

In the Entrepreneurship literature, achievement motivation—that is, the need to be successful—has been identified as a significant driver of entrepreneurial ambition and success (McClelland 1961; Kolvereid 1992; Collins, Hanges, and Locke 2004; Ong and Ismail 2008). Social entrepreneurs may be motivated by a similar inclination (Ernst 2012). Bargsted et al. have identified social Entrepreneurship as part of an individual’s career orientation, connected to the accomplishment of ‘personal and professional plans and projects’ (2013).

5.1.5 Risk tolerance

The importance of a risk-tolerance propensity has been debated extensively in the Entrepreneurship and social Entrepreneurship literature (Carland et al. 1984; Germak and Robinson 2014; Baierl et al. 2014). Ultimately, it seems that entrepreneurs must be willing to assume some risk after calculation of probable positive outcome; this is how the trait of risk-taking has therefore been framed for the purposes of this study. Some studies suggest that social entrepreneurs may need to be prepared to take on an even higher level of risk than their commercial counterparts, as they must ‘find possible economic advantages without losing

focus on their social goals’ (Abbou et al. 2017; see also Nicolas, Rubio, and Fernandez-Laviada 2018). Social entrepreneurs thus take on not only financial risk but also a social one, as either failure of their organization or unintended consequences of its success might negatively affect social outcomes (Bargsted et al. 2013). In developing country contexts, risk-taking behaviour may be even more necessary in order to address a wider range of barriers that social entrepreneurs face (Ghalwash, Tolba, and Ismail 2017).

5.1.6 Intention to Innovate:

In this continued line of inquiry, it is imperative to understand the individual’s intentions to engage in Social Innovation and Entrepreneurship (Bae et al. 2014; Bagheri and Pihie 2014; Souitaris et al. 2007; Zhao et al. 2005). Drawing on Ajzen’s (1991, 2002) theory of planned behavior, this research has explored factors and/or experiences that shape entrepreneurial intentions across a variety of contexts (Bagheri and Pihie 2014; Lin et al and Chen 2009; Moriano et al. 2012; Wu and Wu 2008), learning interventions (Oosterbeek et al. 2010), and input characteristics (Shinnar et al. 2012). To better understand the extent to

which a broad pattern of effectiveness in developing this outcome might exist, a recent meta-analysis (Bae et al. 2014) examined 73 studies to determine the relationship between Entrepreneurship experience interventions and the appearance of entrepreneurial intentions. This analysis determined that entrepreneur experience, by and large, has a significant and positive influence on intentions.

The current researchers have found that social entrepreneurial intentions can be influenced through experiences even after controlling for personality traits and other background characteristics. Specifically, social entrepreneurial intentions were positively associated with perceptions of both their in- and out-of- organization experiences. Across national contexts, entrepreneurs who reported having greater opportunities to apply their experiences to the outside environment-demonstrated having greater intentions (Mayhew et al.2016). Additionally, forms of assessment that encouraged argument development and innovative problem solving, as well as forming closer personal relationships with other members, were influential on promoting innovative Entrepreneurship intentions among individuals, again with controls in place for personality, background and traits (Mayhew et al.2012).

5.2 Social Enterprise:

Social enterprise has been identified as vital to the development and delivery of innovative approaches to social problems that persist, despite the efforts of traditional public, voluntary or community mechanisms.

A social enterprise an organization that applies commercial strategies to maximize improvements in financial, social and environmental well-being – this may include maximizing social impact along with profits for external shareholders. As a consumer, buying for a social enterprise is one of the most impactful methods of supporting positive social change and your community. a social enterprise as a non-profit venture which aims to achieve a given social purpose through strategies which generate income from commercial activity.³ While social enterprises, like corporations, participate in markets through the sale of goods and services, they adhere to very different structures and practices than corporations.

Specifically: they hold wealth in trust for community benefit, they democratically involve stakeholders in organizational governance and they seek to be accountable to the constituencies they serve (Pearce 2003). Thus social enterprises differ from private enterprises in terms of their social goals, ownership structures, governance and accountability, and from traditional non-profit organizations in their pursuit of commercial activity rather than reliance on grants, donations or membership fees (Di Maggio and Anheier 1990).

Following are the abilities of the “*Social Enterprise*” towards “*Social Innovation*”

5.2.1 Staffing

Staffing is associated with the effectiveness of the organization at filling labour requirements and managerial posts, with the person who fulfils the needed positions, no matter they are paid or volunteers (Bloom et al., 2010). According to Becker (1964), the social enterprises would have little difficulty to meet up the positions with the competent person, which means that those social enterprises must have the capabilities to acquire, develop and maintain the necessary human capital. The majority of social enterprises are small and face constraints for their resources, especially to pay the market rate to employees (Bridgstock et al., 2010). Thus, the staffing issue brings challenges to the social enterprise's management in effectively recruiting and developing human capital through a combination of an employee.

5.2.2 Communicating

Communicating is the term referring to the effectiveness of an organization to persuade key stakeholders to make suitable changes (Bloom et al., 2010). The change strategy helps the social enterprises create favourable attitudes or behaviours towards the organization's programs among the social enterprise's stakeholders including beneficiaries, volunteers/employees, partners, consumers, or donors (Bloom et al., 2009). The social enterprise also uses the assertive or proactive marketing strategy of supplication through communicating the dependence of those social enterprises and their beneficiaries (Mohammed et al., 1999). As mentioned by Smith et al. (2010) the social enterprise's leader communicates with the key stakeholders and helps them understand about their social missions that create sustainability for a long time. Thus, Social Innovations have come into social development plans in social enterprises for sustainability. It is difficult for social enterprises to survive for the long term with other organizations without innovations (Konda et al.,2014).

5.2.3 Lobbying

Lobbying is referred to the effectiveness of an organization to advocate for the government actions that may work in its favour, for example, getting to the courts, administrative agencies, legislators, and government leaders(Bloom et al.,2010). Lobbying can also attract funding and can help social enterprises build relationships with like-minded groups and legislators (Bacqet al., 2011). According to Crouch (2006), the political influence with social enterprises and environmental responsibility is highly complex. It is due to the drawing of a clear distinction between the profit-making activities and external governmental regulations. In this case, the social enterprise's capability of lobbying is focused on the development of the political capital associated with resources and powers by linking social society to the political system (Sorenson,2003).

5.4.4 Replicating

Replicating refers to how effectively the social enterprise can reproduce the programs, activities, and initiatives for making some changes (Bloom et al., 2010). According to Bloom et al. (2010), the services, programs and all the related efforts of the social enterprise could be copied, reused or extended without losing quality, training, contracting, and other tools to ensure quality control Ahlert et al (2008) noted that the lack of the control mechanism for the original social enterprise lead to some disadvantages for the organization when it leads to quality loss. Thus, open source approaches are more appropriate for social enterprises because they have the primary goal of increasing their Social Innovation and thus focus mainly on value creation for society (Santos,2009). According to Deesetal (2004), the social enterprise makes the Social Innovation available by providing information, technical assistant and training offered to others who are interested in replicating the approach.

5.4.5 Stimulating Market Forces:

Stimulating market forces is the effectiveness of social enterprise in creating incentives that encourage people or organizations to pursue private interests while serving the public good (Bloom et al.,2009).To effectively stimulate the market, the social enterprise creates a market for offering products and services, for example, microfinance, less price for health remedies or farming equipment, and food discount. A social enterprise might combine unearned income and commercial revenue or rely on trading income to meet social objectives. For examples, social enterprises offer a fair price for the supply production and implement sustainable farming practices (Davies et al., 2010). Thus, stimulating market forces lead to significant Social Innovation to change or help social problem among society.

5.4.6 Team performance

Performance is a commonly measured outcome of individual, team, and organizational behaviour. In the study, we define team performance as effectiveness and efficiency in achieving team social objectives. In the context of this study, with the higher process of Social Innovation capability, the collaborative design team has more and diverse ideas or knowledge supporting innovation and resource reconfiguration. Likewise, the complex, knowledge-based tasks, such as travel planning and executing, integrating with other teams inside and outside community boundaries, can be achieved more efficiently, thereby generating higher team performance such as better resource allocation, excellent quality of outcomes, meeting the deadline on time, being within budget and soon.

5.3 Social Alliance Building:

Social alliances are voluntary collaborative efforts of actors from two or more economic sectors in a forum in which they cooperatively attempt to solve a social problem of mutual concern (Waddock,1991). They are distinguished from strategic alliances by two characteristics: partners adopt a non-economic objective that focuses on improving social welfare, and they involve at least one non-profit partner(Berger et al., 2004). The motives of business and social enterprises in establishing social alliances may be analyzed through the lens of resource dependence and institutional theories.

Establishing alliances may emerge as a possible solution when resources and competencies are not readily or sufficiently available to organizations. From a resource dependence perspective, organizations are engaged in inter-organizational relations in order to exert power, influence or control over other organizations (Pfeffer &Salancik, 1978). However, resource scarcity may also encourage cooperation and lead to the emergence of mutually supportive relationships between organizations, as in the case of strategic alliances. An alliance can provide important benefits for an organization lacking certain resources since it links the organization to another with complementary resources (Child & Faulkner, 1998). These resources may be capital and non-capital resources (Yan & Gray, 2001) and range from financial resources to knowledge and reputation.

5.4 Relationship Between Social Alliance Building And Social Entrepreneur:

We contribute beyond the current understanding of the individual social entrepreneur by examining social Entrepreneurship through a collective lens and acknowledge that much effort to solve social problems also involves collaborative action. Collaboration with other actors and organizations provides social entrepreneurs with a means to accomplish their objectives across numerous levels in order to achieve social change where a lone actor may not otherwise be successful. The notion of the need for collaborative action in social change is not novel. Prior literature on collective action across social movements (e.g., Davis and Anderson2008; Rao et al. 2000), institutional change (e.g., Greenwood et al. 2002; Hardy and Maguire 2008), cooperatives (e.g., Spear 2006 ; Alinsky 1941), and cross-sectoral partnerships (e.g., Austin 2000a;Selsky and Parker 2005;Vurroetal.2010) illustrates the necessity of collaborating with outside actors and drawing on external resources to effect change.

5.5 Relationship Between Social Alliance Building And Social Enterprise:

Alliance building is associated with social enterprises, which forged partnerships, coalitions, joint ventures, and other linkages to bring about desired social changes. The social enterprises do things by seeking the benefits of unified efforts (Bloom et al., 2010). The successful social entrepreneurs will offer everyone's contribution to the scaling efforts of Social Innovation (Kelsey, 2016). To build the alliances we need a social entrepreneur to search for the teams with common goals(Bloom et al.,2009). Some social entrepreneurs may find the alliances to be quite difficult with some organizations having conflicting

objectives (Dees, 2010; Sharma, 2017). Thus, forming a good relationship with a great partner, which have many specialities and skills like what the organizations need can increase the effectiveness of the social enterprise's capabilities, as well as the scale for Social Innovation (Bloom et al., 2010).

6. PREPOSITIONS – CONCEPTUAL MODEL:

6.1 Social Entrepreneurship

- P1: Relationship between Creativity towards Social Innovation positively mediated by Social Alliance Building
- P2: Relationship between Openness to Change towards Social Innovation positively mediated by Social Alliance Building
- P3: Relationship between Autonomy towards Social Innovation positively mediated by Social Alliance Building
- P4: Relationship between Motivation towards Social Innovation positively mediated by Social Alliance Building
- P5: Relationship between Risk Tolerance towards Social Innovation positively mediated by Social Alliance Building
- P6: Relationship between Intention to Innovate towards Social Innovation positively mediated by Social Alliance Building.

6.2 Social Enterprise

- P7: Relationship between Staffing towards Social Innovation positively mediated by Social Alliance Building
- P8: Relationship between Communicating towards Social Innovation positively mediated by Social Alliance Building
- P9: Relationship between Lobbying towards Social Innovation positively mediated by Social Alliance Building
- P10: Relationship between Replicating towards Social Innovation positively mediated by Social Alliance Building
- P11: Relationship between Stimulating Market Forces towards Social Innovation positively mediated by Social Alliance Building
- P12: Relationship between Team Performance towards Social Innovation positively mediated by Social Alliance Building.

7. CONCLUSION:

It's in this direction, in our opinion, that the conceptualization of Social Innovation must be encouraged. It involves much more than creating a new model: it creates empathy, as well as a change in power related relationships, and a change in the way people think and act. These changes cross, invariably, the borders of the individual, group or organization. This paper aims to overcome the issues humanity is facing, but also to expand empathy; they target growth which is ultimately the essence of human development, as much as economic growth makes sense only if it transforms into social development. In other words, it aims to rebuild a state as a societal state, in which economic rationality makes sense when defined as a way of accomplishing social purposefulness in its diversity. "A heightened empathic sentiment also allows an increasingly individualized population to affiliate with one another in more interdependent, expanded and integrated social organisms. This is the process that characterizes what we call civilization." (Rifkin, 2011).

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