

บทความวิจัย

ทุนมนุษย์และสมรรถนะของผู้ประกอบการส่วนบุคคลในการกำหนดนวัตกรรมเพื่อสังคม

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บทคัดย่อ

การเพิ่มขึ้นของการเป็นผู้ประกอบการเพื่อสังคมอย่างต่อเนื่องและได้กลายเป็นปรากฏการณ์ทั่วโลกที่ส่งผลกระทบต่อสังคมทำให้สังคมมีความเป็นอยู่ที่ดีขึ้นโดยใช้แนวคิดเชิงนวัตกรรมหรือเรียกอีกอย่างหนึ่งว่านวัตกรรมเพื่อสังคม จากปรากฏการณ์ดังกล่าวนี้ การเป็นผู้ประกอบการเพื่อสังคมและนวัตกรรมเพื่อสังคมมีบทบาทสำคัญในการขับเคลื่อนการเปลี่ยนแปลงทางสังคม วัตถุประสงค์ของบทความนี้ได้ทำการจำกัดขอบเขตเนื้อหาเพื่อสำรวจตัวกำหนดของนวัตกรรมเพื่อสังคม โดยมีเนื้อหาในเรื่องทุนมนุษย์และสมรรถนะของผู้ประกอบการส่วนบุคคล ซึ่งเป็นงานวิจัยเชิงคุณภาพ ผลการวิจัยแสดงให้เห็นว่าองค์ประกอบของทุนมนุษย์ประกอบไปด้วย การศึกษา ทักษะ การฝึกอบรม และประสบการณ์ ในส่วนสมรรถนะของผู้ประกอบการส่วนบุคคลประกอบด้วย การสร้างสรรค์เชิงนวัตกรรม การทำงานเชิงรุก ความกล้าเสี่ยง การแสวงหาโอกาส การแสวงหาข้อมูล และความมุ่งมั่น ซึ่งปัจจัยเหล่านี้นำไปสู่การสร้างนวัตกรรมเพื่อสังคม ทั้งนี้สิ่งที่คาดว่าจะได้รับการวิจัยนี้จะช่วยให้หน่วยงานภาครัฐ ภาคเอกชน และผู้ที่มีส่วนเกี่ยวข้องอื่น ๆ เข้าใจในบทบาท

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ของการเป็นผู้ประกอบการเพื่อสังคมและนวัตกรรมเพื่อสังคมในการสร้างสรรค์
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สังคม

RESEARCH ARTICLE

Human Capital and Personal Entrepreneurial Competency on a Determination of Social Innovation

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Abstract

The emerging of social entrepreneurship has been continuously increasing and has become a global phenomenon that has an impact to society by employing innovative approach. It called social innovation. Social entrepreneurship and social innovation play an important role in driving social change. The purpose of this research was to explore the determination of social innovation. The scope of this paper was focused on human capital and personal entrepreneurial competencies. The method was qualitative research. The findings show that human capital consisted of education, skill, training, and experiences. Then, personal entrepreneurial competencies consisted of innovativeness, proactiveness, risk-taking, opportunity seeking, passionate, and information seeking. These factors are building social innovation. The implication of this research will help government, private organization, and other related parties to understand and roles of

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social entrepreneur and social innovation in creating a new social business in the new dimension.

Keywords: Social Innovation, Social Entrepreneurship, Social Enterprise

Introduction

The emerging of social entrepreneurship has been rapidly increasing (Jiao, 2011) due to the publication per annual has steadily increased from 2005 to 2009 but, it has dramatically risen on the 2010 (Granados, Hlupic, Coakes, & Mohamed, 2011) and has become a global phenomenon that has an impact to society by employing innovative approaches to solve social (Jiao, 2011) and environmental problems. As the gap of this research paper, the conceptualization of social entrepreneurship have moved as the background, which bring out the concept of social innovation that need to do more research (Sassmannshausen & Volkmann, 2013). Thus, social innovation that can be driven by markets (for example, open source software or organic food), movements (for example, fair trade), and academia (for example, pedagogical models of childcare), as well as by social enterprises (microcredit and magazines for the homeless) (Mulgan, Tucker, Ali, & Sanders, 2007) can be the answer for social enterprise to create the social value (Mthembu & Barnard, 2019) that can be led to maximize the dual mission: financial and social impact.

Social entrepreneurship is closely related to social innovation (Szerb, 2007; Nyssens & Defourny, 2013) that can be driven by as mentioned above. In spite of the fact that social entrepreneurship is seeking for the use of different approaches, it can be stated that innovation (social innovation) in achieving social goals is the key ingredient of an approach (Dro, Hubert, Therace, European Commission, & Bureau of European Policy Advisers, 2011). Therefore, Social innovation is seen to be concerned with human capital as the assets for sustainable development (Dro et al., 2011) and the characteristics of social entrepreneurs. The concept of

human capital and social entrepreneurship have faced an exponential growth in the last decades in terms of academic studies, journals and conferences that emerged within these fields as well as their practical, applied importance in organizations and at societal level (Agoston, 2014) as well as creating social innovation. In additions, in order to study the social entrepreneurs, personal entrepreneurial competencies is another point of view that this research is focused. In the previous research, personality of the entrepreneur have been engaged to determine commercial entrepreneurial intentions and performance (DeNisi, 2015). However, there is a few research that has addressed to study the characteristics of social entrepreneurs. It is still questionable that the success of social enterprise to create social innovation depends on the entrepreneurs' characteristics. Thus, this research paper is mainly focusing on human capital and personal entrepreneurial competencies. This paper aims to focus on as the following research questions: What is the determination of social innovation that attempt to maximize dual mission; financial and social impact? How do human capital and personal entrepreneurial competencies drive to social innovation? The contribution of this research was to help social entrepreneurs, government organization, and other related parties to understand the roles of social entrepreneur in creating a new social venture or activity and structure. Thus, the practitioners can also gain benefits from the framework and promote social innovation on social enterprise.

Objective

The purposes of this research are to explore the determination of social innovation that attempt to maximize dual

mission, which are financial and social impact, based on the concept of personal entrepreneurial competencies and human capital. Human capital plays an important role that affects to organizational performance and creating innovation as well as personal entrepreneurial competencies. However, these two concepts are still questionable that the success of social enterprise to create social innovation. As a results, this paper is going to be presented and explored an evident of these concepts and social innovation.

Literature Review

1. Entrepreneurship Concept

With adopting the entrepreneurial process of social enterprise, entrepreneurship concept is an important concept to describe and explain for this research paper. The discovery and opportunity concept of entrepreneurship, Schumpeter looks at entrepreneurship as innovation and not imitation. This is the process of “creative destruction” which Schumpeter saw as the driving force behind economic development (Robinson & Schumpeter, 1951). As in this research, the research is using entrepreneurial theory to implement in the social enterprise. The social enterprise refers to any organization, in any sector, that uses earned income strategies to pursue a double bottom line or a triple bottom line, either alone or as part of a mixed revenue stream that includes charitable contributions and public sector subsidies (Brouard & Larivet, 2011). Therefore, the focus of this paper is on the social enterprise that is using entrepreneurial process to pursue a dual mission; financial and social impact. Next, we present the definition of social enterprise, social enterprises in Thailand, the definition of social entrepreneurship, and social innovation.

1.1 The definition of social enterprise: This is an organization that has its goal not for profit purpose, but instead, it has aimed to maximize social welfares (Defourny & Nyssens, 2010). There are variety of terms and types of social enterprise. However, the definitions of social enterprise have not been consistent in the international literature (Dart, 2004). The definitions in different regions are quite diversified, but difference of definitions do share some fundamentals. We have summarized into three concepts (Photchanachan, Thechatakerng, & Klomthongjareon, 2016). First, social enterprise has its aim for solving the problem of social and environment purpose as an example of Wongpanit Kungwaree. Second, it can be any forms of private or public organization or even community as an example of Aka Ama Coffee Chiang Mai. Finally, the performance is what so call dual purpose of engaging in profit-making activities and the social impact as an example of Raming Tea Co., Ltd. In this paper, social enterprise is defined as any form of organization that has its mission for environment and social purpose. It is self-sustaining in term of financial by making revenue. The profit is primarily for reinvesting of its mission.

1.2 Social enterprises in Thailand: Social enterprises have existed in Thailand for a decade, but they just came into formal identification in 2010 that has established Thai Social Enterprise Organization (Tepthong, 2014). In order to respond to the worldwide trend of social enterprise, Thai government has settled this concept for solving Thai social problems and promoting beneficial activities in society by deploying the social enterprise approach (Office of National Economics and Social Development Board, 2018, May 31). Until now, Thailand 4.0 and Startup Organization has supported to

create more of social enterprise-initiative in Thailand (Office of National Economics and Social Development Board, 2018, May 31). In addition, to promote for doing business with embedded social purpose, National Innovation Agency has stimulated with the concept of social innovation. Thus, with social innovation concept, it is the way of applying a new idea and appropriate technology to improve quality of life in the community and environment (Laosombut, 2017).

1.3 The definition of social entrepreneurship: Social entrepreneurship can be categorized into three group of definition. The first group is involving non-profit and not-for-profit organization in adopting funding strategies and management schemes in order to create social value (Lasprogata & Cotten, 2003). The second group focuses on commercial businesses behavior or for-profit organization (Fowler, 2000). The third group involves a mechanism to solve social problems and catalyze social transformation (Mair & Marti, 2006). In additions, the Young Foundation (2012) defined social entrepreneurship as “the set of behaviors and attitudes of individuals involved in creating new social ventures, such as a willingness to take risks and finding creative ways of using underused assets” (p. 7). As a result, this paper defined social entrepreneurship as the act of mission-driven, entrepreneurially oriented with innovativeness and openness, and financially independent organization that plan earned-income strategies to deliver social value to the society.

1.4 Social innovation: The term of social innovation has been used increasingly in recent years (Lisetchi & Brancu, 2014). There are many perspectives that define social innovation. European Commission (Ed.). (2013) defined social innovation as the

development and implementation of new ideas (products, services and models) to meet social needs and create new social relationship or collaborations. Therefore, social innovation is a new idea or appropriate technology that meet social needs to improve the quality of life in the community. In this research paper, it is focusing on entrepreneurship perspective. For entrepreneurship perspective, there is addressing an issue on social innovation by Dees and Anderson (2006) so-called social innovation school of social entrepreneurship. Dees, Emerson, and Economy (2002) views social entrepreneurs as “change agents”. Dee and Anderson (2006) defined social entrepreneurs as the reform or revolutionize the patterns of creating social value, shifting resources into higher areas of higher areas of higher yield for society. As a result, the entrepreneurship perspective views social innovation as driving to social change and social evolution that meet the social needs.

1.5 Personal Entrepreneurial Competencies: It means the key characteristics that should be possessed by successful entrepreneurs in order to perform entrepreneurial functions effectively (McClelland, 1985). In this research paper, we discuss characteristics of entrepreneurs that can be leading to the motive of social innovation. We will limit the discussion on the entrepreneurial characteristics model that can bring up the business to success. Successful entrepreneurs have common characteristics, which are divided into three clusters; achievement, planning, and power (Ruangkrit & Thechatakerng, 2015). Achievement cluster consists of opportunity seeker, commitment to the work contract, persistence, risk taking, and demand for efficiency and quality. Therefore, this research paper is to find the answer of how social innovation does emerge by looking the personal entrepreneurial

characteristics concept to build up the model.

2. Resource-Based View

In its modern version, the RBV was developed by Barney (1991). The RBV is often presented as “a theory of firm” (Barney, 1991). In this research, human capital is one of the main focus in this view of firm-based. Human capital is very common in the organization in terms of philosophy and techniques. It is considered as the key element improving the assets of organization (Pasban & Nojedeh, 2016) and so as entrepreneur itself.

2.1 Human Capital of Social Entrepreneurs: In the sense of human capital, it broadly defines as the mixture of human and capital (Schultz, n.d.). In the view of economics, capital is referring to factors of production that used to create goods or services, which are not self-consumed in the product process. In term of human capital, it is the subject to take charge of all economic activities such as production, consumption, and transaction (Boldizzoni, 2008). Thus, human capital means one of production element, which can generate added-values through inputting it. In this research, the boundary of human capital can broadly define as value of knowledge, skill, education, and training that has accumulated in such a period of time (Schultz, n.d.).

Theoretical Framework

For theoretical framework, this research paper is address to explore the determination of social innovation based on the concept of personal entrepreneurial competencies and human capital. With the discovery and opportunity concept of entrepreneurship, Schumpeter looked at entrepreneurship as

innovation and not imitation (Robinson & Schumpeter, 1951). This is the process of “creative destruction” in which Schumpeter saw as the driving force behind economic development (Robinson & Schumpeter, 1951). In this paper, the researchers were studying the entrepreneurial competency on the social entrepreneur. Personal entrepreneurial competencies refers to the key characteristics that should be possessed by successful entrepreneurs in order to perform entrepreneurial functions effectively (McClelland, 1985). The recent study has found that there is a positive and significant relationship between the entrepreneurial competencies and innovation on business success in SMEs (Umar, Che Omar, Hamzah, & Hashim, 2018).

In additions, intellectual capital is a key important to influence on innovation and so as social innovation. In this paper, the focus was on human capital. According Schultz (n.d.), the term “human capital” has been defined as a key element in improving a firm assets and employees in order to increase productive as well as sustain competitive advantage. To sustain competitiveness in the organization, human capital becomes an instrument for increasing productivity. It also refers to process that relates to training, education and other professional initiatives in order to increase the levels of knowledge, skills, abilities, values, and social assets of an employee (Maran, Arokiasamy, & Ismail, 2009), which will lead to innovation. As a result, human capital is another factor that can be led to create the social innovation. Therefore, in this research paper, we claimed that by creating social innovation, human capital and PECs provided to build on the social innovation as figure 1.

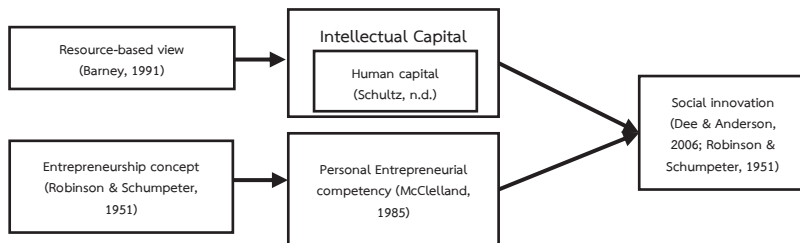


Figure 1. Theoretical framework own elaboration

Methodology

The paradigm of this research is the constructivism in which is qualitative research. A qualitative research is taken in this research to be better understood of key informants in social entrepreneurship. All qualitative research is characterized by searching for meaning and understanding what meanings people attach to things in their lives (Merriam, 2002). The research strategy is a case study in which this study is using multiple-cases study to explore the determination of social innovation. As a result, the process of qualitative research is to reply as much as possible on the key informants' views of the situation being studied (Creswell & Creswell, 2013). The questions become broad and general so that the key informants can construct the meaning of a situation, and meaning typically forged in discussion or interaction with other persons. From the result of this method, the researcher can come up with the new model for determination of social innovation in the Thai context. Therefore, this research is to explore the determination of social innovation that attempt to maximize dual mission. By taking case study approach, this research can be more understand what characteristics and motivation of creating social innovation and social entrepreneurial activity that can benefit to society. Therefore,

in this research, there are 3 social businesses; Thai message by blind (SE1), AKHA AMA Coffee (SE2), and Homestay Mae Kam Pong (SE3). These are the extreme cases and the most well-known by magazine and TV channel interview. This research is mainly focusing on well-known social entrepreneurs, which is situated their business in Chiang Mai province, Thailand. Moreover, purposeful sampling is a technique widely used in qualitative research for the identification and selection of information-rich cases for the most effective use of limited resources (Patton, 2002). This involves identifying and selecting individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon of interest (Cresswell & Plano, 2011). With purposeful sampling, the samples has drawn out from the criteria of Social Enterprise Office, National Innovation Agency, and Ashoka organization. According to Thai Social Enterprise Office (TSEO) and EMES European Research Network, the offices have stated criteria for being social enterprise or social business, so there are 5 criteria as following; 1) target and social purpose 2) financial sustainable that has income from selling the product or services 3) the process of producing goods or services that has to be environmental friendliness and fairness to society 4) the business has to circulate income or profit to invest the business for future or expand for more of social impact rather focusing on the shareholder, and 5) the business is being good governance and transparency.

For the data collection, the data is recorded by using electronic recorder and taking note. Before scheduling for interview, the researcher will use the telephone call requesting the permission to interview the social entrepreneurs. In addition, we ask for permission and agreement for interview. Also, we ask the key

informant for permission to use name or other name that depend upon the key informant allow us to use which name in this research. The in-depth interview was scheduled and used the time for at least one hour or more for some cases. The in-depth-interview will be taken place in each of social entrepreneurs' organization. According to Thechatakerng (2012), to get validity and reliability information, the interview to the expert of social entrepreneurship who has experienced in many years, this will give a reliable on the information. However, this may limited the generalizability of the findings. Due to the facts, the results of this research paper is gathering the data from social entrepreneurs that operate the business in the Chiang Mai province. The future research should interview social entrepreneurs in other regions of Thailand.

In this research study, the research is a using multiple case designs approach to find the answer. However, for qualitative research to get rigor analyze, the researcher is using grounded approach to analyze the data. Strauss and Corbin (1990) had created a series of data analysis steps for grounded theory that consists of open coding, axial coding, selective coding, and the generation of a conditional matrix. Therefore, we would describe the coding analysis for each variable.

Results

The results of this research, for human capital, we had found that there were keys main factor that lead to social innovation. Thus, we presented data from the three social entrepreneurs to show how we reached each factor from the coding. We provided representative quotations supporting each of our coding. Therefore, we presented human capital factor that consisted of skill,

experience, education, and training. Then, personal entrepreneurial competency consisted of innovativeness, proactiveness, risk-taking, opportunity seeking, passionate, and information seeking.

Human capital

As the value of human capital, social entrepreneur needs to create and plan for entrepreneurial activity to solve the social problem and also to create social innovation. Therefore, we present the quotation and results of key informants of human capital factor that consist of skill, experiences, education, and training as following.

Education: Key informants provided the following quotations: **SE1.** He said that “I went to every place such Department of Skill Development, Chiang Mai University and other places that could provide him to learn how to massage.” **SE2.** “I studied English major for undergraduate level. I believe that it will help him in the future. And it did help me because I can write business plan and summit to place for scholarship, so I can learn about processing coffee. Then, I can go back home help to solve the problem in Akha hill tribe.” **SE3.** He said “Even though I have less chance of going to study in the university like other people, but I always keep reading and finding informant from where I go for seminar and book. Until Chiang Mai Rajabhat University has offered me a degree.” In conclusion, education is the key important element for human capital in order to gain knowledge and create social innovation.

Experiences: Key informants provided the following comments: **SE1.** He said “After I have learned how to massage in many places even in Chiang Mai University. It takes a lot of time to find the right lesson of teaching and pass on knowledge of how to

massage as a blind person.” **SE2.** “When I studied in the university, I was in the volunteer club, so I went to many places to help people.” **SE3.** “I have used a lot of experiences for creating an eco-tourism homestay.” In conclusion, experience is another important factor for creating social business and social innovation that can help the community.

Skill: Key informants provided the following comments: **SE1.**

“I have learned how to massage many places, so I was doing this for many years. Because of lifelong learning, I have the skill to massage, so I can teach other people to learn how to massage.”

SE2. “Before I do not know how to process coffee beans, after I have tried and fail many times, so when I see it I can recognize that if this coffee beans coffee is taste this and that.” **SE3.** “As I used to be a lead of village, I have earned a lot of skill of managing the people in the community, so I have adapted and used in my business and networking business for other people, too.”

In conclusion, skill is an important part of human capital of social entrepreneur.

Training: Key informants provided following comments:

SE1. “If there is any training, free or not free, I would go there to experience it because I have to improve myself. There are many things to learn. Not only will me but all employees go training.”

SE2. “I went for training and learning in US. Like I said, I have tried and failed so many times, so training will help you from the beginning of processing and roasting coffee until I have found the like process.” In conclusion, training is one of the most important factor of human capital.

As the result, skill, training, experience, and education are key antecedent for human capital of social entrepreneur on human

capital. According to Parziale and Scotti (2016), they have supported that educational policies have positive effects on the economic system if they are oriented to reduce socio-economic inequalities increasing the rate of social inclusion, which can promote a wider social innovation. As in the case of key informants, they have used skill, training, experience, and education that have accumulated over time creating social innovation such as a new way of massage, the process of coffee beans, and a new way of homestay management system. Therefore, human capital is an important ingredient that lead to social innovation.

Personal Entrepreneurial Competencies

As the character-based approach, it was composed of the personal entrepreneurial competencies of an entrepreneur. In this research paper, we were limited the discussion on the entrepreneurial characteristics model that can bring up the business to success. As the result, we had found six construct factors that were defined as personal entrepreneurial competencies of social entrepreneurs. There were innovativeness, proactiveness, risk-taking, opportunity seeking, passionate, and information seeking. Thus, we presented the quotation of key informants as follow.

Risk-taking: SE1: He said that “when I do a business, I need to be brave on doing something and also dare to invest of something. Coming to Chiang Mai, it is a challenge for me because it is a big city, so it is hard to do and to find a job, but there is always a chance, if you never give up.” **SE2.** He also mentioned that “being a social entrepreneur is just like other entrepreneur. There is a risk to do something. I move to do business here in Chiang Mai. It is risky for me but I never give up until I find the place to open the coffee shop in the basement of this apartment.”

Innovativeness: SE1. “I am a handicap person. Learning how massage is a difficult. Compare to person who is not a handicap, it would easier for them to learn how to massage because they can see it, but I cannot. So, I have to find the way how to learn the massage in its own way. Every time, I go to study massage, I will be the model for other people, so teacher is teaching, he can understand what teacher is teaching. As the result, I could use this way to teach other handicap person who want to learn how to massage.” **SE3.** He said “I was the first person in the village who started homestay mode, so it call Homestay Mae Ko Pong Model. Many other villages have to come and learn how we build this up.”

Proactiveness: SE2. He mention that “Because I want to solve the problem of the tribe, I know that we grow coffee, but the problem is how to distribute them, so I was the very first for moving this forward to find the way to solve the problem. That is why I have to write a business plan to get scholarship to go aboard and learning how to make the value added for coffee beans.” **SE3.** “From growing coffee seed, I have turned Mae Ko Pong as one of the attractive tourist place in Chiang Mai. And you can stay overnight with all natural and traditional.”

Information seeking: SE1. “I look for information and doing some research before I do something. Just like to look for scholarship, I kept searching who I will offer the scholarship until I finally succeeded.” **SE2.** “I also kept searching for a place to learn more and more of learning how to massage. Even to look for the fund to help my business, I was seeking if there was available funding, so I was acting it very fast by having my assistant help.”

Opportunity seeking: SE2. “Chiang Mai is the biggest province in the Northern part of Thailand. There is always a room

for business. Because I have a story to tell and can create the differentiation on the product, I choose to do the business here. In fact, Chiang Mai location is not far from Chiang Rai.” **SE3.** “As you can see here, we have preserved the tree and natural, I see the opportunity for another business. It takes like 50 kilos from the town. Why don’t we let tourist stay for a night or more to feel the fresh air and fresh coffee here.”

Passionate: SE1. “I really love to do massage and I believe this job will able to help people. Also, I can teach and pass on this skill to other blind person.” **SE2.** “If you want to be a social entrepreneur, you need to really love to do it. It feels really attach to it. You really need to have a crush on it, which I always have.”

As the result, this research has found six construct factors that are defined as personal entrepreneurial competencies of social entrepreneurs. There are innovativeness, proactiveness, risk-taking, opportunity seeking, passionate, and information seeking. As the result, innovativeness, proactiveness, risk-taking, opportunity seeking, passionate, and information seeking are the antecedent for personal entrepreneurial competencies that lead to create social innovation.

Social innovation

In this research, for social innovation, we have found that there is a key main factor of how they define social innovation. By the entrepreneurship perspective on social innovation, it views as driving to social change and social evolution (Dees & Anderson, 2006). Thus, we present data from the three social entrepreneurs to show how social value shape social innovation. We provide representative quotations supporting each of coding. We also used quotations in the text so as to provide a clear understanding of our

analysis. For **SE1**, the value of this business is to help the handicap person especially blind person, so blind person can have a job. Also massage therapy is to help other people who want to come to loosen the muscles. In fact, for some occasional, **SE1** will provide a free massage and teach to other blind person for a free lesson. Moreover, for **SE2**, even though this business is a coffee business, but the main purpose is to solve the problem of hill tribe people to create the value add on the product. Finally, for **SE3**, with the creation of a new way of eco and community-based tourism, homestay Mae Kom Pong is another example that has everyone in the village getting involve in every step. Therefore, we present the result as in the table 1.

Table 1
Showing results for social value that shape social innovation

Social innovation	Details
SE1	<ul style="list-style-type: none"> to help the handicap person especially blind person, so blind person can have a job
SE2	<ul style="list-style-type: none"> to solve the problem of hill tribe people to create the value-added on the product
SE3	<ul style="list-style-type: none"> to help people create more job by using their home and natural resources in the village to create the new concept of homestay with eco and community-based tourism

As summary of social value shape social innovation, I can conclude as a result, that each of key informants has social value that is shaping to create social innovation. For instance, social values are such an improve quality of living, higher income for the household, create more jobs. These social value has led to create

social innovation such a massage by blind person, organics product, and community-based and ecotourism. As a results, this research results will provide the evidence that social value is leading to shape social innovation.

Discussions

From the analysis of qualitative research, multiple cases study, all cases indicate the formulation of social innovation. The findings of this research found that social entrepreneurs require having a skill to look for the opportunity and analyze how to find the customer's need to satisfy by using social innovative way (Dees et al., 2002). It was consistent with SE1 that mentioned "learn how to massage many places and lifelong learning to earn the skill to know how massage". Also, SE2 mentioned "try and fail many times until know the right way to process the coffee". And SE3 supported that "skill is important to manage the people in the community". Also, the inspiring ideas of social enterprises that could create a social innovation are the key to success, and knowledge plays an important role (Cukier, Trenholm, Carl, & Gekas, n.d.). In addition, training and education is another factor of human capital in which Pasban and Nojedeh (2016) have emphasized that it is one of the most important investments in human capital. This is consistent with SE1 and SE2 that have mentioned "keep learning from everywhere to learn how to massage" and "graduated English major, so a chance to write a paper to get scholarship to study aboard about coffee". Finally, the skills to combine and exploit resources are also the human capital of social entrepreneur. The combining capabilities contribute to the development of social entrepreneurship activities, which is the underlying mechanism of social transformation.

Therefore, social entrepreneurs are considered as the changing agents in the social sector by engaging in a process of continuous innovation (Dees, Emerson, & Economy, 2002). Then, personal entrepreneurial competencies will be related to social innovation. Therefore, this research is found that innovativeness, proactiveness, risk-taking, opportunity seeking, passionate, and information seeking are entrepreneurial characters to create social innovation. It is consistent with SE1 and SE2 that have mentioned for innovativeness “to make the differential product and its own coffee taste, I have to find the difference way of coffee bean process” and “as handicap person, I am to find my own way to learn how to massage, so I can pass on and teach to someone”. As for opportunity seeking, SE1, SE2, and SE3 also mention that “the tourist place and many tourist like to do the massage, and failing to become employee, so I turned myself to become entrepreneur with the new way of massage”, “there is always a room for big city and there is a story to tell and the differentiation on the product”, and “with the location of village, I find it as the strength as the new way of hotel business” respectively. According to Toane and Figueiredo (2018), they mention the entrepreneurial competencies and have found that there is a significant of improving on entrepreneurial competencies to increase in innovation performance. In addition, with the entrepreneurial competences, Szerb (2007) describe an entrepreneur as someone who is profit and growth oriented, and who has innovative vein. As a result, all three social entrepreneurs have created firstly, “the new way of massage by blind and become the first person who has established massage by blind and give a schooling to the person who is interested to learn”, secondly “provide the new way of doing coffee business with sustainable

agriculture for the hill tribe and created Coffee Living Factory that is the learning center for the community”, finally “create the new way of management of community-based tourism by doing homestay business that is becoming one of the best practice for homestay business as the whole of community”. We proposed the conceptual frame of social innovation as show in figure 2.

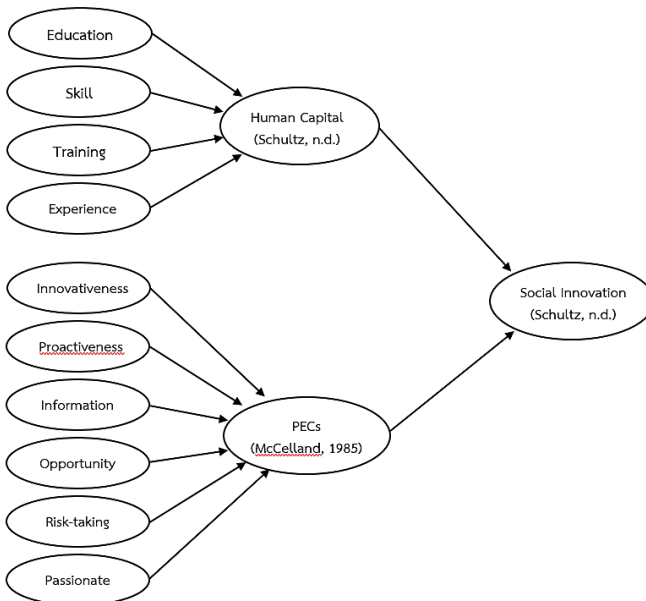


Figure 2. Conceptual framework of social innovation

Conclusion

The conceptual framework from this research explained the determination of social innovation. In this paper, we were focusing on the two concepts, which are human capital and personal entrepreneurial competencies. The results indicated that human capital, which consisted of skill, experience, education, and training,

and personal entrepreneurial competencies, which consisted of innovativeness, proactiveness, risk-taking, opportunity seeking, passionate, and information seeking, were driven to create social innovation. The contribution of this research is to extend the boundary academics term of human capital and personal entrepreneurial competencies towards the concept of social innovation. Moreover, the results will provide information to guild National Innovation Agency, government organization, and other related parties to understand the roles of social entrepreneur and to promote the training course for social entrepreneurs in creating a new social venture or activity and structure in innovative approach. That will create social innovation to improve or solve the social or environmental problem. For example, in the case of Muhammad Yunus, he is a social entrepreneur and founding the Garmeem Bank, so he creates social innovation in the concept of microcredit or microfinance. Thus, the practitioners can also gain benefits from the framework and promote in creating social innovation in social enterprise. Finally, this research will also reveal a social business and organization's achievement of its mission depends on its adoption of social innovation and entrepreneurship.

However, the determinations of social innovation that we have pointed out are limit to study on human capital and personal entrepreneurial competencies. There are any other determinations of social innovation such as social capital, which will be our future research to study on. In addition, we propose the conceptual model of creating social innovation in the concept of social entrepreneurship. The model has not been tested, so the future research will be challenge for researcher to test the model either in qualitative or quantitative research, even mixed method may be

applicable. Finally, this paper is only proposed the conceptual model by using literature reviews.

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