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HARNESSING SOCIAL ENTREPRENEURIAL MINDSET: INVESTIGATING ITS NEXUS WITH PERFORMANCE OF SOCIAL ORGANIZATIONS IN KOGI STATE, NIGERIA

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A B S T R A C T

This study aimed at the nexus entrepreneurial orientation from social perspective and performance of social organisations. The study specifically examined the link between social entrepreneurship orientation, social and commercial performance. This study employed a survey research design and centered on social entities operating within Kogi State, Nigeria. The social organisations spans diverse sectors such as healthcare, education, agriculture, human rights, environmental preservation, and economic empowerment. The study cohort comprised the managerial staff of these organisations, with a purposive sample of 345 managers. Data analysis encompassed descriptive statistics along with SEM techniques. Finding showed a statistically significant positive correlation between value co-creation and social performance, and that a highly statistically significant positive relationship was found between social mission orientation and social performance. The study offers an understanding of how different SEOs affect the performance of social organisations. Prioritizing value co-creation and upholding a robust social mission can substantially enhance social performance of social organisations, highlight the importance of collaborative approaches and a steadfast commitment to social objectives.

1. INTRODUCTION

Entrepreneurial orientation (EO) has emerged as a crucial catalyst for entrepreneurship, especially within organisations, enabling them to leverage opportunities and establish themselves as industry leaders. Scholars see EO as stemming from strategic decision-making literature, reflecting the overall entrepreneurial culture of organisations (Wales et al., 2020; Wilson et al., 2020). While academic research on EO has grown significantly, it remains an evolving field within entrepreneurship studies (White et al., 2021; Wickramasekera et al., 2021). However, this research has predominantly focused on the traditional/commercial entrepreneurship model, leaving social entrepreneurial orientation (SEO) relatively unexplored, despite the rising interest in social entrepreneurship (Halberstadt et al., 2021; Kraus et al., 2017).

The lack of extensive research on SEO is understandable. Social entrepreneurship involves creating ventures that provide social value through goods and services with minimal or no cost to consumers. Although organisations with a social entrepreneurial mindset may face challenges in survival and success, they have the potential to yield both commercial and social benefits in the long run. It is widely accepted that a social

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entrepreneurial approach within organisations prioritizes creating social value over profit-seeking (Halberstadt et al., 2021; Konakll, 2015; Satar & Natasha, 2019). However, effectively delivering social innovations that meet societal needs and enhance sustainability and organisational performance requires the ability to promptly identify and seize social entrepreneurial opportunities (Halberstadt et al., 2021). SEO needs to be given equivalent attention to traditional entrepreneurship models, particularly in terms of its effect on organisational performance.

The components of SEO encompass effectual orientation, social mission orientation, and sustainability orientation (Hong et al., 2019; Werhahn et al., 2015). Effectual orientation emphasizes entrepreneurial decision-making across five dimensions among employees, supporting strategic social objectives at all organisational levels. Social mission orientation encourages providing social goods and services to address societal needs and promote corporate social responsibility. Sustainability orientation involves a commitment to environmental protection and accountability for operational impacts on health, welfare, and natural resources. Organisations with a sustainability orientation comprehend how to identify, develop, and utilize opportunities to create future goods and services, considering their economic, psychological, social, and environmental implications (Cohen & Winn, 2007).

The influence of SEO dimensions on social organisations' performance in Kogi State, Nigeria, remains uncertain. Some argue that since socially driven organisations are not primarily profit-focused, their commercial performance may not need to be measured. However, both social and commercial organisations innovate and provide goods and services for societal benefit, often funded by investments from social entrepreneurs, financial institutions, donors, and supporters (Ali et al., 2019; Villamizar & Alberto, 2021). Even traditional organisations pursuing a hybrid profit and social goals model require returns on investments. This study sought to examine the correlation between SEO and social organisations' performance in Kogi State, considering social and commercial perspectives. Implementing SEO, which often involves customer orientation as a fundamental value, could potentially enhance both social and commercial performance (Bangsawan et al., 2020). Existing literature also indicates that value co-creation, enabling customers to co-design products and services, can boost brand reputation and customer loyalty (Bangsawan et al., 2020; Cossío-Silva et al., 2016; Galvagno & Dalli, 2014).

2. LITERATURE REVIEW

Social entrepreneurship orientation (SEO) comprises the strategies, initiatives, activities, and frameworks employed by individuals or organisations to establish entities dedicated to addressing societal needs (Liu & Huang, 2020). These endeavors result in the formation of social organisations within a specific context. SEO is rooted in entrepreneurial orientation (EO), which is defined as the mindset, behaviors, and processes guiding an organisation's strategic decision-making, competitive stance, and management philosophy, encapsulating the organisation's entrepreneurial inclinations (Hughes et al., 2015). EO typically signifies the organisation's ability to identify and leverage opportunities in its environment. While EO commonly points towards commercial ventures, SEO suggests that entities can develop strategies, processes, and systems to fulfill societal needs at minimal or no cost. Scholars like Kraus et al. (2017) propose that EO principles can be effectively adapted to social entrepreneurship, with the effectiveness depending on the context and the entrepreneurial model the individual or organisation intends to establish (Halberstadt et al., 2021). In essence, EO practices are adaptable and can vary among entities.

On the other hand, SEO is viewed as a profit-generating yet socially-conscious approach (Gali et al., 2020; Swanson & Zhang, 2011). It represents entrepreneurship within organisations that adopt a hybrid model to address institutional gaps in environments with weak structures. This suggests that established entities can deviate from norms to provide social goods, potentially integrating economic objectives with social missions. According to Satar and Natasha (2019), individual SEO is gauged by factors such as social commitment, innovation, proactivity, and risk-taking. This study categorizes SEO into effectual orientation, social mission orientation, and sustainability orientation, which are further investigated in subsequent sections.

While traditional businesses evaluate performance based on factors like employee productivity, vision realization, profitability, and resource utilization, social organisations may have different performance metrics due to their emphasis on social goals. Nonetheless, social organisations can engage in commercial activities while implementing their social strategies. Commercial performance pertains to an organisation's achievement of commercial objectives, encompassing profit generation and operational efficiency (Adi & Adawiyah, 2018; Therrien et al., 2011). Beyond financial gains, commercial performance signifies the organisation's ability to fulfill its core objectives while remaining financially viable.

Social performance denotes an organisation's effectiveness in translating its social mission into action by aligning its goals and objectives with its social values. This involves the organisation's social mission, objectives, and values (Ameer & Khan, 2020; DesJardine & Durand, 2020). Social performance assesses how well an organisation meets its social objectives and delivers social value to its stakeholders. It encompasses the policies, principles, and actions governing the organisation's interactions with stakeholders—employees, customers, institutions, communities, and the environment—and how these interactions create value (Beisland et al., 2021; Cho & Lee, 2019). Given that social entities operate at the intersection of commercial and social realms, it is essential to scrutinize the ethical dimensions of their operations and decision-making processes, which are pivotal for various stakeholders, particularly investors.

2.1 Theoretical Reviews

The theories that would be used for this study are resource-based view theory and social impact theory.

2.2 The Resource-Based View Theory

Barney introduced the Resource-Based View (RBV) theory in 1991 in his article "Organisation Resources and Sustained Competitive Advantage," which was further developed by different authors (Barney, 1991; Barney & Clark, 2007). The theory emphasizes that an organisation's resources are essential for navigating its environment and establishing a lasting competitive edge. Variations in how organisations identify and seize opportunities within the same operational landscape are contingent upon the quantity and quality of their resources, rendering organisations diverse as a result of their heterogeneous resource pool. Consequently, organisational strategies are shaped by the nature and abundance of resources at their disposal. It falls upon managers to effectively utilize and optimize these internal resources to generate distinctive outcomes that differentiate their organisation from market rivals.

Barney asserts that resources contribute to competitive advantage if they exhibit rarity, value, inimitability, and non-substitutability. Scarce resources are those not readily available in the market, making them either scarce or prohibitively expensive for other organisations to acquire, providing a competitive edge. Valuable resources are those that serve their intended purposes effectively. The RBV theory contends that organisations attain a competitive advantage when their resources align with their mission, objectives, and capabilities, culminating in unique outcomes. Inimitable resources are those that cannot be imitated or replicated by other organisations, with human resources being particularly inimitable due to the distinct skills and knowledge individuals bring. Non-substitutable resources are those that cannot be swapped out for others to achieve the same benefits. Organisational resources can span relational, informational, organisational, human, legal, and financial domains, necessitating management to comprehend, organize, and integrate these resources to yield profitable results. Given that organisations interact and exchange human and material resources, enduring resource discrepancies arise due to the complexities of resource exchange, known as the assumption of resource immobility (Andersén et al., 2016).

The relevance of the RBV theory to this research is multifaceted. It posits that the leadership and boards of non-profit and social organisations can leverage entrepreneurial orientation to enhance their performance. The primary resources for these entities are their employees and volunteers, pivotal in fulfilling their social mission and delivering value to their stakeholders. These inimitable human resources play a critical role in defining the social mission and fostering sustainability and efficacy in achieving entrepreneurial objectives. While initially crafted to elucidate how commercial entities leverage their resources to capitalize on environmental opportunities and enhance market positioning, the RBV theory is applicable to social organisations vying for donations and volunteers to advance their social mission. While the concept of competitive advantage may differ in significance for social organisations compared to commercial ones, the performance differentials among social organisations, particularly in resource-scarce and ever-evolving environments, can be elucidated by the uniqueness, inimitability, and value of their resources. Rather than pursuing competitive advantage, social organisations strive for relative advantage over counterparts (Coombes et al., 2011).

2.3 Social Impact Theory

Latané and Wolf (1981) introduced the social impact theory in 1981, outlining four core principles that elucidate how individuals can either be recipients or sources of social influence. Latané and Wolf (1981) posits that social impact encompasses any form of influence on individuals' emotions, thoughts, or behaviors stemming from the perceived, implied, or actual presence of others who exert influence on them (Latané & Wolf, 1981). This influence can manifest through persuasive communication or instances of social loafing. Latané and Wolf (1981) identifies three crucial variables that underpin social impact: strength, immediacy, and the number of influencing sources.

Strength denotes the amalgamation of all factors inherent to an individual that empower them to sway others. These factors could be interpersonal, like communication skills; intrapersonal, such as wealth, intellect, and stature; or situational and relational, like group affiliations. Any attribute enabling an individual to influence others is categorized as a strength. Immediacy pertains to the recency of the social influence and whether intervening variables played a role in the influencing process. It gauges how swiftly the influenced party responded to the influencer's strengths. The number of sources considers whether there exist additional influencing sources beyond the primary one. These three attributes are encapsulated in a formula embodying the law of social forces: $I = f(SIN)$. This formula posits that social impact hinges on strength, immediacy, and the number of sources; if any of these elements are absent or nil, social impact will also be null (Kwon et al., 2016; Latané & Wolf, 1981).

In the context of this research, comprehending the social impact theory is pivotal for evaluating how social organisations can sway others through persuasion and support. Persuasion entails convincing others to adopt the influencer's stance over their own. Social entities must persuade volunteers to embrace their social cause and prompt the public to back, donate to, and engage with their offerings, thereby bolstering both their social and economic performance. An organisation unable to persuade stakeholders and the public about the genuineness of its social mission will encounter challenges in enhancing its performance.

Supportiveness entails aiding those aligned with the organisation in resisting other influences. Social organisations must retain the backing of volunteers, donors, and patrons to sustain their market presence. They strive for relative advantage over rivals, necessitating the safeguarding of stakeholder ties to uphold relevance in the market. To endure, these entities must concentrate on their market influence and sustain the value they deliver to customers. By providing unique value propositions that set them apart from competitors, they stand to generate profits and secure market share from commercial adversaries operating in the same sphere (Kwon et al., 2016).

3. METHODOLOGY

This study employed a survey research design and centered on social entities operating within Kogi State, Nigeria. These entities play a vital role in addressing societal requirements, fostering community progress, and enhancing social well-being. Kogi State was chosen as the research setting due to the abundance of social organisations spanning diverse sectors such as healthcare, education, agriculture, human rights, environmental preservation, and economic empowerment. These organisations complement governmental initiatives, bridge service delivery gaps, and champion the causes of marginalized populations.

The study cohort comprised the managerial staff of these organisations, with a deliberate selection of 345 managers. Data collection utilized a meticulously crafted tool. The instrument underwent content analysis through Structural Equation Modeling (SEM) (Figure 1) to ensure adherence to convergent and discriminant validity criteria (see to Table 1). The reliability of the constructs was evaluated using composite reliability (see to Table 1), gauging the internal consistency of the items. Data analysis encompassed descriptive statistics along with SEM techniques.

Table 1. Content Validity and Reliability

Constructs and factors	A	Factor Loading	C.R	AVE
Effectual Orientation	0.834		0.616	0.785
EFO1		0.807		
EFO2		0.756		
EFO3		0.842		
EFO4		0.729		
Social Mission Orientation	0.722		0.648	0.805
SMO1		0.789		
SMO2		0.821		
Sustainability orientation	0.809		0.632	0.795
SUO1		0.78		
SUO2		0.81		
Value co-creation	0.826		0.635	0.797
VCC1		0.797		
VCC2		0.824		
VCC3		0.818		
VCC4		0.745		
Social Performance	0.725		0.701	0.837
SOP1		0.923		
SOP2		0.741		
Commercial Performance	0.890		0.642	0.837
COP1		0.827		
COP2		0.775		

Source: SPSS Version 24

4. ANALYSIS AND RESULTS

Table 2 shows that 191 participants (55.36%) were male; while 154 participants (44.64%) were female. The sample shows a slightly higher proportion of male participants compared to female participants, revealing a balanced gender representation with a modest male dominance.

The table shows that 24 participants (6.96%) were less than 20 years; 67 participants (19.42%) were 21-29 years; 110 participants (31.88%) were 30-38 years; 119 participants (34.49%) were 39-47 years; and 25 participants (7.25%) were above 47 years. The majority of participants are within the 30-47 age range, with the largest groups being 30-38 years and 39-47 years.

Table 2. Demography of participants

Category	Variables	Frequency	Percent
Gender	Male	191	55.36
	Female	154	44.64
Age	<20	24	6.96
	21-29	67	19.42
	30-38	110	31.88
	39-47	119	34.49
	>47	25	7.25
Education	OND/Equiv.	97	28.12
	HND/B.Sc/Equiv.	136	39.42
	M.Sc/Equiv	87	25.22
	Ph.D	25	7.25
Age of Organisation	<5	120	34.78
	6-10	102	29.57
	11-15	113	32.75
	>15	10	2.90

Source: Field Survey (2024)

The table 2 shows that 97 participants (28.12%) were holder of Ordinary National Diploma or its equivalence; 136 participants (39.42%) were holders of Higher National Diploma/Bachelor of Science or its equivalence; 87 participants (25.22%) were holders of Master of Science or its equivalence; and 25 participants (7.25%) were holders of Doctor of Philosophy. The educational background of the participants shows a majority holding HND/B.Sc or equivalent, followed by OND/equivalent, and a significant number with postgraduate degrees (M.Sc and Ph.D).

Table 3. Model Fit Summary of Variables

	Default model	Independence model
RMR	.022	.542
GFI	.915	.306
AGFI	.870	.214
PGFI	.599	.270
NFI	.973	.000
RFI	.964	.000
IFI	.980	.000
TLI	.973	.000
CFI	.980	.000
RMSEA	.080	.497

Source: Amos 26

Totally 120 participants (34.78%) expressed that the age of their organisations is less than 5 years; 102 participants (29.57%) expressed that the age of their organisations is 6-10 years; 113 participants (32.75%) expressed that the age of their organisations is 11-15 years; and 10 participants (2.90%) expressed that the age of their organisations is more than 15 years. Most of the organisations are relatively young, with a substantial proportion being under 15 years old. The majority of organisations are less than 5 years old, followed closely by those between 11-15 years. Very few organisations have been established for more than 15 years.

In Table 3, the RMR (Root Mean Square Residual) value of 0.022 implies a relatively good fit, as lower values indicate better fit. RMR represents the differences between the observed and predicted relationships; the smaller value indicates less discrepancy. The GFI (Goodness of Fit Index) value of 0.915 also indicates a reasonably good fit. The GFI assesses the proportion of variance in the observed data that is explained by the model. The AGFI (Adjusted Goodness of Fit Index) value of 0.870 is also a good indicator, considering that it adjusts GFI for the degrees of freedom. The PGFI (Parsimony Goodness of Fit Index) value of 0.599 suggests that the model might be slightly less parsimonious, but it is still within an acceptable range.

The NFI (Normed Fit Index) value of 0.973 is considered good. NFI assesses the improvement in fit over the independence model. The RFI (Relative Fit Index) value of 0.964 is also in the range indicating a good fit. RFI is similar to NFI but adjusts for model parsimony. The IFI (Incremental Fit Index) value of 0.980 is indicative of a good fit. IFI compares the improvement in fit between the hypothesized model and the independence model. The TLI (Tucker-Lewis Index or Non-Normed Fit Index) value of 0.973 is quite good. The TLI assesses the improvement in fit relative to the independence model. The CFI (Comparative Fit Index) value of 0.980 is also indicative of a good fit. CFI is similar to IFI but adjusts for the sample size. The RMSEA (Root Mean Square Error of Approximation) value of 0.080 is within the threshold that is generally considered acceptable. Values below 0.08 are often indicative of a reasonably good fit. In this case, the RMSEA suggests that the default model fits the data adequately in terms of the error of approximation.

There is a statistically significant positive relationship ($R= 0.172$; p-value < 0.05) between value co-creation and social performance. The positive estimate implies that as value co-creation increases, social performance tends to increase as well. There is a highly statistically significant positive relationship between social mission orientation and social performance ($R= 0.401$; p-value < 0.05). The positive estimate shows that as social mission orientation increases, social performance is expected to increase substantially. The relationship between sustainability orientation and social performance is not statistically significant ($R=-0.026$; p-value > 0.05). This implies that there is no significant relationship between sustainability orientation and social performance.

The relationship between sustainability orientation and value co-creation is not statistically significant ($R=0.054$; p-value > 0.05), implying that there is no a significant relationship between these two variables. The relationship between social mission orientation and sustainability orientation is not statistically significant ($R= 0.114$; p-value > 0.05). There is a statistically significant positive relationship between social mission orientation and value co-creation ($R=0.134$; p-value $<$ 0.05). The positive estimate means that as social mission orientation increases, value co-creation tends to increase as well.

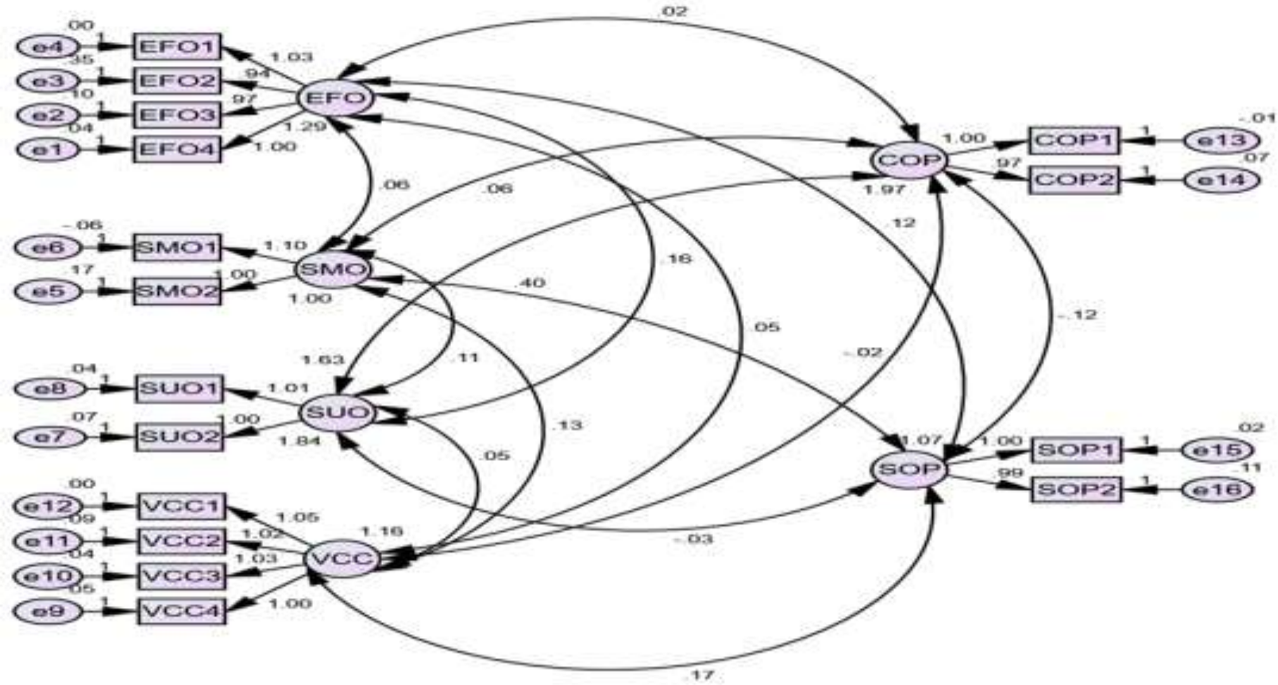

Figure 1. Structural Equation Model

Table 4. Relationship among Variables

Dimensions			Estimate	Standard Error	Critical Ratio	P-value
VCC	<-->	SOP	.172	.057	3.027	.002
SMO	<-->	SOP	.401	.060	6.744	***
SUO	<-->	SOP	-.026	.071	-.359	.719
SUO	<-->	VCC	.054	.074	.727	.467
SMO	<-->	SUO	.114	.067	1.714	.086
SMO	<-->	VCC	.134	.053	2.510	.012
EFO	<-->	SMO	.056	.055	1.007	.314
EFO	<-->	VCC	.047	.061	.761	.447
EFO	<-->	SOP	.120	.060	2.009	.045
EFO	<-->	SUO	.156	.078	1.991	.046
EFO	<-->	COP	.016	.080	.197	.844
VCC	<-->	COP	-.015	.075	-.200	.842
SMO	<-->	COP	.061	.068	.905	.365
SUO	<-->	COP	1.632	.127	12.882	***
COP	<-->	SOP	-.119	.073	-1.625	.104

Source: Amos 26

The relationship between effectual orientation and social mission orientation is not statistically significant (R= 0.056; p-value > 0.05) (Table 4). This implies that there is no significant relationship between these two variables in the model. The relationship between effectual orientation and value co-creation is not statistically significant (R=0.047; p-value > 0.05), indicating that there may not be a significant relationship between these two variables. The relationship between effectual orientation and social performance is statistically significant (R= 0.120; p-value < 0.05), indicating a positive relationship between these two variables. The relationship between effectual orientation and sustainability orientation is statistically significant (R=0.156; p-value < 0.05), suggesting a positive relationship between these two variables. The relationship between effectual orientation and commercial performance is not statistically significant (R= 0.016; p-value > 0.05), indicating that there may not be a significant relationship between these two variables. The relationship between value co-creation and commercial performance is not statistically significant (R=-0.015; p-value > 0.05). This implies that there is no significant relationship between these two variables in the model.

The relationship between social mission orientation and commercial performance is not statistically significant (R= 0.061; p-value > 0.05), indicating that there is no significant relationship between these two variables. The relationship between sustainability orientation and commercial performance is highly statistically significant (R= 1.632; p-value < 0.001), indicating a strong positive relationship between these two variables. The relationship between commercial performance and social performance is not statistically significant at the conventional significance level (R=-0.119; p-value > 0.05).

5. DISCUSSION

This study identified a statistically significant positive correlation between value co-creation and social performance. This implies that increased engagement in value co-creation activities by social organisations leads to improved social performance. This advances the finding of Ge et al. (2019) that value co-creation has positive link with growth performance. Value co-creation involves collaborative processes with stakeholders, which can enrich social impact by integrating diverse perspectives and resources. The positive correlation indicates the effectiveness of these collaborative efforts in driving social outcomes.

A highly statistically significant positive relationship was found between social mission orientation and social performance. This shows the importance of a strong social mission in achieving social outcomes. This study also advanced the finding of Zafar et al. (2022) that social performance significantly mediates between SEO and commercial performance. Social mission orientation reflects an enterprise's dedication to its social goals. Organisations deeply committed to their social missions are more likely to achieve better social performance as their strategies and operations align with their social objectives.

Interestingly, the study revealed that the relationship between sustainability orientation and social performance was not statistically significant. This suggests that a focus on sustainability does not directly lead to improved social performance. While sustainability is essential for long-term viability, it may not be the primary driver of social outcomes in the short term. Similarly, the lack of a statistically significant relationship between sustainability orientation and value co-creation implies that emphasizing sustainability does not necessarily enhance collaborative value creation efforts. This implies that sustainability and value co-creation may function independently in influencing social organisations.

The study also found that the relationship between social mission orientation and sustainability orientation was not statistically significant, indicating that a strong social mission does not inherently result in a focus on sustainability. This refutes the finding of Dwivedi and Weerawardena (2018) that a significant positive relationship exists between social mission orientation and sustainability orientation. This separation suggests that social organisations may prioritize immediate social goals over long-term sustainability objectives.

A statistically significant positive relationship was observed between social mission orientation and value co-creation. This suggests that organisations with a strong social mission are more likely to engage in collaborative efforts, possibly due to recognizing the importance of stakeholder involvement in achieving their social goals. This supports the finding of Liu and Huang (2020) that social mission orientation has a significant positive relationship with value co-creation. In contrast, the study found no statistically significant relationship between effectual orientation and social mission orientation. This also refutes the finding of Dwivedi and Weerawardena (2018) that a significant positive relationship exists between effectual orientation and social mission orientation. Effectual orientation, characterized by flexible and adaptive strategies, does not seem to directly relate to having a strong social mission. Similarly, there was no statistically significant relationship between effectual orientation and value co-creation. This indicates that adaptive and flexible strategic approaches do not necessarily enhance collaborative efforts in social organisations. This refutes the finding of Liu and Huang (2020) that a significant positive relationship exists between effectual orientation and value co-creation.

However, a statistically significant positive relationship was identified between effectual orientation and social performance, implying that organisations adopting flexible and adaptive strategies tend to perform better socially, likely due to their ability to respond effectively to changing social needs and contexts. Likewise, a statistically significant relationship was found between effectual orientation and sustainability orientation, suggesting that adaptive strategies are positively associated with a focus on sustainability, indicating that flexible approaches may facilitate the integration of sustainability into the enterprise. This supports the finding of Liu and Huang (2020) that a significant relationship exists between effectual orientation and sustainability orientation.

No statistically significant relationship was observed between effectual orientation and commercial performance, indicating that adaptive strategies may not necessarily improve commercial outcomes, which may require more structured and predictable approaches. Similarly, there was no statistically significant relationship between value co-creation and commercial performance of social organisations, implying that collaborative efforts do not directly translate into commercial success. The study revealed that there was no statistically significant relationship between social mission orientation and commercial performance. This implies that a strong focus on social goals does not directly impact commercial outcomes.

A highly statistically significant relationship was found between sustainability orientation and commercial performance, indicating a strong positive association. This implies that focusing on sustainability can enhance commercial performance, possibly through improved efficiency and resource management. The study found that the relationship between commercial performance and social performance was not statistically significant at the conventional significance level. This implies that commercial success does not necessarily lead to better social outcomes, highlighting potential trade-offs or independent pathways between social and commercial objectives in social organisations.

6. CONCLUSION

The study offers an understanding of how different SEOs affect the performance of social organisations. Key findings reveal that value co-creation and social mission orientation significantly enhance social performance of social organisations, underscoring the importance of collaborative efforts and a strong commitment to social goals. Conversely, sustainability orientation does not directly affect social performance, though it strongly influences commercial success. Effectual orientation positively affects both social and sustainability outcomes but not commercial performance. These highlight the interplay between different SEOs and performance metrics, indicating that social organisations must balance these factors to achieve their diverse objectives.

7. IMPLICATIONS

The study's findings carry significant implications for social organisations. Prioritizing value co-creation and upholding a robust social mission can substantially enhance social performance of social organisations, underscoring the importance of collaborative approaches and a steadfast commitment to social objectives. While a sustainability orientation may not directly affect social outcomes, it plays a critical role in enhancing commercial performance of social organisations, emphasizing the importance of long-term sustainability. Furthermore, incorporating flexible and adaptive strategies (effectual orientation) can lead to improvements in both social and sustainability outcomes of social organisations. As a result, social organisations should strategically harmonize these orientations to maximize both social impact and commercial success.

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