



# Organization Development Needs Of Social Enterprises: A Human-Centric Approach

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## Abstract

Rapid technological changes in recent times have affected corporations, governments and non-governmental organisations necessitating scholars and policymakers to reflect and rethink the “future of work”. The need for a human-centric approach has been raised by the ILO, for instance, in its recent report (2019) that calls for placing the people and the jobs done by them as central to the industry for economic and social upliftment. There is a need to embark on a smoother transition from business to human centricity that requires the attention of organizations and policy makers (Buckley & Majumdar, 2018).

Current discussions on the Future of Work though have paid little attention to an emerging form of organisations, namely, social enterprises. A SE is an organization that trades, not for private gain, but to generate positive social and environmental externalities (Santos 2012). To understand the hybrid and fluid framework of social enterprises this paper looks at a social enterprise in the rural tourism space – Grassroutes Journeys. Grassroutes, has developed a unique model of Community Based Rural Tourism (CBRT) that seeks to create an impact on village communities through responsible tourism. This is a case for OD perspectives to be applied to such newer organizational forms. Interventions aimed at structural design include moving from more traditional ways of dividing the organization’s overall work, such as functional, divisional, and matrix structures to more integrative and flexible forms, such as process, customer-centric, and network structures (Cummings & Worley, 2014).

## Introduction

Ever since the global meltdown of 2008 the problems of poverty and environmental impact has been intractable. Few unique organizations have evolved with an embedded social purpose. Literature on the purpose of social enterprises state duality- maintaining financial sustainability and addressing a social purpose (Doherty, Haugh & Lyon, 2012) . It is also known that these organizations are hybrid in terms of structure.

Developing countries today face challenges of population, poor infrastructure, and uneven rural and social capital. Social enterprises working in the rural domain, like Grassroutes, have found innovative ways to cope up with the issues.

We need to shift our thinking from command-and-control to coordinate and cultivate. When we coordinate, we organize work in a manner that good things happen, whether we are in control or not. The vast literature theorizes social enterprises as hybrids (Powell, 1987) , but very little has been explained about the applications of business practices. Social enterprises were scarce and exotic but over the years have penetrated but still is difficult to taxonomise, they change shape with the change in ideology and context. In spite of huge amount of work on the form, structure and type, it still remains as an ambiguous domain. Socents (social enterprises) are characterized by duality. Duality of objectives, practices and even outcomes.

We have taken up a case study on a social enterprise operating in the tourism sector and have analysed it's Organization development procedures undertaken for both setting up an enterprise and the business phases undergone (or undergoing). The human centric approaches have been identified and the major steps undertaken by the enterprise in incorporating the future of work has been looked into with a human resource lens.

While theory building is necessary and important for the development of this nascent field, we have chosen to focus on the practice of social entrepreneurship as it unfolds in several parts of India, on a real time basis. By doing so, we think we will be able to find some patterns and commonalities, decipher broad trends and directions of the growth of the sector, and then draw lessons that can feed simultaneously both the academic space as also the policy discussions (Prasad & Kanitkar, 2019).

This paper can be divided into many subparts with regards to the theories leading to the case in further details. The literature based discussion will focus on 1) Organization Development , 2) Social enterprises, 3) The structure of social enterprises 4) The human resource practices 5) Future of work perspectives and the 6) The human centric approach derived from them and a brief light on 7) Hybrid organizations. Diving deep into the

literature, as per the gap, we constructed the two research questions emanating from it and focussing on the formless form of organization. Soon after, the research methodology and findings are discussed. The conclusion section consists of a summary of the paper and the implications for both scholarly and practitioner world. Post that the further research scope has also been focused upon briefly.

Keywords: Organization Development, Future of Work, Social Enterprise, Case Study

## Introduction

### Theoretical Consideration

#### - Organizational Development

Organization development was coined as a term nearly five to six decades back. The focus has been on both content and the process of it. It should be noted here that none of them are mutually exclusive. The process as we know of was first framed by Lewin and was categorized into three stages of unfreeze, change and refreeze. Scholars worked on the elaboration and reframing of the processes. The content of the OD process requires an in depth knowledge of the vision, mission and strategy of the enterprise. The culture (background) and the climate (foreground) knowledge is key to organization understanding and growth (Burke, 1987) . And a very important criteria of performance management that will develop the goals, roles, reward structure, designing, measurement and feedback.

Yet, there are a lot of questions that keep emerging on whether the process of change is 'linear' or what are the challenges faced by the organizations when undergoing such changes. Most importantly, the methods of successful communication of organization development process and content.

The wide field that OD covers can be funnelled down to the internal human centric processes, namely- organization structure, performance management/ reward system and training and development. It has been seen that structures are defined by organizations, but in reality it is just the other way around.

First, the purpose of the organization will determine the structure. Irrespective of the type of the enterprise, there is a prevalence of hierarchy, the hierarchy may be informal but the leadership rests somewhere in the organization. It would be rather interesting to see the structuring based on roles and work areas in social enterprises. Second, the productivity and performance of organizations are very much linked with the reward system. The size of the organization isn't a determinant anymore. Hybridity in organizations make it difficult for value formation, should the work be focussed upon or is it the way the work is being done. Third, the training and development planning in an organization are one of the levers in organization development. Social

enterprises have been observed and it is noted that their belief is more towards 'action learning'. And the employees working in the social sector possess moral inclination and empathy towards the mission and therefore the focus should be more on the individual development.

- Social enterprises

The spotlight for inclusive growth is on socents. Socents are the group of for profit private sector enterprises that are socially driven. This is because they are considered to be have stronger and sustainable potential to achieve inclusiveness. Socents are about people with missions that drive social change in an underserved market, they are only as effective as the collective passion and drive of their human resources (Ganesh & Kulkarni, 2012).

Social enterprises are defined as businesses with primarily social objectives and an organisational format that uses trading (Dart, 2004). It would be safe to say that social enterprises, as organisations, and social entrepreneurship, as process, serve to combine and connect social and economic imperatives to create unique societal contributions (Barraket et al., 2010).

- o Structure of social enterprises

Hybrid organizational forms are structures and practices that allow the coexistence of values and artefacts from two or more categories (Doherty, Haugh & Lyon, 2012). The defined forms of organizations are public, private and not for profit institutions. They are idealised in a way because the organizations have been in alignment with the traditional discourses and have thereby acquired legitimacy. Those that do not subscribe to the idealized categories are termed as hybrid organizations. There are some characteristics of all the types of traditional forms, and social enterprises possess a dual objective and can easily classify as a hybrid organization. Recent literary works has also defined that the formation of social enterprises are also a result of evolution or due to country-level institutional factors.

The duality of mission has often led to trade-offs between opportunity exploitation and social mission pursuit. Social enterprises aim for profits but not profit maximization. Their social objective remains central to their business mission, goals and strategy. To leverage on this hybridity, organizations need to focus on three key points – build innovative strategies, new resource configurations and novel governance structures (through human resources). The hybridity makes governance difficult.

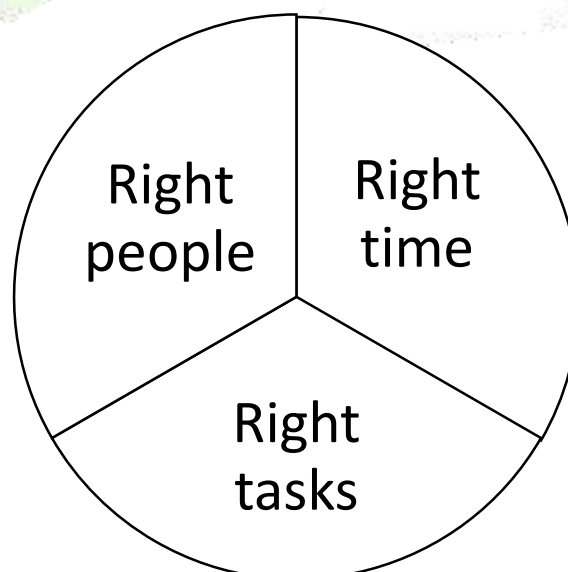


Human resources are one key that entitles to management of managers, employees, volunteers and trustees. It has been seen that most SEs have to pay the employees in the form of non monetary incentives for motivation. The community benefit and intrinsic satisfaction of employees have guided the inclination towards working in social enterprises. Apart from the sensitization of ‘Compensation and benefits’ of such organizations, care should also be taken during recruitment strategy formation. This would require a correct balance between employees having commercial and social inclination. A clear three point strategy for social enterprises would imply- 1) craft a balance between social/welfare logic (value creation) and market/ commercial logic (value capture) 2) acquisition and mobilization of financial resources and 3) advance the human resource understanding and requirement analysis. Our aim here will be to focus on the third point, the human centric approach.

- Human resource practices

Social entrepreneurs have a lot in their basket to work upon for their enterprises. Ranging from gathering capital, building a viable model, incorporating market and business trends and added to these are the HR challenges. These challenges can impact the aim to scale up and achieve the desired impact. We have seen from past research that the workforce in India’s for profit social enterprises are young. Despite the newness and size, they are operating across India. 41% of social enterprises focus on rural India specifically, where the vast BoP resides.

The HR challenge faced by socents can be picturised as:



In this paper we will explore the current HR practices in social enterprises from hiring to training to compensation and also HR systems. We have observed that unlike other organizations, the culture and work environment plays a major role in talent acquisition and retention. There is a higher importance of mission alignment in these organizations and so is it's reinforcement

- Future of work

Business today is undergoing a very stage of revolution. The new revolution promises to lead to a further transformation in our thinking about control (Malone, 2004). Power and control will be more spread and 'people' will be the key factor in determining structures and processes, leading to human centric approaches. New technologies have been instrumental in achieving this. Humans may be dispersed physically but are connected by technology, thus making decision making which includes influence from other places or people. Technology aids in the success. But the real impetus in bringing about such a transformation will come from our hopes of economic efficiency and for building a more flexible work place / environment. Nevertheless the non-economic human goals of freedom, satisfaction and fulfilment will play an important role too. Technology is now being fruitfully utilised for attaining economies of scales and knowledge for smaller organizations who do not desire to give up on the human benefits of freedom, creativity, motivation and flexibility. The gradual shift has already begun, and the business environment is becoming more and more networked and even virtual. There are many synonyms that are used for such emerging organizations, self-organizing, self-managed, emergent, hybrid, people centred, peer to peer etc. The first tenet that is wished to be communicated is that they all are 'decentralized'. And this kind of decentralization does not mean any kind of sincere efforts to delegate well, well even if it is, it is in a very limited sense. What we wish to convey here is that decentralization is the 'participation of people in making the decisions that matter to them' (Malone, 2004).

When the talk is about power, delegation becomes secondary. Talking about decentralization, we often tend to think about delegating power to the lower levels in the hierarchy. But the question is, what if power was not delegated? What if it generated there? Researchers and practitioners alike would agree that enormous amount of energy and creativity will be unlocked.

Bringing about transformational changes to look more clearly towards the future of work requires precision. The precision in the decision making towards how we organize the economy, how businesses are run, how we value diverse work and how jobs/ work contribute to the communities. Future of work reassesses all those rules, incentives and measures accounting for the decisions.

- Human centric approach

This agenda looks forward in building a workforce that has the capabilities to thrive in the ever changing business environment. This transformation moves towards providing dignity, security and equal opportunity, thereby widening the freedom horizons. The human centric approach supports people through transitions, seeks to take advantage of demographic opportunities and contributes to a lifelong active society. It addresses prospects for delivering the social contract for future generations. These aims are further accentuated by the dedication in building institutional capabilities. There are changes to bring about transformations in new economies involving decent work.

The human centric approach looks to adopt one or more of ‘investment plans’ the following three:

1. Investing in people’s capabilities

This enables them to realize their full potential and attain a life that is of value to them. This adds to the broad ambit of social capital. As investment in human capital implies investing in human development. Empowerment brings about the right to choose and living a life of fulfilment. Interventions or actions to bring this about can be – to ensure lifelong learning for all (formal recognition and learning (to have formal recognition and entitling every individual to a lifelong learning system) , to support people through transitions (invest in the policies and strategies to promote future of work and helping in the transition), bring about gender equality and by strengthening social protection (guaranteed universal social protection from birth to old age).

2. Investing in the institutions of work

Future of work states that labour cannot be treated as a commodity as opposed to the age old economic notions. The institutions are here to bridge the asymmetry between capital and labour. When the institutions are well designed and operate at best case they bring about a balance in labour markets and the economies perform better. The improvement of social contracts are based on these institutions and their development intentions. The world of work demands strengthening and revitalization of the institutions governing work. Shaping institutions are necessary to shape a future of work with social justice, build pathways to formalization, reduce inequality and working poverty, enhance security and protect the dignity of labour. Investment in the institutions of work can be directed towards – establishing a labour guarantee commission, expanding time sovereignty (having a sense of autonomy that meets the requirements of both workers and enterprise) , reviving collective

representation (both for representation and conducting dialogue) and use of technology (have a “human in command” approach) .

### 3. Investing in decent and sustainable work

Economic transformations are also caused by the shifts in technology, demographic and climate changes. Careful investments are needed to shape and guide these transformations towards creation of decent work. These need active involvement in the decision making processes. The decision are tilted to building both a sustainable planet and business environment. New rules, incentives, policies and strategies builds a foundation for high-value adding activities. The human centred delivered path needs- transformation of economies to promote decent and sustainable work (investing in key areas) and shifting of incentives ( promote correct investment in correct area) .

#### - Hybrid organizations

Our aim here is to capture the human aspect/impact of the new organizational form (Ganesh & Kulkarni, 2012). The output can only be worthy if there are strong, healthy and committed workforce working towards in it. Our focus is specifically on social enterprises and their hybrid nature of the structure of those organization (Doherty, Haugh & Lyon, 2014). The reason for our focus to be on the new organization form of social enterprises is to establish an abstract social contract that would place people at the centre of economic and social policy and business practice (Borzaga & Solari, 2001).

This paper explores OD and the future of work through a case study of ‘Grassroutes’, a social enterprise working on rural tourism in a community inclusive network.

New organization forms and patterns have emerged owing to three major drivers of change. The ‘change’ here refers to the change in the form of work, nature of data and the dynamics of the work force. The four upcoming trends that will determine the workplace dynamics in the future- a shift to platforms over products, from mechanical to digital, from data to insight and from employees to talent (Church & Burke, 2017). The new formless form of organizations are both a cause and result of a complex and dynamic combination of strategy, structure and management (Miles & Snow, 1986) . Social enterprises is one such hybrid form that has emerged, which is encouraging the development of new concepts, which are then built into theory. Firm strategies and adaptations have coevolved with the change in business environment into new organization population and forms (Lewin, Long& Carroll, 1999). The new organizational forms are mutated version of the existing



organizations. Social enterprises, an example of hybrid organizations have evolved from a combination of for-profit and not-for-profit organizations. The programmed nature of organizations and their functioning are inadequate to cope up with the changes in the business environment (Malhotra, 2002). The new form of business, for example, the hybrid business model need requires a re-conceptualization of human centricity.

The key research questions are:

- a. How is the OD process translated in do social enterprises?
- b. How are social enterprises rethinking the 'Future of work? How, if at all, are they incorporating the human centric approach' in their HR practices?

### Research Methodology

This paper looks into the organization operation and management of a social enterprise. The social enterprise is aiming towards creation of alternative forms of livelihood using Community Based Rural Tourism.

A case study approach is adapted here, by which we study one such enterprise.

This case study is descriptive in nature. The case study is presented in a narrative format and uses extensive qualitative data for analysis. A two month long field research was conducted in Mumbai and nearby villages, where the organization operates from. At first the organization is studied in depth, the history, the structure, the function and the roles are known and understood. In situ and in depth information gathering processes provided us with a methodological advantage of being present and observe the dynamics and management practices and many a times often be a part of it.

We collected data by interview, observation and documents analysis. The primary data source is that of interviews. Two types of interviews were conducted – general organizational interview and in depth focus interview. While the former had a similar structured interview schedule and plan for all interviewees, the latter followed a semi structured approach. The in depth interview dealt mostly with the very specific roles and activities performed within the organization. The respondents to this were the employees of the organization, working both on and off site. It also extended to the village community members who were part of Grassroutes'. Apart from these, two separate interviews were conducted to understand the dimensions of evolution and growth trajectory of the organization and another to conduct a first-hand impact study. The respondents of the focused interview were the employees who have completed a longer tenure and belong to the top management in the organization.

The secondary sources of data were obtained from both internal and external sources. The external sources were journals, previously published case studies, the company website, social media pages, papers and also websites of government and corporate mention, and also documentaries. The internal sources of data included documents, advertisements, reports, flyers, articles and magazines.

Our analysis was interpretative, an inductive iteration by identifying patterns in the data. All along the analysis stage of the case study, there were emerging themes and ideas. Our analysis will first describe the real time scenario of 'work' in a social enterprise and the latter will present the study and discussion in a more generic and abstract way on moving towards theory building.

## Findings

In our paper we will take up the two research questions stated above and answer them by taking a social enterprise 'Grassroutes' into perspective, as a case study. First, Organization development of social enterprises, while incorporating the future of work view leads us to the formation of these hybrid organizations. The stages of setting up Grassroutes' will be considered as a prime example in moving towards theory development from an empirical study. Not only are the stages of setting up one social enterprise is discussed and presented, but also the four phases of business transactions undertaken are represented. Second, the human resource processes in social enterprises that form the backbone towards the conception and sustainability are presented. The future of work, as discussed before, has many perspectives with regards to execution, and the scope of paper is limited to be concentrated on only human centric approaches. We will dive further into understanding the human centric internal approaches taken up by social enterprises in practice, through the same case study on Grassroutes.

## Research Question 1

Organization Development is intertwined with the tenets of the frequently discussed 'future of work'. There are three links that connect both the concepts and from there we can draw the implication that one has on the other (OD and 'future of work'). Our intention here is to enable social enterprises to improvise the 'future of work' logic in developing their organizations for a sustainable tomorrow.

There are three stages in setting up a community based tourism enterprise. Although there is not a one solution for any enterprise to be set up, but keeping the complexity of interactions, governance and management of them it can be given some direction. First, we have conceptualised the stages of setting up social enterprise organizations. They are – Implementation Stage, Commercial Viability Stage and Community Stage. Second,

the four phases of business phases (gearing up, community assessment & OD, planning and monitoring phases).

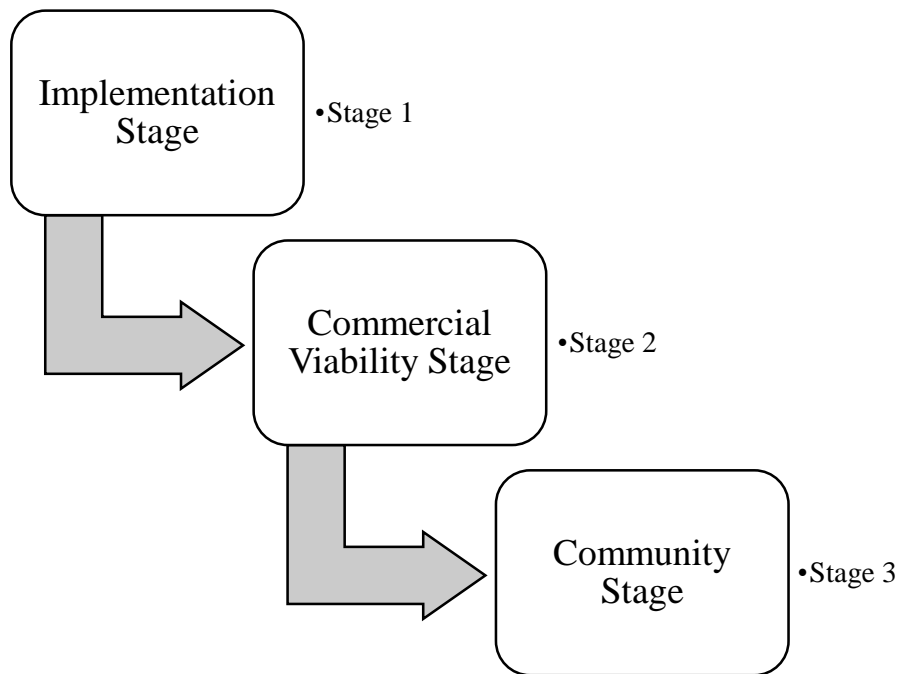
Each of these stages require a different understanding of the organization structure and business functions.

At stage 1, that is at the Implementation stage, the plan is set up, which should be both strategic and feasible.

The planning sub stage should also include a sound method of monitoring and evaluating, which should be recurring. While in the implementation stage, frequent checks by monitoring and evaluating basis some pre set benchmarks, lead to a proper judgement of state. Owing to the nature of the industry and enterprise, a major emphasis lays on the partnerships that are initiated, built and matured over time. As we have read about in the previous sections, the inter organization relationships are a key determinant to solve the social and economic problem that community based tourism organizations sought to cater to. The partnerships are mostly with Non Governmental Organizations, the three tier government structure of our country ( panchayat, state and central), and also the private entities such as corporates and other institutions. Another abstract, yet significant activity at this stage is to manage community assets. The physical aspects of tourism, e.g the diverse culture / lifestyle, geography, it also may be a seasonal occurrence or any tradition or art form that has been carried forward through generations. A key aspect to be necessarily covered at this stage is to source funds.

At the commercial viability stage, the markets, products and the links with the private sector is established. The market refers to the reach of the enterprise, the probable footfall, reach, the seasonality of the location. The product on offer here is the geographical location and other package inclusions. This includes the distance to be covered and the services provided. A correct estimation of the price offered and the costs incurred should be kept in mind before rolling out a call for an 'interest form' from the probable customer or customer groups. The products on offer should have a differentiation in the market, it should be able to denote some 'Unique Selling Points', that would enable the consumer to make a more able and informed choice. The first set of visitors are the trend setters and their satisfaction should be high. The bridge between what is claimed, promised and delivered should be as low as possible. Private sectors yield high amount of margin when it comes to embarking them as business partners or customers. Access and acquisition of maximum private enterprises should take place at this stage.

In the last stage, we determine the impact on the community. The attention is towards delivering significant impact on livelihood, but it has been seen that other impacts, be it collective benefit, community empowerment and maintaining of cultural heritage and environment protection.



(Fig 1: Setting up stages of CBRT)



(Fig 2: Phases of CBRT)

Social enterprises, which follow a hybrid model of operation combine the aspect of both financial returns and being socially driven. These organizations face challenges of dual accountability (Ebrahim, Battilana & Mair, 2014). And even though there are laws to address these challenges, there are potential limitations to that too. In India, the organizations face the struggle to be in between profit and not-for profit organization. As there are not institutional form when it comes to social enterprises. However in U.S and U.K there are specific organization forms and respective laws that look into the external financial governance. The organizational governance and its duality are answered by managers who seek to balance social and commercial objectives.



The organization development literature looks into two major streams emerging out of this – 1) monitoring social performance versus financial performance and 2) monitoring the performance agents.

Assessing social performance and financial performances are totally different. Financial performance are well acquainted with. For the other side of the coin, however, there are no such well defined and structured measures.

In the scholarly world, a broad range of “theory driven evaluation methods” (Ebrahim, Battilana & Mair, 2014) are developed that depict a model of how a program causes an intended or observed outcome. These models arise from ‘logic models’, in which there are organizational inputs (in the form of knowledge, equipment, finance), the organizational processes or activities ( food, shelter, health services etc) and output in the terms of total target of beneficiaries. The number of beneficiaries are short term objectives (proximal goals), that in turn give rise to long term and larger outcomes (distal goals) such as income, health and quality of life.

Assessing or monitoring the performance of agents is another broad performance measurement challenge faced by social enterprises. As stated by the agency theory, there are two methods of overseeing agents – a) how the work is being done and b) how much work is being done. The distinction is either procedural or substantive accountability. Organizational theorists have also devised a third form of governance mechanism that focuses on the human resource functions of selection, training and socialization of agents to inculcate organizational values and work practices in the agents. The social enterprises also are categorized based on whether they are ‘integrated’ or ‘differentiated’ and accordingly the performance measurement technique is followed.

#### Research Question 2

The HR practices are very essential in a social enterprise context. It may not look very prominent and may even not have a designated department to look after the processed and practices. These result in capability building and enhancement, leading towards self reliance and further livelihood creation. But SEs face a major challenge of talent management. At each and every step of the talent management cycle, SEs have to take strategic decisions. We will be focusing on understanding the barriers and what are the activities done to overcome the challenges.

Grassroutes is a community based enterprise and majority work is performed by the community themselves. There is a strong corporate team present who not only has contributed to the growth but also the overarching objective of creating a social impact. The organization structure is non bureaucratic. Though initially lead and still done so by the CEO Inir Pinheiro, the organization has cautiously stayed away from a hierarchical structure and culture. This is one of the reasons they have successfully made and maintained their footprint in the rural

eco-tourism industry, by focusing on the human centric approach by extension of the human resource practices at all stages to the community. The scope of the HR reach is just not the employees of the organization but also the village community they are inhabiting.

The organization does not only require to up skill it's talent base and motivating them, but also guard against a mission drift. Human resource practices in social enterprises like Grassroutes' focus on some key goals and standpoints: First, the workforce is small and a growth in the stage does not mean a directly proportional growth in the size of the organization (in terms of number). As opposed to the prior notion of founding members wearing different role hats, the workforce now is looking forward to hiring senior managers who have experience and excelled in their respective domains. This is a strong move towards scaling up. Second, the KSA (knowledge, skills and abilities) requirement of social enterprises focus mostly on soft skills. The soft skills that are most stressed upon include the applicant's drive to learn and perform, passion for the mission, work experience and also technical skills. Third, it has been observed that social enterprises lure a lot of young workforce with 'accountability and responsibility'. They are motivated to join such organizations because of the leadership role that they are being offered. Fourth, the training imparted to new recruits and old are mostly on the job from peers and supervisors. Sometimes the enterprises sponsor professional training for middle management workforce. Five, the retention strategies in social enterprises are the positive work environment, emphasizing on the social impact they contribute to and the rewarding performance.

Moving ahead from the HR practices, we shall now consider a few of the HR challenges faced by social enterprises. First, recruitment of right people with the right talent is a concern. Given that, social enterprises are high on risk and low on the pay, attracting the right workforce may seem to be a tough task. Second, the roles and responsibilities are often not clearly defined leaving the employees as well as the founders in a hazy space. Third, the decision making authority is unclear as socents do not always and necessarily follow a hierarchical structure and flow. These challenges are also followed by the incessant attempts to acquire (as the lookout is for the candidate with 'intrapreneurial' ability) , retain talent (retention being the toughest at the junior level), train, manage and motivate the workforce.

Socents have put in place many non monetary benefits such as flexi work hours, opening up a wide opportunity for growth and learning, and reinforcing the social impact they are a part of. The alignment of personal goals with professional acts as a motivator and promotes job satisfaction. They also ensure that employees are able to maintain a proper work-life balance and this has come out as a successful retention technique.

## Conclusion

Our study aims to deliver findings that will serve as triggers for the design of new, more effective methods of addressing HR challenges in this space, and hopes that the collected insights will contribute to accelerating the development of the social ecosystem. Studying Grassroutes' we deciphered that social enterprises face very diverse and complex human resource challenges as opposed to those of traditional institutions. The attraction and retention of talent in these organizations need a lot of hard work. This is because such workforces are inclined towards some really convoluted social practices and conditions. And successful delivery requires fighting some odds.

The need of the organizations are multiple. Two of them are building of HR systems that improves transparency in organizations (apart from developing and the growth of the workforce) and lacking the ability to impart good quality, context rich training. Social enterprises should practice – first, building of a clearer job role, performance expectations and responsibility structure. Second, recruitment should not be solely internal (through promotions), externally support structures should target towards building a talent pool at all management levels. The job descriptions should be effectively crafted, with the objective that the right talent is targeted, attracted and ultimately hired. Third, there is a growing need to set up HR systems, that may not be too complex but should be comprehensive enough to reduce employee's time in non-value adding activities and also for the organization to follow a human centric approach. Any concerns regarding the policies, entitlements and rules will be communicated effectively, efficiently and at the same time keeping it transparent. Fourth, at the initial stage it is very necessary for organizations to follow or adopt an HR tool kit, which can be obtained from the founder or the investors. Five, at various stages of the lifecycle, organizations should consider seeking help from established HR consultancy agencies.

We see that all the problems, challenges and solutions are intertwined. One can say that the issues faced are the same when we consider any startup for that matter. But diving deep, we soon see that there are issues that are unique in the social enterprise sphere. This study will further develop into advocating and championing for the peaceful and successful collaboration of social enterprises and Human resource. Only then will the collective dream of inclusive growth be possible- both profitably and sustainably.

Enterprises that are driven by a mission are here to improve the lives of the poor and also generate a profit. These are slowly making their presence recently onto the world stage, still they have captured the attention of many who are looking for solutions to today's greatest development challenges. In India, the rise of social

enterprises are phenomenal and there is already a robust supporting ecosystem to encourage the socents and deal with the developmental challenges.

The tertiary objective of our study is to enable a diverse group of supporting stakeholders to provide better, more targeted assistance across the full range of enterprise needs enable social enterprises to attain scale.

The social enterprise landscape has undergone a dramatic change over the past few decades. The ecosystem of such business have been instrumental in their contribution to this development. These include the incubators, consultants, academics, donors and investors. These stakeholders can be grouped into sector enablers, investors/donors and government/ policy makers. The sector enablers can contribute by aiding the social enterprises by leveraging on the human capital from Indian corporates, bring about more young bschool professionals from the campus to join social enterprises, and also facilitate the partnership development for socents. The enterprises that are in their very early stages, can be enabled by providing them with peer-learning systems and mechanisms. The investors and/ or donors play a very key role in the growth of the firms. A robust network of investors in the social enterprise ecosystem would ensure the inflow of funds, also grant of funds at the growth stage when the requirement is at it's peak. The government and policy makers can and should extend their support to the budding hybrid form of organization. Socents can access the India Inclusive Innovation Fund that target organizations in the early-stage. Indian business policies should include the mention of social enterprises and reform the private sector participation in not just profit generation but also social extension.

#### Limitations of the study and future scope

Social entrepreneurship is a contested academic discipline (Choi & Majumdar, 2014), and is considered to be way behind the set standards of academics and also opaque to an extent. There are no fixed solutions for the wicked problems of poverty, inequality, climate change etc (Prasad & Satish, 2018). This is particularly applicable in the context of a developing nation like India.

Although our account elaborates and draws upon the concepts of the future of work in a social enterprise perspective, we are aware that this is just one case. It may have some unique characteristics and hence cannot be generalized. However, we stand by the belief that the human resource concerns of social enterprises are being well presented and keeping away the contextual differences, it can be usefully transferred.

This report seeks to enhance work on India's social enterprises by providing a view into an organization working on promoting community based rural tourism. A descriptive case study approach is adopted to understand



Grassroutes', an organization that is rooted as a social enterprises. We hope the findings will aid a diverse group of supporting stakeholders including the internal functions to better understand the depth and breadth of the field, as well as the primary barriers that socents face as they seek to scale. These enterprises should be well prepared for their marketing solutions to improve the lives and livelihoods of India's marginalized. These include impact and commercial investors, grant-makers, incubators, consultants, industry organizations, academics and policymakers.

Financial capital, at the initial stage is very limited for socents, and it is still difficult for many enterprises to access. Simultaneously there also is a vast talent gap which is a bigger concern that has replaced financing as the biggest barrier to enterprise growth. The industry holds great economic and social promise. Mitigating these obstacles will help unleash this potential and further India's goal of inclusive growth.

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