EXAMINING THE CHALLENGES IN DEVELOPING LEADERSHIP COMPETENCIES AND ATTRIBUTES IN IMPROVING SABAHAN KADAZANDUSUN SOCIAL ENTERPRISES

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This report is submitted in accordance with the requirement of the Universiti Teknikal Malaysia Melaka (UTeM) for the Bachelor of Technology Management and Technopreneurship (BTEC) with Honors.

Fakulti Pengurusan Teknologi dan Teknousahawanan

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2024

APPROVAL

I hereby declared that I had read through this thesis and in my opinion that this thesis is acceptable in terms of scope and quality which fulfills the requirementsfor the award of Bachelor's Degree in Technopreneurship.

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DECLARATION

I hereby declare that this report project titled "**Examining the Challenges in Developing Leadership Competencies And Attributes in Improving Sabahan Kadazandusun Social Enterprises**" is the result of my own research except as citedsources stated in the references. The research project has not been published for any degree and is not concurrently submitted in candidature of any other degree.

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DEDICATION

This study is sincerely dedicated to my parents Mr. Mikal Utin and Madam PaulaChristianus who have been the source of my inspiration, encouragement, pillar of mystrength as well as my biggest support system towards my long and challenging journey of Technopreneurship Bachelor's Degree with Honors and to complete it successfully. They have been by my side the entire time, giving me the determination and optimism, I needed when I was close to giving up. They have greatly boosted my sense of enthusiasm and perseverance as I persisted on with this. Their encouragement and affection have made this research possible to carry out, without it being possible this research would not have been achievable.

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ABSTRACT

This research project aims to examine the challenges faced by social entrepreneurs in developing leadership attributes and competencies to improve the social business of the indigenous KadazanDusun community in Sabah, Malaysia. The focus of this study is to determine the types of leadership attributes and competencies among the indigenous KadazanDusun social entrepreneurs in improving social business in Sabah, Malaysia as well as to identify the challenges of leadership faced by social entrepreneurs in the state of Sabah, Malaysia and to demonstrate the most effective type of leadership attributes and competencies in improving social business among Sabahan social entrepreneurs. This study is conducted using the qualitative analysis method and data collection that is undertaken in Sabah, Malaysia. The method of data collection used is interviews, authentic data information is obtained from a few Sabahan social entrepreneurs about their social businesses. The findings and the result of the study have shown that most of the interviewees or respondents were motivated to improve their social businesses no matter what the circumstances and challenges are. These social entrepreneurs that has their own social businesses are motivated to improve the social businesses to help and expose other fellow Sabahans in the east of Malaysia that are in the rural areas to achieve better way of living, gain more income as well as get awareness towards preserving the natural treasures and environmental care in Sabah, Malaysia.

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Keywords: Social Entrepreneurship, Types of Leadership, Leadership Attributes and Competencies, Indigenous KadazanDusun Community, Social Business Challenges, Sabahan Social Entrepreneurs

ABSTRAK

Projek penyelidikan ini bertujuan untuk mengkaji cabaran yang dihadapi olehusahawan sosial dalam membangunkan sifat kepimpinan dan kecekapan untuk meningkatkan perniagaan sosial masyarakat asli KadazanDusun di Sabah, Malaysia.Fokus kajian ini adalah untuk menentukan jenis sifat kepimpinan dan kecekapan dalam kalangan usahawan sosial KadazanDusun asli dalam meningkatkan perniagaan sosial di Sabah, Malaysia serta mengenal pasti cabaran kepimpinan yang dihadapi oleh usahawan sosial di negeri Sabah, Malaysia. dan untuk menunjukkan jenis sifat kepimpinan dan kecekapan yang paling berkesan dalam meningkatkan perniagaan sosial dalam kalangan usahawan sosial Sabah. Kajian ini dijalankan menggunakan kaedah analisis kualitatif dan pengumpulan data yang dijalankan di Sabah, Malaysia. Kaedah pengumpulan data yang digunakan ialah temu bual, maklumat data yang sahih diperoleh daripada segelintir usahawan sosial Sabah tentang perniagaan sosial mereka. Dapatan dan hasil kajian telah menunjukkan bahawa kebanyakan orang yang ditemu bual atau responden bermotivasi untuk meningkatkan perniagaan sosial mereka tidak kira dalam apa jua keadaan dan cabaran yang dihadapi. Usahawan sosial yang mempunyai perniagaan sosial sendiri ini terdorong untuk menambah baik perniagaan sosial bagi membantu dan mendedahkan rakan-rakan Sabah yang lain di timur Malaysia yang berada di kawasan luar bandar untuk mencapai cara hidup yang lebih baik, memperolehpendapatan yang lebih serta mendapat kesedaran ke arah memelihara khazanah alamdan penjagaan alam sekitar di Sabah, Malaysia.

Kata Kunci: Usahawan Sosial, Jenis Kepimpinan, Sifat-sifat Kepimpinan dan Kecekapan, Komuniti Asli KadazanDusun, Cabaran Perniagaan Sosial, Usahawan Sosial Sabah

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter explains and portrays the descriptions of the background of the study, research problems, research questions, research objectives, importance of the study, study scope, limitations of the study as well as the summary of the research study. In this chapter also discusses about the challenges faced by social entrepreneursin developing leadership attributes and competencies to improve the social business ofthe indigenous KadazanDusun community in Sabah, Malaysia.

1.2 Background of The Study

The background study revolves around the global socio-economic challenges that the world population is currently facing and the imperative need for sustainability in addressing these issues. Sustainability, as highlighted by Brieger and De Clercq (2018), is seen as the key to balancing socio-economic and environmental factors to achieve a higher standard of living without compromising the needs of future generations.

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The economic dimension of sustainable development is emphasized, suggesting that addressing urgent global concerns requires a focus on economic actions, methods, and procedures. The study underscores the importance of considering sustainability in the context of both present and future societal needs.

Lorenzo-Afable et al. (2022) contribute to the discourse by asserting that social businesses play a crucial role in addressing sustainability challenges. Social businesses are urged to develop and implement plans that support social welfare, contributing to sustainable development efforts. It is emphasized that economic operations should align with the goal of creating a more sustainable world.

Furthermore, social businesses are called upon to actively engage in promoting social sustainability development, focusing on societal requirements, and collaborating with others to enhance their impact. The study suggests that the effectiveness and success of social enterprises heavily depend on leadership. It challenges the notion that great leaders are born, arguing instead that extraordinary leaders are made through continuous improvement and development.

The background study then narrows its focus to the challenges faced by social entrepreneurs working to strengthen social enterprises within the native KadazanDusun community in Sabah, Malaysia. This dissertation aims to explore these challenges, providing a research question, problem statement, and theoretical framework as foundational elements. The relevance and importance of the research topic are emphasized, suggesting that the findings could yield valuable insights and solutions for addressing the specific challenges faced by social entrepreneurs in this context.

In summary, the background study sets the stage by establishing the global context of socio-economic challenges, the role of sustainability, and the significance of social businesses, particularly within the KadazanDusun community. It positions the study within the broader discourse on sustainability and social enterprise, highlighting the potential impact of the research on addressing real-world challenges.

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1.3 Problem Statement

This part looks at the key concerns surrounding of social entrepreneurs in developing leadership in their social businesses as well as finding the right ways to improve the social businesses hence the challenges faced during the building of their social business in the indigeneous KadazanDusun community in Sabah, Malaysia. A challenge is an important hurdle in any business, therefore knowing what to do andturning the obstacles into an opportunity is a great way to start. Especially for the indigenous KadazanDusun community where there are not many exposures towards handling business challenges.

As speculated and as mentioned by Corner & Kearins, 2021, that social enterprises face a challenging situation because their main goals will usually fall intotwo parts which are increasing in social value as well as in creating economic value. Acommon issue brought on by the conflicting pressures of having two missions and straying from its primary mission according to Eiselein and Dentchev, 2020; White etal., 2022.

Along with the indefinite understanding of ways to improve social businesses,leadership in social enterprises is mostly failed to care for, with only a few focusing athow leaders overcome the obstacles in social enterprises as mentioned by Cohen et. al., 2019; Dongul & Artantas, 2022. It has been claimed, nevertheless, that many social entrepreneurs lack the skills necessary to develop their businesses and carry out the goals that social enterprises establish for themselves. Understanding the various leadership aspects that influence It becomes important for social entrepreneurs to be able to adjust their businesses.

In this research, we're looking into a problem that social entrepreneurs face in Sabah, Malaysia. The issue is that these entrepreneurs, who work to make the KadazanDusun community's social businesses better, often find it challenging to develop the leadership skills needed. These entrepreneurs aim to create positive changes in the community by improving lives, boosting the economy, and preserving Sabah's nature. We want to understand the difficulties they face in doing this important work.

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Social entrepreneurs in Sabah, Malaysia, encounter several challenges as they strive to make a positive impact within the indigenous KadazanDusun community. One significant hurdle is the limited access to resources, both financial and infrastructural. Many social entrepreneurs struggle to secure adequate funding and face obstacles in establishing a robust infrastructure for their initiatives. This impediment hampers their ability to implement and scale up impactful projects aimed at improving the socio-economic conditions of the indigenous community.

Additionally, the cultural and linguistic diversity within the KadazanDusun community poses another challenge. Social entrepreneurs must navigate this diversity to ensure that their initiatives are inclusive and culturally sensitive. Overcoming language barriers and understanding local customs become imperative for effective engagement and collaboration.

Furthermore, a lack of awareness and understanding of social entrepreneurship concepts and practices among the indigenous population contributes to the challenges faced by social entrepreneurs. Building awareness and fostering a culture that appreciates and supports social entrepreneurship initiatives becomes crucial for the success and sustainability of these endeavors.

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Moreover, the regulatory environment and bureaucratic hurdles can be daunting for social entrepreneurs. Navigating through complex regulatory processes and obtaining necessary approvals can be time-consuming and resource-intensive, affecting the timely implementation of projects.

Lastly, the absence of a well-established support ecosystem for social entrepreneurs in Sabah poses a significant challenge. Limited access to mentorship, training programs, and networking opportunities inhibits the development of leadership attributes and competencies crucial for the success of social businesses in the region. Addressing these multifaceted challenges is essential for creating an environment where social entrepreneurs can thrive and effectively contribute to the betterment of the indigenous KadazanDusun community in Sabah, Malaysia.

1.4 Research Objectives

The Objectives of this study are:

1. To determine the types of leadership attributes and competencies among indigenous KadazanDusun social entrepreneurs in Sabah, Malaysia.

2. To identify the challenges of leadership faced by social entrepreneurs among indigenous KadazanDusun community in Sabah, Malaysia.

3. To explore the ways of indigenous KadazanDusun social entrepreneurs improve their social businesses for the betterment of the community in Sabah, Malaysia.

1.5 Research Questions

The Research Questions of this study are:

1. What are the types of leadership attributes and competencies among indigenous KadazanDusun social entrepreneurs in improving social business inSabah, Malaysia?

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2. What are the challenges of leadership faced by social entrepreneurs in the indigenous KadazanDusun community in Sabah, Malaysia?

3. How do indigenous KadazanDusun social entrepreneurs go about improving their social businesses to contribute to the betterment of the community in Sabah, Malaysia?

1.6 Importance of The Study

To fulfil the research purpose, The researcher must look at social entrepreneurs as a part of investigation and emphasis on their perspectives. researcher is particularly interested in potential leadership elements that may affect a social entrepreneur's ability to develop a social company and how social entrepreneurs deal with problems in their social enterprises in order to completely fulfil the research aim. Business difficulties in businesses of the indigenous KadazanDusun community can serve as an encouragement for more innovative ideas and the identification of business prospects. One of the components of business success may be the capacity to overcome obstacles.

In a positive light, business challenges can be viewed as opportunities that must be taken advantage of by the social entrepreneurs ofthe indigenous KadazanDusun community in Sabah to establish and grow intoa better business. Business issues can be seen as barriers, but they are also opportunities. There are numerous difficult problems in managing a business, from business formation to business development, including operational management, product development and customer satisfaction.

These problems range from actualizing ideas, venture financing, market discovery, and legal challenges. Studying the challenges faced by social entrepreneurs in developing leadership attributes and competencies for the improvement of social businesses within the indigenous KadazanDusun community in Sabah, Malaysia holds significant importance. Firstly, understanding these challenges is essential for fostering effective leadership within social entrepreneurship. By delving into the obstacles encountered by entrepreneurs in developing leadership skills, we gain insights into the unique dynamics and complexities of social business management in a diverse cultural context.

Furthermore, this study is crucial for addressing the specific needs of the KadazanDusun community. By examining the challenges faced by social entrepreneurs within this indigenous group, we can tailor leadership development programs to address cultural nuances and community-specific requirements. This not only enhances the relevance of leadership training but

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also ensures that it aligns with the values and aspirations of the KadazanDusun people.

In addition, the study contributes to the broader field of social entrepreneurship by shedding light on the factors that impact the success of social businesses in diverse cultural settings. The findings can serve as valuable knowledge for academics, policymakers, and practitioners working in the field of social entrepreneurship, offering guidance on how to navigate challenges and promote sustainable development within indigenous communities.

Moreover, recognizing and addressing these challenges is essential for fostering social innovation. By understanding the hurdles faced by social entrepreneurs in developing leadership attributes, we pave the way for innovative solutions and strategies that can empower these individuals to drive positive change within their communities. This not only benefits the indigenous KadazanDusun community but also contributes to the broader discourse on effective leadership in the realm of social entrepreneurship.

In conclusion, studying the challenges faced by social entrepreneurs in developing leadership attributes and competencies for the improvement of social businesses within the indigenous KadazanDusun community in Sabah, Malaysia is crucial for enhancing leadership effectiveness, addressing community-specific needs, contributing to the field of social entrepreneurship, and fostering social innovation.

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1.7 Scope of The Study

The scope of the research is basically aimed to examine challenges faced by social entrepreneurs in developing leadership attributes and competencies to improve social business of the indigenous KadazanDusun community in Sabah, Malaysia. In order to accomplish in this, the researcher collect data and information needed for the study from social entrepreneurs who owns social enterprises especially among theindigenous KadazanDusun community in Sabah, Malaysia; as a result, taking into account what is required to achieve the research's objectives.

Given the variety of leadership styles readily available to business owners, theresearcher chose to solely focus on it. The participants who were selected will in someway reflect the outcomes of this study. Regardless of the difficulties they're confronted with when establishing their social business enterprises, social entrepreneurs have earned a reputation for having the ability to improve social enterprises to their highest potential.

1.8 Limitations of The Study

The researcher has found a few limitations for the study. The fact that certain publications or articles require registration and payment in order to access all the content makes it challenging for researchers to gather all the data needed for the research study.

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In addition, the study may be limited by the sample size as only a few in number of the social entrepreneurs that has social businesses in Sabah, Malaysia that could beinterviewed. This can make it challenging to apply the results to a bigger population. Additionally, because of the time constraints, the research study's depth and breadth may be limited, and it is likely that some crucial components may be overlooked. Furthermore, because Sabah, Malaysia is the only state included in the research study,the results could not apply to other nations but only to the people around the area of research study.

1.9 Definition of Terms

The researcher has given several sets of theoretical definitions to help the reader completely understand the subject matter of research and lessen the chance that he orshe would become disinterested due to confusion over the broad range of issues covered in the study's literature review. The definitions, which are shown in Table 1 below, work to appear as a convenient guide for the reader whenever they need clarification on any terms that may be new to them. The definitions are based on theories discovered in earlier studies, which were recognized through the extensive literature examination that initiated this research. Chapter 2 provides a more thoroughexplanation of the concepts that support each concept. Following this statement, Table 1 portrays all the definitions that the researcher has constructed because of undertaking the literature review.

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Table 1 Definitions developed as a result of the literature reviews.

Concept	Definition
Social Entrepreneurs	A person who usually concentrates on generating social change and social value through entrepreneurial endeavors could determine social problems, initiate solutions by directing resources for dealing with those problems, and introduce new initiatives to solve those problems, according to Maseno & Wanyoike, 2020.
Social Enterprise	A platform for an organization whose main goal is to create positive social change through social benefits that have additional positive effects on the environment and the economy as a whole, according to Bull (2018).
Social Value	The positive effects that come to society as a result of social entrepreneurship and social innovation, which enable the resolution of social issues and the development of social capital, according to Cunha et al (2015).
Social Value Creation	An improvement in societal well-being resulted in access opportunities that benefitsthe individuals, groups of people, and communities, according to Lorezo-Afable et al. (2020).
Social Impact	The good outcomes that social action produces, and which is felt by the targeted group and bya bigger society, according to Rawhouse et al. (2019); Zulkefly et al. (2022).
Social Innovation	It usually refers to creative innovation that fills an unfulfilled social need, like actions, processes, products, services, or business models, according to Busch & Barkema (2019).
Social Change	An alteration in social structure intended to advance progress and improve human welfare, according to Cunha et al. (2015).
Leadership	Leadership is the ability of a person or group of individuals to motivate and influence subordinates or members of a group, organisation, community, or team according to (Nick Barney, 2023).

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Leadership Capabilities	The capacity of leaders, including both mental and practical components, to persuade a group of individuals to achieve a common purpose, according to Bennett (2017); Kivipold & Vadi (2009).
Indigeneous KadazanDusun Community	The native population of the Malaysian state of Sabah, one of the three regions of Malaysia, are Kadazan-Dusun speakers of the Astronesian language family. This mainly paddy-farming community calls the state, once known as British North Borneo, while many of them now work in white- and blue-collar jobs, especially those who live in cities.
Indigeneous KadazanDusun Social Entrepreneur	Social entrepreneurs of the indigenous KadazanDusun tribe are among those who build their business to preserve their KadazanDusun culture, give work opportunities in the social businesses to those who are from rural areas to improve lifestyle as well as protecting Sabah's nature.
Indigeneous KadazanDusun Social Enterprise	Social enterprise of the indigenous KadazanDusun mainly focuses on the profits from social enterprise is to support charitable causes. Social enterprises aim to maximise profits while maximising benefits to society and the environment.

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1.10 Summary

This chapter presents a background and overview of the study research. The part additionally highlights the possibility of the study's potential scope and the researcher's motivation for conducting the investigation. Along with describing the study's goals, the researcher also discusses its potential consequences. The researcher discusses the study's importance and explains the research scope employedin the investigation in the following two sections of this chapter.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this chapter, there will be brief explanations of the various literature on the study of challenges faced by social entrepreneurs in developing leadership attributes and competencies to improve social business of the indigenous KadazanDusuncommunity in Sabah, Malaysia. The definition of social entrepreneurship will be followed by an explanation of how the researcher identifies it from entrepreneurship that generates economic value, as well as its conceptualization as a complex system that adapts. Journals, books, newspapers, theses, and dissertations resources from the mass media (the internet), as well as other printed materials, are just a few of the references the researcher will utilize as a starting point while writing this chapter. Researchers use these materials to fully comprehend and better understand the researchthat the researcher is undertaking.

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2.2 Conceptual and Operational Definition

A conceptual definition describes something in terms of its abstract characteristics and links to other conceptual things. An object is defined operationally by means of what actual physical operations it performs. Tavakkol Aghayari Hir, 2020, states that the conceptual definition reveals the abstract and largely personal meaning of the term and tries to shed light on many theoretical aspects that a term mayacquire and a full explanation of what these dimensions indicate. Operational definition, on the other hand, aims to give specific, measurable, and objective objects.

2.3 Social Entrepreneurship

There is not a single definition of social entrepreneurship that is recognized everywhere. The fact that the concept of social entrepreneurship is present in both thepublic and private sectors, non-profit and for-profit organisations, larger established companies as well as fresh start-ups is one of the reasons for this. It is frequently contrasted to and compared to "mainstream" entrepreneurship as a more thoroughly investigated research field to solidify the construct in the literature. In this study, the phrase "mainstream entrepreneurship" refers to traditional entrepreneurship, which can be understood as the act of producing value through the identification and exploitation of opportunities, mostly through the organization of resources. The long-term, transformative social impact that social entrepreneurship seeks to deliver for society is a major factor that distinguishes it from traditional entrepreneurship.

Social value creation is linked to social benefits. In order to solve social issuesand build social capital, social entrepreneurship and social innovations contribute value to society that is referred to as "social value" according to, social value creation,on the other hand, refers to a beneficial development in society that impacts people individually as well as socially and economically. Being given opportunities that boostsocietal welfare is the result. There is general agreement that social entrepreneurship is different from conventional entrepreneurship because it places more of an emphasis on generating social benefit than maximizing profits. For instance, researcher Pacut ,2020 stated that from a professional perspective, entrepreneurship entails developing and sustaining social value through a variety of actions, phases, and procedures. (Busch and Barkema, 2019), on the other hand, social entrepreneurial performance is mostly dependent on the generation of social value. Author (Steiner et al., 2021), who follows up with such contributions, indicated that the phenomenon's value contribution is to increase worldwide sustainability across the social and environmental dimensions rather than profit maximization.

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Along with a distinct emphasis on the development of social value and the provision of social benefits, social entrepreneurship's primary goal is to have

a positivesocial impact. The positive effects that prosocial behavior has on the intended audience and/or greater society are known as social impact. In other words, the socialvalue created by social entrepreneurship goes a step further and suggests the existence of social impact is essential to social entrepreneurship. In the process of socialentrepreneurship, a social problem is first identified, then a solution is developed, andfinally the social impact of the proposed solution is evaluated. To fully understand the role of social entrepreneurship, it is important to emphasize social impact as aperformance indicator within the field. (Maseno and Wanyoike, 2020), in their summary of researchers' present understandings of social entrepreneurship, note that some even regard social entrepreneurship as the combination of commercial firms withsocial consequences. Although social impact is frequently mentioned in the current. definitions of social entrepreneurship, diverse viewpoints are held regarding the kind of impact that is meant. Some academics believe that making offerings to a broad audience, which includes significant segments of society, has an impact on society as entirety. However, some definitions diminish the value of providing services to a big number of people, implying that even if social entrepreneurship offerings only have a little impact on one individual, society will still benefit.

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Beyond discussions on how social entrepreneurship may vary from mainstreamentrepreneurship and how it integrates social benefits, social value creation, and social impact, the concept is also understood because of its relationship to social innovation.While some academics interchangeably use the two phrases, others clearly distinguish between the two. While social innovation refers to new processes that cause social systems to alter, social entrepreneurship is the desireto change society. On the other hand, some people include social innovation in the definition of the construct since they view it as a part of social entrepreneurship. Regardless of the point of view, social entrepreneurship and social innovation have a link because they are regularly discussed in one another's academicdisciplines. In addition, both concepts have the goal of generating social value through a social purpose in which social needs are satisfied through resolving social issues.

In a nutshell a study of the literature on the social entrepreneurship construct reveals that it emphasizes the development of social benefits, value, and impact in addition to being strongly tied to social innovation. According to research defining theconcept of social entrepreneurship, primarily with input from Corner and Kearins, 2021, the term "social entrepreneurship" refers to entrepreneurial activity, including the processes for developing products and services, that is based on a social goal and involves the creative combination and utilization of resources to address social issuesand generate social value for social impact.

2.3.1 Social Enterprise

Social entrepreneurs are the individuals responsible for establishing social enterprises. A social enterprise is characterized by its inherent social mission and a core commitment to instigate social change. It serves as the practical embodiment of social innovation concepts, simultaneously advancing both social welfare and economic growth.

There are many different meanings associated with the word "social enterprise." The phrase is not used in international literature in a precise or consistent manner. In order to address the fundamental human needs that the existing market and institutions were unable to meet, social enterprise as an assortment of novel and innovative strategic responses to the environmental upheaval and economic difficulties faced by conventional social organizations(Seelos, 2014). Social enterprises must have a business-like strategy and achieve financial and commercial objectives. Due to this characteristic, social enterprises are occasionally referred to as businesses with a "double bottom line" that integrates values of social and economic success.

It is significant to highlight that several words related to social enterprise may cause misunderstandings. As a result, the discussions that follow outline the various definitions of social entrepreneurship

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and the differences between them. First, there has been some misunderstanding because the terms "social entrepreneur," "social entrepreneurship," and "social enterprise" have been used indiscriminately. This was clarified by Defourny and Nyssens (2008), who proposed that "social entrepreneurship" is the method through which "social entrepreneurs" (individuals) establish "social enterprises" (organisations). These principles for comprehending and separating these three concepts have been made obvious by this differentiation.

Practitioners and academics refer to social businesses in a variety of ways, with some emphasizing the social components and comparing the social enterprise to a non-profit organization that is market-distinctive in addition to how it manages its core operations. Others, on the other hand, categorize themin the opposite way, putting a greater emphasis on the enterprise component and seeing social enterprises as a commercial enterprise having a socialaim. The fact that social enterprises can take many different forms with not only social consequences as well as financial and related to the environment may be the basis for the numerous perspectives. The referred to as triple-bottom line, which in addition to the social and economic benefits additionally involves an additional driver for social enterprises, namely meeting personal needs throughincome generation, challenges the combination of social and economic value creation, frequently referred to as a double bottom line.

In certain social companies, profit is overlooked in such a way that it is completely forgone in order to operate as a non-profit. In many other social businesses, they serve simply as a method of achieving the larger organizationpurpose of social value creation, with any surplus funds being reinvested in the company to keep it operating and guarantee that the broader social mission is continually pursued. Such social enterprises are classified as non-profits since, while making a profit is welcomed, it cannot be the main objective of the organization. Both approaches to emphasizing profit go counter to those who view it

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as a more important component of social enterprises and, incertain cases, permit financial sustainability to supplant the main objective of creating a social impact.

The ways in which social enterprise organizations organize, deliver benefits, and create various sorts of networks set them apart from commercial enterprises. They also have different purposes. Beyond personal networks, which can occasionally suffice for commercial organizations, social enterprisenetworks have been shown to be valuable. Examples of such networks include governmental outlets and funding suppliers. Networks have been proven to be especially crucial for social enterprises since there are frequently several actorsthat collaborate to enhance social value. Like all else, they can aid in the processes of developing and putting forward solutions to social problems. Additionally, they can assist with problems with resource shortages that social entrepreneurs frequently encounter. Resource scarcity is dependent, for instance, on the fact that social enterprises frequently operate in underdeveloped regions with weak or non-existent institutions to provide the necessary support structures and that they have difficulty drawing in investorsdue to the absence of profit-sharing systems that would otherwise be used to entice investments into projects.

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2.3.2 Enhancing Social Enterprise

As we have seen, social enterprises are essential to the process of bringing about social change. They recognize that social entrepreneurship initiatives promote social welfare as well as economic growth. As was alreadyindicated, they unfortunately experience access issues, which hinders their ability to evolve social businesses (Bhattacharrya, 2021). Enhancing social enterprises is a largely unexplored field. Existing literature does, however, begin to explore several facets of enhancing social enterprises along with arguments about why doing so and its difficulties are crucial according to (Bengo

et al, 2019) permits the researcher to describe what is meant by "enhancing social enterprises" before moving on with the conversation. Enhancing social enterprises relates to any type of social enterprise growth that, in some manner, raises the social value provided. Since some social enterprisesoperate for profit as well, not all of them are nonprofit. Enhancing social companies contributes to economic growth in a similar way to how commercialfirms do. For social enterprises, economic growth means generating greater economic value through higher profits, production, or revenue (Lubberlink et al, 2019). That made it clear that, generally, improving and enhancing social enterprises also involves a new aspect that goes beyond the realm of commerce.

Another justification for enhancing social businesses is the establishment of an economically viable organization, crucial for delivering sustainable social benefits to targeted areas. Social entrepreneurship and organizational sustainability are intricately linked, being both constrained by and dependent upon each other. To fulfill its objectives, the organization housing the social mission must be sustained and continually nurtured for growth. Selecting the appropriate scale becomes a pivotal strategic decision to ensure the organization's survival, with the social mission now serving as the guiding principle for the entire strategy. Moreover, effective improvement of social businesses empowers them with the capability to influence entire ecosystems.

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As already established, social enterprises face extremely complicated obstacles as they attempt to innovate (Luberlink et al, 2019). It’s notimprobable that social enterprises will begin to be small and fail to grow. One reasonfor this is the context where they frequently occur, which were previously noted as being resource constrained (Corner and Kearins, 2021). Social companies frequently have less money to work with when trying to grow theirbusinesses because of this. Another factor is that social companies are accustomed to the context in which they were founded but have limitedexperience in other

contexts. Since the demands of the newly targeted groups often differ greatly in terms of institutional and cultural features, it can be challenging to appropriately adapt social entrepreneurship to a new setting. Inother words, there isn't a single optimum answer that always works because social problems are typically ingrained locally, necessitating contextualized solutions. The current reconfiguration of the social business ecosystem, whichnaturally necessitates a need to alter both concerned stakeholders' mindsets anda demand to embrace new management tools, is a further reason for issues withenhancing. This resistance to change is related to the challenges with change.

In conclusion, leaders of social enterprises ought to investigate how they can improve, regardless of the associated obstacles that are making it hardgiven that raised social impact can be accomplished by improving social enterprises, if they strive for global sustainability through maximised socialvalue creation.

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2.4 Leadership

Since the start of the 20th century, there have been various theories about leadership. Around 1900, the earliest theories, often known simply "Great Man theories," started to emerge. This statement asserts that individuals who are capable of leading do so naturally. These ideas led to the 1930 introduction of the Group Theory,which clarified how leadership develops in small groups. The traits of leadership theory, which supports the assumption that every leader has a few characteristics, emerged in the 1940s and 1950s. Between 1950 and 1960, behavior theory was created. The essential behavioral patterns that result in leadership are highlighted bythis concept.

The fact that there are so many diverse ways to define leadership makes it difficult to come up with a single, useful definition. Standing at an authoritative position of authority is only one aspect of leadership. A leader performs a number of activities to achieve any aim. The attitude or behavior of a leader that gathers people and directs them towards a particular goal is referred to as leadership. The people under a leader must communicate with one another. As a result, the efficiencyof an organisation depends upon its leader, hence a successful leader is one who has asuccessful leadership style.

One trait that sets leaders apart from others is their capacity to effectively directothers. They display qualities like confidence, restraint, creativity, superb business, and outstanding communication skills. Moreover, they have a willingness to take risks. Leaders frequently embrace evolution as well. A leader will at all times act in a way that sets the best example for the people under his or her guidance. By demonstratinga sincere interest in their team members' long-term growth and by utilising sensitivityand other interpersonal skills, strong leaders inspire their team members to reach their maximum potential. This tactic goes beyond merely being kind or understanding; instead, it involves understanding and utilising people's motives in order to advance organisational goals.

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2.4.1 Social Entrepreneurs as Leader

In the world of business, strong leadership is constantly required. Having the necessary abilities enables you to adopt a corporate leadership role regardless of your actual job title. Opportunities to direct teams or projects willfrequently emerge from demonstrating leadership skills and a natural affinity for such duties. Your value as a contributor in any workplace can be significantly increased by deepening your understanding of business leadershipand the traits necessary to be a successful leader, according to Indeed EditorialTeam, March 11, 2023.

Arguably, social entrepreneurs as leaders are more focused on society than they are about businesses. However, a variety of opinions, and some contend that because social entrepreneurship is inherently social, the group as opposed to the individual should be the focus. Collective research emphasizes the valueof networks, partnerships, and collaborations. Consequently, avoid concentrating too much on the person (Morris, 2020). Entrepreneur is the focus of scholars who adopt a different approach because they believe that social entrepreneurship could not occur without important individuals who actas drives for the process of entrepreneurship. Such studies frequently identify the person as the inspiration who organises teams, solves problems, takes risks, gathers resources, and combines them to advance the social initiative.

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The research on social entrepreneurship makes it clear that social entrepreneurs tend to be characterised as persons who take on social missions to provide social value. When seeking to solve issues, they identify and seize chances to advance their goals and create creative solutions for beneficial societal development (Kokko, 2018). As a result, they have established themselves as blatant change agents by engaging in social entrepreneurship. Social entrepreneurs integrate entrepreneurial skills with a strong desire to helpsociety by tackling societal concerns. As Heyworth-Thomas & Jones, 2019, recently recognized personal requirements and ethical activity as anothermotive

in addition to societal benefits. That is, occasionally people becoming social entrepreneurs in order to meet their personal needs, the needs of their friends, or the requirements resulting from a significant life event. Whatever their driving force, social entrepreneurs are those who build business concepts from the ground up, begin potentially related ventures through which social benefits are provided, and take on sustainability-related responsibilities.

In conclusion, social entrepreneurs can sometimes be separated from commercial entrepreneurs through the fact that they prioritise advancing socialobjectives over maximising their own financial gain. More significant than individual riches and profit appears to be the resulting economic revolution they can bring about as well as the social upheaval that results in an entirely different and more radical situation (Rangan and Greg, 2019). Social entrepreneurs use their commercial abilities to chase new opportunities, integrate technological solutions, and consistently pursue adaptation and innovation in order to accomplish their social objectives in the most efficient ways. It is additionally claimed that despite difficulties in acquiring resources in the typically resource-scarce situation in which they find themselves, these social aspirations drive them to put together what is required to make it possiblefor them to continue providing social value.

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2.4.2 Leadership Styles

A leader's leadership style is the combination of characteristics, personality traits, and actions used to interact with subordinates. Additionally,it is described as the style of communication used by a leader to motivate subordinates to collaborate on a project or goal. There are many different typesof leadership styles, and the leader can use any style to a greater or lesser extent.There is no one leadership approach that is correct or superior. There is a beliefthat every leadership approach is appropriate in every situation. The right leadership approach depends on a number of variables, including the sort of organisation, the work at hand, the employees' personalities, and so forth. According to

Armstrong, 2016, effective leaders are those who can adapt the appropriate style of leadership to the demands of the circumstance.

Figure 1The Leadership Style adapted from (Armstrong,2019)

Brief descriptions of the various leadership styles by (Armstrong, 2019),are shown in figure 1. A competent leader must be adaptable in their leadership style selection to the circumstances. The ideal leadership style does not exist. Each person behaves differently and has a unique nature. Successful leaders would benefit from having a thorough understanding of their team members' personalities and leadership traits. Some workers prefer to work independently and require less instruction than others, who may need more advice and support. On the contrary, some people like to be involved in the decision- making process while others do not. Along with taking these factors into account, the leader should have some flexibility and consistency in their approach.

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2.4.2.1 Democratic Leadership

The democratic leader performs best when the public isrequired to contribute to a strategy, decision, or objective. When a leader requires fresh perspectives from capable team members, this leadership style is advantageous. However, when a leader needs to take charge of the issue in an emergency, this leadership style is the least helpful. This method gives every team member the chance to contribute to the decision-making process. The team's leader assigns the duties to a team memberand invites everyone to take part in the activity. Consequently, each work becomes truly a joint effort. Because it promotes thevalue of involvement, this is also known as participative leadership. Democratic leaders give their followers a sense of belonging, which is beneficial according to Hawela, 2019.

2.4.2.2 Autocratic Leadership

Autocratic leadership, also known as authoritarian leadership, places the leader in the centre of the organisation with no idea of direction or leadership. According to Hawela, 2019 there is barely flexibility, and the hierarchy is tightly set.The person in charge conveys his or her choices to the team, who then must act on them as quickly as possible. Autocratic leadership is best when team decision-making capacity is limited, or the leader is the most seasoned member of the group.The autocratic method might be useful when immediate choicesand prompt action are needed. On the other hand, this can occasionally lead to unruly and even violent environments that put followers against the ruling figure.

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2.4.2.3 Laissez-Faire Leadership

The form of a laissez-faire leadership style, leaders appear to be hands-off and hand over all responsibility and decision-making to subordinates. Delegative management is another name for this style of management. Additionally, thosethat exercise this kind of leadership are referred to as self-rulers, albeit assistance and supervision are provided when appropriate. Although they are tasked to watch over the followers, the leaders do not participate in decision-making (Liang 2021,12.).

The leader is inaccessible when the workers need help, and even when the issues become recurring, they go unsolved. A leader who shirks responsibility and decision-making is not acting in accordance with his or her responsibilities. Even whensignificant issues come up, the leader avoids becoming engaged and refrains from passing judgement. The followers of such a leader are probably not happy.

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An employer with a laissez-faire leadership style may additionally foster workplace bullying since he or she fails to explicitly define what is and is not acceptable behaviour. This leadership style may lead to employee unhappiness, interpersonal conflict, and asocial behaviour. As a result, a laissez-faire leadership approach could have an adverse, even negative, impact on the organisation.

2.4.2.4 Transformational Leadership

In this type of leadership, the leader motivates followers and imparts his or her traits in a way that fosters a sense of identity and accountability for the goal and the organisation. Employees are empowered by their leaders to innovate and bring about change that will advance the company and affect its prospects for prosperity according to Hawela, 2019.

Transformational leaders empower and inspire their teams without micromanaging them; they put their trust in the knowledgeable personnel assigned to their assigned jobs to make judgements. It's a management approach that inspires people to be innovative, look forward, and find new solutions to challenges that have existed for a while. Employees that are interested in becoming transformative leaders will receive guidance and mentoring.

This kind of leadership encourages teammates to go further than what is necessary by implementing improvements at various levels. According to Liang, 2021, by regularly challenging them and creating new objectives, transformational leadership prioritises empower participants, both leaders and teams, and produces high levels of performance and output. The maturity of the workforce and their ideas are improved via transformational leadership. Additionally, transformational leaders inspire their followers to go above and beyond what is expected of them. Employees respect this transformative leader and feel that their suggestions are used effectively. Small victories along the way improve the team's commitment and emotional connection with the leader.

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By offering opportunities for growth and development, transformational leadership aims to turn followers into future leaders. Transformational leaders are aware of the abilities and limitations of their followers and can delegate tasks accordingly. Idealised influence, motivating inspiration,

stimulating thought, and individualised concern are the elements of a transformational leadership style. The study revealed that the Employee productivity is positively impactedby transformative leadership.

Figure 2 The Four Components of Transformational Leadershp (StudiousGuy, 2022)

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Breaux (2010) defines the idealised influence as possessing traits or acting in such a way that the followers looked at them as an example to emulate. Admired, revered, and trusted are these leaders. The leader piques followers' interests, creates awareness, and helps them build a sense of self-interest. This kind of manager prioritises theneeds of the team over their own. This trait aids in gaining followers' respect and trust. They frequently act morally and ethically, exhibit high moral and ethical standards, and are enthusiastic users of authority for their own benefit.

As mentioned by StudiousGuy (2022), when a leader conveys them to their team, inspirational motivation implies

that they are doingso with a clear vision. The team's leader is going to be able to instill confidence in them to finish the job. It ought to inspire excitement anddrive people to perform at a better level. It takes art to motivate and inspire others. The ability to motivate the team to finish the task and inspire them to follow the goal is a trait of a competent transformational leader. In addition, they inspire people to keep learning, acquire new skills, and advance their careers inside the organisation. These support

the growth of confidence. Additionally, they convey the idea that the worker is vital and respected in reaching the objectives.

When individuals are part of a team, individual consideration iscrucial. Different people make up a team, and each individual's uniqueness should be appreciated. The transformative leader recognises each employee's contribution to realising the goal and recognises the benefits of teamwork. A leader is able to identify a person's wants and preferences. The leader serves as a mentor and invests time in training and mentoring staff. The leader helps the teammembers strengthen their weaknesses by recognising their various strengths and potential. In order to empower and inspire the employee to contribute all of his abilities to realising the vision. The manager alsodevelops training opportunities for staff members so they can advancetheir careers.

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When leading others, stimulating their intellect is essential. In order to be an intellectually stimulating leader, a person must inspire creativity in others, support novel approaches to tackling problems, foster critical thinking, and inspire innovative ideas for tasks. It is not common practise to criticise the views of subordinates. The issues are viewed as opportunities and challenges rather than as a burden. Employees participate in problem-solving techniques, and their innovations are praised. They raise their subordinates'

intellectual standing. They help individuals become more inventive when handlingor fixing the challenges. They are also willing to pick up knowledge from those under them.

2.4.2.5 Transactional Leadership

This leadership style involves giving employees or subordinates a task to do in exchange for a reward according to, Liang (2021); Kekäläinen (2019). As a reward, promotions, extra responsibilities, higher pay, and benefits could be provided. Through rewards and punishments, employees are encouraged to obey and cooperate, with higher-performing employees earning more rewards. Managers use transactional leadership to pay staff members according to their output.

Employees enter into a transactional agreement to accomplish tasks in return for a reward. A reward might be an avoiding of a punishment, a monetary or emotional compensation, or both. Rewards and incentives are distributed based on how successfully the tasks were completed. A two- way connection is necessary for transactional leadership to be effective: the employee must embrace the aim that is set by the leader. The method of transactional leadership requires leadersto accept employees' average performance and commitment.

2.4.2.6 Burreaucratic Leadership

Bureaucratic leaders influence their followers to adhere to their policies and procedures. Leaders care deeply about theirrules and regulations but not so much about their followers. This explains why they seem distant. This tactic is useless since it has no positive impact on staff motivation or development. These

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managers only care about doing their work in a prompt and organised fashion.

The positions are well defined, and the leader closely adheres to organisational policy. Employee opinions are heard and taken into consideration, but if they conflict withorganisational policy, the person in charge is likely to reject thesuggestion.

2.4.3 Leadership Capabilities and Attributes

An organization's leadership is essential for developing a vision, mission, deciding on and establishing goals, and formulating strategies and procedures. This describes in more detail how today's workforce is more analytical, self-centered, and demanding than ever before, all of which contribute to the rising need for leadership. Numerous businesses are struggling with unethical business practises, significant employee turnover, and subpar financial results. It's possible that ineffective leadership is to blame for this. The organization's primary goal is to accomplish the specified objectives. Consequently, there will be a need for strong leaders who can coordinate and inspire the workforce.

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All of the well-known leaders, like Mother Teresa, Florence Nightingale, and Napoleon, were quite busy all the time. They weren't waiting for things to happen while they thought about them. They started out with an idea, a concept, and a mission. Do it. is the current business leadership credo. Fix it. Try it." As discussed by Tracy, 2014 there are three different categoriesof humans that exist. There are those who influence events, there are people who observe them, and there are people who have no understanding entirely of what is going on.

Armstrong (2016) addressed the seven tenets of ethical behaviour. A suitable work atmosphere is created, people are helped to develop their capabilities and skills, leadership is provided, team members aregotten to know, expectations are defined, and expectations

are ensured to be satisfied. All of the aforementioned traits can be developed to improve leadership style.

These are characteristics of effective leaders. When a leader appreciatesan employee's talents and makes sure that the employee's voice is heard and acknowledged, the employee feels respected. Additionally, if the boss treats the staff member with respect and decency, they will feel valued. The leader oughtto be considerate of each person's unique characteristics.

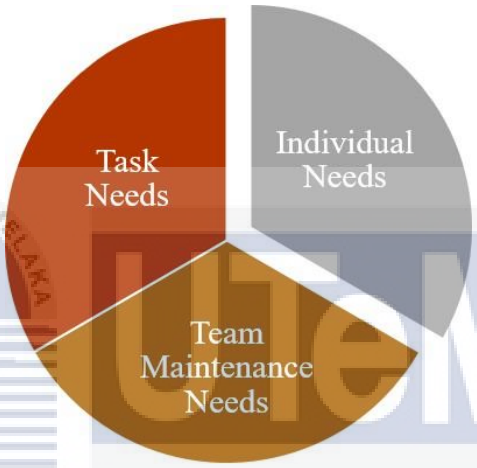

Figure 3 The Model of What Leaders Do (Armstrong, 2016)

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The interdependence between job requirements, individual requirements, and team maintenance requirements is shown in Figure 3.Additionally, task needs refer to finishing the task, individual needs to balancing an individual's requirements with those of the task at hand and the group, and team maintenance needs to fostering and maintaining team spirit. The group's needs should be met, as well as those of the individual members, for the task to be gratifying. The work requirements could not be met without consideration of both group and individual demands. Additionally, attending to individual needs will support the team's requirements and vice versa. All threeof these needs will be met, and the needs will be balanced relative to the requirements of the circumstances.

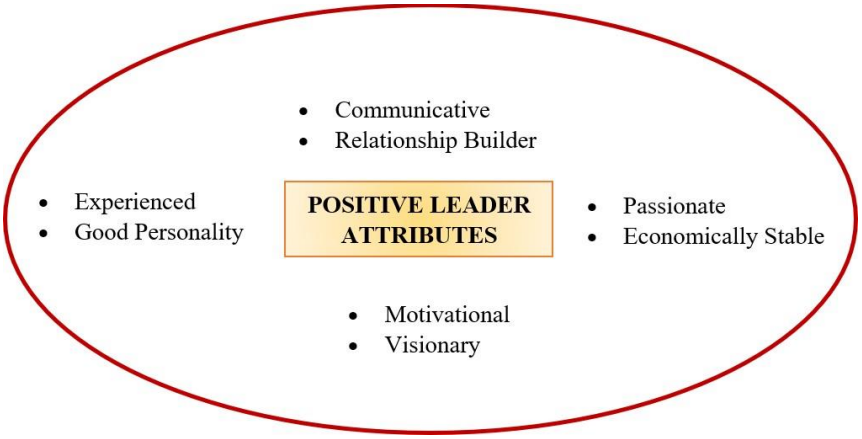

Figure 4 The Leadership Attributes of a Leader

Figure 4 outlines the good traits of a leader or attributes of a successfulleader. A good or effective leader does not necessarily have to possess a certainquality. Most of the traits belong to a good leader. A good leader considers the interests of various individuals and groups when developing a vision and plan. A good leader has a distinct vision and must be recognisable to their supporters. It ought to be something that spurs the followers on and gives them encouragement. An organization's communication is yet another crucial component. A leader has to be able to articulate their vision and stick to it. Realistic leadership is a requirement for success.

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Communication is an attribute that is frequently covered in research about social enterprises and leadership. According to Gotsis and Grimani (2016). To achieve a fit of values which is required for achieving the social and economic goals throughout an organisation along with stakeholders, communication is essential in social enterprises as mentioned by Ramus et al. (2018). It is crucial for executives to create a climate as discussed by Eiselein & Dentchev (2020);Park (2019) that encourages open, honest, and inclusive talks about the objectives, viewpoints, and general vision of the company, and to draw attention to the shared aim to accomplish well while doing business. Additionally, it might encourage employees to come up with creative solutionsand further push them to work towards creating

social value through communication initiatives. Ilac (2018) says that strong relationships can be developed both within the company and with other stakeholders with the use of effective communication.

Building relationships is another crucial element. According to Briegerand De Clerq (2018), business owners who have solid alliances and a solid network are prone to draw attention to social issues. By sharing knowledge andexperience, creating a network of meaningful connections may promote an organization's social goal mentioned by Jiatong (2021). It also makes it easierto find opportunities and resources for social value creation. It has also been shown that sharing knowledge and experience online is a sign of innovation and the development of original ideas KO et al. (2019). Additionally, collaborations broaden the social enterprise's reach for its goals and vision, which can support communication efforts.

Vision is also highlighted in relation to leadership in social enterprises. The social entrepreneur's vision for their community-minded enterprise is essential to fostering the growth of sustainable businesses Jiatong (2021). The vision directs the business forward by fostering a sense of meaning and purpose among all employees and motivating them to work on addressing social issues.In actuality, the vision of social entrepreneurs was typically more profound, long-term, and action oriented.

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However, as was already noted by Stephan & Drencheva (2017), the vision must be properly conveyed to all stakeholders inorder to be effective. As the vision is linked to the social mission, social entrepreneurs must express their ultimate objective as a betterment of society as a whole and develop the primary plan to achieve this objective. As said by Tideman et al. (2013) it's essential for social entrepreneurs to begin putting their vision into practise by creating the company's social objectives and goals,as well as by properly planning and allocating their resources and executing their plans. A compelling vision is even more crucial for social businesses thatdo not merely have a profit goal because it has been shown to be associated toenterprise

success and growth in charities but not in for-profits discussed by (Ruvio et al,2010).

The underlying motivation and enthusiasm for tackling social objectives is also one of the most frequently talked about and more distinctive aspects of outstanding social companies. As already mentioned by Bernadino et al. (2018), social entrepreneurs pursue two goals. In order to secure equal social and economicvalue and long-term sustainability in society, they prioritise social aims over purelyfinancial rewards. According to researcher Petroskaya & Mirakyan (2016), socialentrepreneurs are more driven to help people than they are to pursue simply their own goals, such as financial gain. The social missions of assisting others and building a better world for future generations are further reinforced by seeing the good impact of their job and how it addresses societal demands. A study discoveredsome contradictory motivations in which social entrepreneurs display self- congratulatory behaviour by doing good deeds for others as a way of enhancing their business. According to O'toole (2019), instead of creating truly sustainable organisations, social involvement is used to strengthen reputation, deter critics, andultimately increase financial returns.

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2.5 Indigeneous Kadazandusun Community

The ethnic groups Kadazan and Dusun comprise the indigenous KadazanDusun community, which is located in Sabah, Malaysia. The largest native Bumiputera group in Sabah is the KadazanDusun. They are also referred to as Mamasok Sabah, which means "original Sabah residents" or "indigenous Sabah people." Additionally, they are known as Mamasok Sabah, which translates to "originalSabah residents" or "indigenous Sabah people.". Since 2004, the KadazanDusun have been recognised by the United Nations Educational, Scientific, and Cultural Organisation (UNESCO) as an indigenous people living in Borneo with a documentedcultural history. This ethnic group in Sabah is qualified for special benefits, such as sovereignty over waterways, lands, and traditions. The year 2004 saw thorough research into the many theories and interpretations for the origins and meanings of "KadazanDusun" by Richard Francis Tunggolou of Kg. Maang, Penampang, Sabah.

2.5.1 Indigeneous KadazanDusun Community Background

The native population in Sabah, one of three regions of Malaysia, are Kadazan-Dusun speakers of the Astronesian language family. This mainly paddy-farming community calls the state, once known as British North Borneo,home, while many of them now work in white- and blue-collar jobs, especiallythose who live in cities. Many people still adhere to their traditional beliefs and Adat (culture standards or codes) to control and guide their behaviours, despitebeing more educated and leading modern lifestyles. According to (Luping, 2009) it is believed that any member of the community who disturbs the delicate balance of the cosmos' order will face divine vengeance in the form of plagues, diseases, floods, and crop failures.

Regarding the term's beginnings or its creator, there is no reliable historical proof. Locals have always hypothesised that the term "Kadazan" originated from the words "kakadazan," which conveys the meaning of townships, or "kadai," which conveys the meaning of stores, between the late 1950s and the early 1960s. Richard Francis Tunggolou (2004) believed that this group of people was a reference to communities with shops nearby. Thereis proof that the phrase was in usage before the 1950s.

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The term "Dusun" is an exonym, and it's noteworthy to keep in mind that the Dusuns do not use the word "Dusun" in their language. Contrary to "Kadazan," which is in *Bahasa Melayu* for "people of the land," "Dusun" is Arabic for "farm" or "orchard." Malay language is used. It has been believed that the Sultan of Brunei, a Malay, coined the name "Orang Dusun" as a reference to the ethnic groups of modern inland farmers. As a result, the Britishadministration has classified the linguistically related 12 major and 33 sub- tribes in Sabah since 1881, with the founding of the British North Borneo company. It was also hypothesised that the term "Orang Dusun" was also usedto describe the forest dwellers and agricultural primitive

tribes in Northern Borneo's interior.

2.6 Summary

This chapter has shown a description of every keyword in the conceptual framework of the challenges that social entrepreneurs face in improving their socialbusiness. In this study, the researcher focused on finding out how social entrepreneurs overcome their challenges in developing leadership attributes and competencies to improve the social business in Sabah, Malaysia among KadazanDusun community.

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CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

A logical and methodical quest for fresh, useful information on a particular topic is research. It is an investigation into the methodical and impartial examination of scientific and societal problems to produce solutions. It involves seeking information or revealing secrets. Information on a subject is referred to as knowledgein this context. Information can be gained from a multitude of sources, such as firsthand knowledge, other people, books, generals, the environment, and more. A collection of knowledge may grow as a result of a study. The research makes use of research, experiment, observation, analysis, comparison, and reasoning. There is research going on around us to develop hypotheses, explanations, and forecastsregarding future events. Several studies have attempted to define research as an organised investigation carried out to provide information for the goal of fixing an issue in addition to an activity that encourages people to begin discovering informationin a methodical approach and therefore improve their knowledge. As a result, it was concluded that the purpose for carrying out research was to gain knowledge, address problems, or increase understanding. A range of data collecting, and analysis strategiesare covered in this section.

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This study is about examining the challenges faced by social entrepreneurs in developing leadership attributes and competencies to improve social business among the indigeneous KadazanDusun community in Sabah, Malaysia. After identifying thetitle the researcher has written three research objectives which are To determine the types of leadership attributes and competencies among indigenous KadazanDusun social entrepreneurs in improving social business in Sabah, Malaysia, to identify the challenges of leadership faced by social entrepreneurs among indigenous KadazanDusun community in Sabah, Malaysia as well as to explore the ways of indigenous KadazanDusun social entrepreneurs improve their social businesses for the

betterment of the community in Sabah, Malaysia. in improving social business in Sabah, Malaysia.

3.2 Research Design

The research design's objective is to provide a proper framework for a researchproject. The choice of research methodology needs to be carefully considered becauseit will have an impact on how necessary information for a study can be acquired. Even yet, the design process involves several interconnected choices. The methodologies employed in this investigation were varied. The research design chosenis through qualitative data analysis. Semi-structured interviews were carried out with a select group of social entrepreneurs from Sabah, Malaysia, as part of the study's initial phase.

In order to interpret the meaning of experience, a qualitative methodology therefore emphasises discovery and description (Denzin and Lincoln, 2003). In qualitative research, the process itself is the main focus rather than the end result. Theresearcher is interested in learning about the difficulties social entrepreneurs in Sabah,Malaysia, encounter in adjusting to their leadership qualities and skills as well as howthey could enhance social companies in the study area.

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The research design is the plan flow of how the researcher will be going to respond to the research question especially clear interpretation of the research question cannot be overstated. It was a thorough plan for gathering and analyzing data and information in accordance with the studies goals and questions. This study design wasessential because the researcher relies on it to deliver the critical data that would helpanswer research questions derived from the research problem as precisely, plainly, and unambiguously. A research project might be planned to achieve one of the following goals is exploratory, descriptive, explanatory, or evaluative.

The researcher employed purposive analysis in this study. To clearly comprehend concerns, problems, or phenomena, exploratory study was extremely helpful in this regard. To study the effectiveness of challenges faced

by social entrepreneurs in developing leadership attributes and competencies to improve socialbusiness of the indigenous KadazanDusun community in Sabah, Malaysia.

3.3 Data Collection Method

The researcher has used the primary and secondary data collection, including interviews, direct observation, documents, journals, sources from the internet, and others, to accomplish this study's research.

3.4 Data Collection Technique

To establish the accuracy and dependability of the findings, triangulation will be used by merging multiple data sources (interviews, observations, and document analysis).

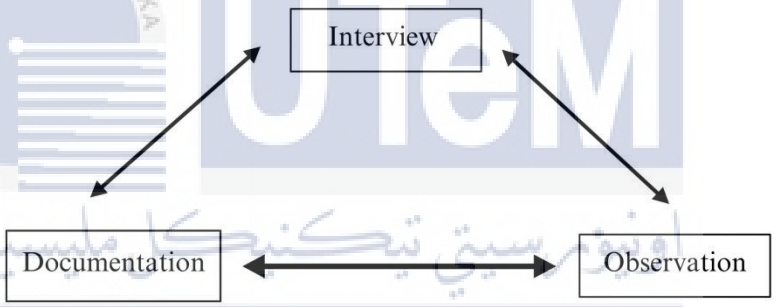

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Figure 5 Triangulation Qualitative Method

3.5 Primary And Secondary Data

3.5.1 Primary Data Collection

The primary information source, in which the data were gathered uponby the researcher for a particular study topic or goal, is the main data source. There are various methods for gathering primary data. However, self- governing surveys, interviews, field observations, and experiments are the most often used methods. Compared to secondary data gathering, primary data collection is more time-consuming and money consuming. For some forms of research,

primary data gathering may be the only viable option. The in-depth interview method is used in this analysis to gather primary data on the difficulties faced by social entrepreneurs in establishing leadership qualities and skills to enhance the social enterprise of the native KadazanDusun community in Sabah, Malaysia.

3.5.2 Secondary Data Collection

Secondary data is a form of data that has previously been obtained; it is information that was previously collected from primary sources and has been made easily accessible for researchers to employ for their personal research and study. The secondary dates used in this study were primarily gleaned from published publications, web sites, scientific articles, and newspaper stories. The databases used for searching scientific articles were Google Scholar and the research engineby Perpustakaan Laman Hikmah UTeM. The most frequently searched words during the searching process were "Social Entrepreneurs", "Social Enterprises", "Leadership in Social Enterprises", "KadazanDusun Community", "Challenges of Leadership", and "Leadership Attributes". A survey was developed in order to gather empirical data, using the secondary sources as tested ties that act as an initialpoint of reference.

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3.6 Research Location

The research location for this study is specifically stated at Sabah, Malaysia. This research is conducted in the northern east Malaysia. The researcher of this study focuses on social entrepreneurs who own social businesses that implement effective leadership attributes and competencies in order to improve their social businesses in Sabah, Malaysia. The interviewees there are selected are from various locations in thewhole of Sabah, Malaysia. These selected social entrepreneurs will be questioned about how their face their challenges in developing leadership attributes and competencies to better enhance their social enterprises.

Some of the interviewees may come from the rural areas of Sabah, Malaysia that are keen to build their social businesses for the better specifically to preserve the culture of Sabahans, provide enough working opportunities for the people as well as to maximize the profit of their area and of the economy in Sabah, Malaysia.

Figure 6 Sabah State Map (Google)

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3.7 Research Strategy

Research strategy refers to the overall framework for how the person performing the study is going to approach answering the research questions. Based onthe study questions and objectives, the best research strategy must be chosen. The breadth of the most recent knowledge about the topic under study, the time and resources at hand, and the researcher's justifications.

The qualitative survey approach was chosen by the researcher as the study plan. This method, which allows access to a select group of respondents, is frequently employed by researchers. The researcher has chosen to employ semi- structured questions in this study because it is the most typical method for gathering data. We will need a wide range of talents from the

researcher, who is also the interviewer, including effective communication, keen listening, and excellent interpersonal skills. During the design phase, the interviewer frequently faces time- consuming and difficult challenges.

3.8 Interviews

A researcher will speak with an interviewee during an interview to acquire information for the study. It occurs when two individuals engage in discussion, and oneasks questions while the other responds. An interview can be conducted in one of twoways: in-person or over the line. Additionally, growing in prevalence is using the Internet to conduct interviews. Using tools like Webex, Google Meet, or Zoom, for instance.

The interview is a crucial method for gathering data since it involves verbal exchanges involving the researcher and the interviewees. In survey designs, exploratory and descriptive studies, and other types of research, researchers frequentlyuse interviews. There are many different interviewing methods, from entirely unstructured ones whereby the interviewee is allowed to discuss anything they want to, to highly structured ones where the interviewee's responses are limited to responding to questions.

The accuracy of the data, as with any sort of data collecting, depends on the researcher's or interviewer's abilities and interviewing methodology. Poor interviewing techniques will result in the interviewer asking the interviewee questions they don't understand or that are deceptive, which could impacttheir answers either consciously or unintentionally. Whatever happens, the research results will be impacted badly. In order to gather the most reliable data, the researcherneeds to pay close attention to how to conduct the interview.

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3.8.1 Types of Interviews

In any qualitative research, there are multiple ways to categorise interviews based on their conduct and intended uses. Depending on their format, interviews can be professional or informal. Informal interviews are a regular part of people's lives. Although they can be utilised for qualitative studies, their practical application is constrained

by the complexity of most study topics, and the knowledge gained is mainly employed for anecdotal purposes. However, let's face it—formal interviewing is more usual in the business sector, is regimented, and has better standards. Formal interviews aredone by a lead analyst, as opposed to informal interviews, which are conductedin the absence of the lead analyst.

3.8.1.1 Semi-Structured Interview

This form of interview involves a researcher who has produced an overview of themes and questions, just like structured interviews do. On the other hand, semi-structured interviews have a more flexible format. The interviewee's reaction to the researcher's inquiries and the themes will determine how effective they are. Although these are the general queries, the researcher may employ the subject's answers to formulate further, more specific inquiries.

A combination or hybrid interview is another name for a semi-structured interview. Depending on how the conversation is going, the order of the questions may also change. In order to examine particular aspects of the subject matter in particular interview conditions, such as when the respondent has specialized or in-depth knowledge about certainissues, the variations enable the researcher to bring in new questions when appropriate.

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3.8.1.2 Unstructured Interview

Current thought holds that no interview can be regardedas completely unstructured. On the other hand, some interviews qualify the term because of how randomly they are carried out.Unstructured interviews are the same as narrative questions, but they are

conceptualized differently. Unstructured interviews have controlled dialogues that are tailored to the needs of the researcher, it is crucial to mention. Unstructured interviews canin a variety of forms. One of them is undirected interviewing. In addition, there is the focus interview, where the researcher steers the interviewers towards a particular area of interest because they are knowledgeable about the material.

3.8.2 Advantages and Disadvantages of Interviews

3.8.2.1 Advantages of Interview

From a broad standpoint, interviews have a lot of benefits. One of the important elements that was highlighted gives the interviewers the flexibility they need to discuss problems dependent on the extent to which they understand the subject under study. This is important to the researcher accomplishing qualitative studies just as much as the fundamental goal of qualitative research, which is to help explain how a particular phenomenon occurs in part. Most typically, semi-structured and unstructured interviews areundertaken. This makes it possible for the researcher to take action as needed and ensures that the participant recognizes the issue's main point.Additionally, the interviewer gets to use their interpersonal abilities to delve into significant concerns raised by the respondent, which are crucial forcomprehensive data collection.

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3.8.2.2 Disadvantages of Interview

Each method used in qualitative interviews comes with drawbacks that go along with it. Face-to-face interviews have disadvantages like costing a lot of capital and taking a while to finish. When conducting face-to-face interviews, the researcher will need to travel to the interview locations or evenpay for the interviewee's travel

expenses. Interviewees will also need guides in every area pertaining to price and time. Face-to-face interviews place the subject on the spot because rapid responses are required, but they are also geographically limited to one area of the country. Due to resource constraints, interviews conducted over the phone will be brief, and unlike interviews conducted using other technical platforms like Google Meet, Zoom,or Webex, physical assistance cannot be used as an additional explanation. This may be challenging for the researcher to determine the interviewee's physical or emotional state.

3.8.3 Interview Stages

In this study, the researcher categorized the process into three categories. The researcher will outline the steps involved in interview development before the interview, which will be the first stage. The researcherwill then go into great depth on the phase of the interview wherein the interviewer as well as the individual being interviewed interact and continue talking and gathering data. In the final phase, the researcher will discuss the process that will take place following the interview session, when all the data gathered will be used for this research.

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3.8.3.1 Before Interview

Defining the goals of the research is the first step before starting theinterview session. The interviewer must determine the goals of the study and the data required for it. The interviewer must make certain that the interview serves the purpose of the research and is conducted appropriately. Additionally, the researcher must decide on the interview type thatwill be used. The interviewer in this study chose to employ a qualitative method to conduct in-depth interviews among the chosen interviewees. On the other hand, it is referred to as a semi-structured interview since the person conducting the interview has a predetermined topic for the interviewee, yet the inquiries are open-ended therefore may not always beput in the same order or format for each interviewee.

This in-depth interview's main goal is to hear from the interviewees and gather information from them on this research study. These open-endedquestions, for which the researcher makes suggestions but does not offer possible responses, are used in qualitative interviews. Since they need the respondents to come up with their own words, phrases, or sentences in order to respond to the given questions, open-ended questions tend to be more demanding of the interviewees than close-ended questions.

The interviewer will choose how the interviews will be conducted after discussing the research questions with the interviewee. Face-to-face interviews are a possibility for the interviewer. Because the researcher andthe chosen interviewees are from the same region, the interviewer has chosen to conduct this study face-to-face.

Choosing how to record talks with interviewees is the next step forthe interviewer. The interviewer may use voice recorders, written notes, orcomputer-assisted tools to prepare, depending on the sort of interview. Theinterviewer has chosen to employ voice recorders and mobile phones to document the interviews as well as to take pictures throughout the interview for gathering data and interview proof, just like in this study.

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The researcher or interviewer must then choose how to find possible interview subjects or responders. In this study, the interviewer examined a small number of possible interview subjects through social media and recommendations. To ensure that the interview session runs well and according to schedule, the interviewer needs to gather the contact information of the chosen interviewees. Potential interview candidates have been called and messaged by the interviewer.

3.8.3.2 During Interview

The interviewee must conduct an internal interview while attempting to strike up a kind yet professional dialogue with the interviewer. In addition, the interviewer must describe the project's goal, the significance of their interviewees, and the anticipated interview session length. The interview session ought to take between 40 to 60 minutes, preferably longer. In order to respect the candidates' time and responsibilities, the interviewer shouldn't go above 90 minutes during the interview session. Additionally, it is advised for the researchers to develop their skills in conducting lengthy, semi-structured interviews as well as building rapportwith the interview subjects.

Moreover, the language that should be used during the interview sessions are multilingual which are English, Bahasa Melayu andKadazanDusun Native language. Before the interview session starts, the researcher must explain to the interviewee about what language should theyspeak and what language they prefer to speak in. As for this study, most ofthe interviewees prefer to speak in a multilingual language first. This is dueto the interviewees' comfort in conducting the interview.

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Next, the interviewer also informed the interviewees on how the interviews will be recorded and collected. In this study, the interviewer has decided do you use mobile phone as a tool to record the interview session as well as data collection during the face-to-face meet up.

There are a few challenges that the interviewer will face during theinterview session. One of the challenges is that the interview sessions could possibly be postponed by the interviewee because they do not have enough time to do the interview session due to their own commitments andbusiness. Therefore, the interviewer must reschedule their interview session again at the right time and

moment.

At the end of the interview session, the interviewer must make sure allthe questions that are asked and required by the interviewees are all answered with enough data. This is so that the data will not be misused or misunderstood by the researcher. Finally, the interviewer and researcher must extend their gratitude to the interviewees for lending themthe time for the interview sessions and to give enough information as needed for the research.

3.8.3.3 After Interview

After the interview sessions, the interviewer must rearrange as well as organize all of the interviewee's responses during the interview sessions that has been made. The responses which are from the semi structured interviews needed to be transcribed by the interviewer itself. From the recording throughthe mobile phone the interviewer must transcribe all the data collected in order to better understand each and every information given by the interviewee. This process will take around two to three days for the researcher to rearrange and transcribe each and every interview session that has been made. In addition, the interviewer must translate the interviewees data collection if it is indifferent languages other than English. Other than that, the interviewer has to correct each and every interviewee's sentences if there are grammatical errors or pronunciation errors.

Finally, the researcher has to get ready for the data analysis. The interviewer must analyze all the findings gathered during the interview sessions based on the transcribed datas. After all is analyzed, the interviewee shall make a summary and a conclusion in order to identify whether the research objective has been achieved or not.

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3.9 Sampling Techniques

When it comes to research, a sample is a collection of people, objects, or other things that are drawn for measurement from a larger population. To ensure that the findings of the study sample are applicable to the population as a whole, the sample ought to be roughly representative of the population. However, because the researcherwants to understand the topic being studied rather than generalise the results, the qualitative research approach calls for non-probability sampling.

One of the most popular sampling techniques is known as "purposive sampling," which groups participants based on predetermined standards that arepertinent to a specific topic of study. Sample sizes, which might or might not be predetermined before data collection, vary according to the time and resources available as well as the goals of the study. Theoretical saturation, or the point in data gathering whereby new data no longer provide new insights to the study questions, issometimes used to define the size of a purposeful sample. Therefore, the most effectiveuse of purposeful sampling is when data collection is combined with data evaluation and analysis.

An intentional sample of the two participants, the interviewer and interviewee,could gather rich evidence for a qualitative analysis, which might include a narrative study. This is what the objective sample is concerned with: the quality of a quantity. Inthis study, a purposeful sample is employed to explore a few interviewee selection criteria in order to address the research issues. All of the respondents are social entrepreneurs that run social businesses and struggle to enhance them through the development of their leadership skills. This is because the sampling group's perspectives will provide a wide range of data to address the research goals of this study.

3.9.1 Pilot Test

Every research project includes a pilot test to make sure the study's validity is upheld. A pre-test adaptation of an instrument for research is what itis described as before to carrying out the real study. The purpose of this pilot study was to validate the semi-structured interviews that would be utilised in the final, in-depth interview with the interviewees. This pilot test has a restriction because there are just a few participants, which shows that the amount of study data was not saturated. The interviews could last anywhere between 40 and 60 minutes. In order to respect the time obligations of the interviewees and other participants, the interview should not last longer than 90 minutes.

Additionally encouraged are the researchers' efforts to build rapport with informants and develop skills in conducting in-depth, semi-structured interviews. Most significantly, the pilot study teaches the researcher how to conduct interviews and manage discussion flow. Figure 5 illustrates the procedure of conducting interviews, as can be seen. Each phase is described since it will help the researcher create a suitable guide to interviews for the main investigation.

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Figure 7 The Steps in Conducting Pilot Test

3.10 Time Horizon

As soon as conducting research, the researcher has the option of looking at theissue over a short period of time ('snapshot' time horizon) or over an extended period of time ('diary' time horizon). When compared to the diary perspective, the snapshot time horizon is referred to as a cross-sectional time horizon. No matter what researchapproach or method the study employs, these two-time frames apply.

In order to complete this study within the allotted time and undertake data analysis, the researcher intends to apply cross-sectional analysis in this particular study. This study will be completed by the researcher in two semesters, which is a shortamount of time. While preparing for the actual interview session, the interviewees willreceive the questions. At the end of 2023, the researcher will analyse the data that wasgathered via the interview sessions.

3.11 Reliability and Validity Test

The terms used to assess the consistency of a particular study are reliability andvalidity. It is important to consider a procedure, approach, or test's validity and reliability before using it to measure something. Validity is all on the correctness of the measure inside the research, whereas reliability is all about the consistency of the measure throughout a study.

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3.11.1 Reliability Test

To gather high-quality qualitative data, a trustworthy interview protocolis essential. Through the earlier boundaries of the issues to be studied, it will make possible the interview process encompassing multiple groups of people in a methodical, consistent, and thorough manner. In addition, by ensuring thorough information is gathered within the allotted time, an interview protocol improves the effectiveness of the interview process. A thorough comprehension of the interviewees' or respondents' experiences will make it possible for

the researcher to determine the key components that are pertinent to the topic or study matter.

3.11.2 Validity Test

According to a general definition, Validity is a state that is firmly- grounded or reasonable, pertinent, substantial, and logical as well as the qualityof being true, right, and well-founded. The definition, application, and use of the idea of validity in qualitative research are all hotly debated issues. It has become a strongly debated subject in research on educational institutions and society and is still a hot topic today. In some ways, positivism can be characterized as a methodical theory of validity, and this legacy can be traced back to the classical criteria for validity. Validity derives from empirical ideas such as general laws, proof, objectivity, truth, reality, deductions, reason, fact, and numerical data. The reliability and precision of scientific conclusions are topics of research validity.

3.12 Thematic Analysis

Common qualitative analysis techniques for both primary and systematicresearch include thematic analysis. Despite its widespread usage, it is commonly usedwithout being specified for subsequent uses, which affects the quality of the analysis which occurs. As an approach for identifying, assessing, and reporting data patterns, thematic analysis was commonly referred to. The adaptability of these assessments isadvantageous for those who lack expertise in identifying potential threats. The data collected during interviews with lawmakers and heads of higher education was similarly reviewed, in accordance with a technique outlined in the literature, as did the data from this study.

The translation and transcription of the interview sessions allowed for the initial internalization of the data. In order to ensure that the translations and transcript of the chosen interviewees were accurate, the audio recordings of the interviews were listened to several times. The researcher will translate each

interviewinto English. The interviews had to be translated as they have been transcribed for the message to initially be interpreted instead of the linguistic or language elements.

The pre-translated transcriptions also made it simpler for the researcher and supervisors to communicate when they needed advice regarding how to come up withthe transcript and topics. To provide time for any clarifications, most of the transcribed transcriptions were completed within a few days of the interview. Microsoft Word is used for this process.

3.13 Observation

A past and fundamental method in qualitative research is observation. This strategy entails utilising one's census to observe information, particularly real meticulous and intentional listening and watching. All research methodologies are fundamentally supported by observations, much like the social and behavioral sciences do. The approach recommended in the study was used to collect the data for this investigation, which involved close observation of those who were seen, heard, orobserved. Moreover, a variety of subjects connected to observation, such as various kinds of observations, when and how to utilise them, their benefits, and drawbacks, andhow to create observation guides.

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3.14 Summary

This chapter concludes the overview of the research methods employed in the study. In order to ensure precision in the results, the study adopted a suitable approach. The chosen research approach was descriptive research, and a qualitative methodology was applied, specifically utilizing interviews. To enrich the initial data gathered, the researcher utilized both primary data obtained through interviews with participants and secondary data derived from various sources such as websites, newspapers, and journals. The interviews were conducted in Sabah, Malaysia.

CHAPTER 4

DATA ANALYSIS AND FINDINGS

4.1 Introduction

In this chapter, the result of the research study of the challenges in developing leadership competencies and attributes among Sabahan KadazanDusun social enterprises is analysed. First, the researcher had targeted to conduct the interview sessions with five social business owners as their participants. However, due to time constraints the researcher has only managed to conduct online interviews with three social business owners. The first social business owner is Mr. Hilary Disimon from Penampang, Sabah. The second social business owner is Madam Vianney Evana from Tambunan, Sabah who is the founder of *Wagas de Asi*. The last participant of the interview session is Madam Viviantie Sarjuni from Kuala Penyu, Sabah. The objective of this research study is to find out the type of leadership competencies and attributes, the challenges, and ways that they have implemented to improve their social enterprises among KadazanDusun social entrepreneurs in Sabah, Malaysia.

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In this research study, data is gathered by conducting interviews with social business owners using an online platform and face-to-face interview. This approach was chosen because the researcher aims to gain a comprehensive understanding of the study. The qualitative research method provides a profound insight into the selected social business owners who were interviewed by the researcher. The case study's results will be elaborated in three specific sections. The initial part aims to identify the leadership competencies and attributes prevalent among social enterprises in Sabah. The second part focuses on exploring the challenges faced by these social entrepreneurs in their social businesses, while the final section delves into the strategies employed by social entrepreneurs to overcome these challenges.

4.2 Participant Background

The research case study employed a qualitative research method involving semi-structured interviews with three owners of social enterprises within the indigenous KadazanDusun community in Penampang, Tambunan as well as Kundasang, Sabah, Malaysia.

Participant A

The initial participant in the researcher's interviews is Participant A, a distinguished individual recognized as a social entrepreneur. Participant A has been actively involved in the management of a rice paddy cultivation enterprise for an impressive duration of nearly two decades. The geographical context of Participant A's social business is situated in Penampang, Sabah, Malaysia. What sets Participant A apart is his extensive professional background as a retired banker, boasting an illustrious career spanning 28 years with Maybank Berhad. After dedicating a substantial portion of his life to the banking sector, Participant A chose to embark on a new chapter in the domain of paddy cultivation upon his retirement. This significant career transition was deeply rooted in his aspiration to continue the legacy left by his father, who had been a passionate and aspiring paddy farmer. The decision to delve into paddy farming was not impulsive for Participant A; rather, it was a thoughtful choice fueled by a familial connection and a genuine passion for agriculture. His experience and expertise acquired over almost three decades in the banking industry uniquely positioned him to approach paddy farming with a strategic mindset. It is noteworthy that the smooth transition from the banking sector to paddy farming showcased Participant A's ability to seamlessly embrace and build upon the established path laid out by his father. This familial succession in the realm of paddy farming exemplifies not only a personal journey but also the preservation and evolution of a cherished family tradition. Participant A's story underscores the diverse and inspiring career trajectories individuals may pursue, even after a lengthy and successful tenure in a seemingly unrelated field such as banking.

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Participant B

The second interviewee in the researcher's study is Participant B, a dedicated social entrepreneur actively involved in supporting paddy farmers within the rural region of Tambunan, Sabah. Prior to embarking on her journey as a social business owner, Participant B was employed in Kota Kinabalu, Sabah. However, she decided to redirect her efforts and expertise to contribute to the betterment of her hometown, Tambunan, Sabah. The inception of Participant B's involvement in the social business realm of paddy planting occurred during the Movement Control Order (MCO) days amid the COVID-19 pandemic. With a passion for community development and sustainable agriculture, she established the social enterprise Wagas de Asi. This endeavor aims to empower and uplift the livelihoods of the rural population in Tambunan, Sabah, particularly by providing training and assistance in marketing their locally produced "Beras Kampung" (village rice). Having successfully assisted approximately 60 farmers in selling their harvests, Participant B expresses gratitude for the positive impact on their income, now allowing them to generate up to RM800 per month. Undeterred by her accomplishments, her aspirations extend beyond this initial success. Participant B is committed to expanding her efforts, with a primary focus on training more farmers. Her overarching goal is to enhance the appeal and popularity of paddy farming within the community, fostering sustainable growth and economic resilience.

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Participant C

The third participant in the researcher's series of interviews is Participant C, distinguished as a social entrepreneur with a unique blend of endeavors. In addition to co-owning a coffee shop, Participant C is actively involved in supporting local coffee farmers in the scenic region of Kundasang, Sabah. Originating from Kuala Penyu, Sabah, Participant C's influence extends beyond the confines of a conventional social entrepreneur. What sets Participant C apart is her multifaceted role as the founder and head of the Sabah Creative Economy and Innovation Centre (SCENIC), an initiative by the State Government established in August 2019. SCENIC's financial backing is derived from the state government of Sabah, emphasizing its strategic importance in fostering innovation and creativity within the region. The center operates on three core pillars: Innovation Driven Entrepreneurship (IDE), Technology (T), and Creative Chamber (CC). While managing the responsibilities of SCENIC, Participant C has concurrently pursued further studies in Glasgow, UK, showcasing her commitment to continuous learning and international exposure. Despite the geographical distance, Participant C remains deeply engaged in her social entrepreneurial efforts, particularly in Kundasang, Sabah. An integral part of Participant C's impactful initiatives involves leveraging her expertise to aid local coffee planters. Through her guidance, she has facilitated the marketing of their products not only across Malaysia but with a notable focus on Cyberjaya, Selangor. Participant C actively oversees the packaging of the coffee products and strategically promotes them through her fully owned coffee shop, aptly named Borneo Specialty Coffee (BosCo). The comprehensive approach undertaken by Participant C underscores the dynamic nature of her contributions, intertwining entrepreneurship, innovation, and community support. Her involvement in both the local coffee industry and the broader creative and innovative landscape of Sabah exemplifies a holistic and forward-thinking approach to social entrepreneurship.

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4.3 The Types of Leadership Attributes and Competencies Among Indigenous Kadazandusun Social Entrepreneurs

The researcher conducted interview sessions with a few experienced participants to identify the type of leadership attributes and competencies among them. There are a few types of leadership attributes and competencies that matches the indigenous Kadazandusun social entrepreneurs. Therefore, the researcher found that there are three major leadership attributes and competencies that the social entrepreneurs have implemented throughout their social business journey which are democratic leadership, autocratic leadership, transactional leadership as well as laissez-faire leadership.

Table 2 shows the leadership attributes and competencies that are implemented by the participants that the researcher interviewed in Sabah, Malaysia.

Table 2 The leadership attributes and competencies that is implemented by the social business owners from Sabah, Malaysia.

Leadership Style / Participant	A	B	C
Democratic Leadership	/	/	
Laissez-faire Leadership		/	/
Transactional Leadership	/		
Transformational Leadership	/	/	/

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4.3.1 Democratic Leadership

Democratic leadership, often referred to as participative leadership, is a leadership style that entails the active involvement of team members in the decision-making process. This approach fosters open communication, encouraging a collaborative effort to reach a consensus on crucial matters (Yukl, 2020).

Within this leadership paradigm, the leader places significance on the input and ideas of team members and followers, empowering them to actively participate in shaping the organization's goals, strategies, and day-to-day operations. The essence of democratic leadership lies in its emphasis on collaboration and the engagement of all team members.

Additionally, democratic leaders foster a shared vision and common goals by engaging team members in defining the organization's direction, creating a sense of ownership and commitment. Communication is a cornerstone, with leaders maintaining open lines, actively seeking feedback, and ensuring access to necessary information. Furthermore, democratic leadership empowers and grants autonomy to team members, encouraging initiative, decision-making, and contribution to problem-solving.

Participant A emphasized, *"Together, we work towards our goals in a friendly and collaborative way. I focus on creating a happy environment as an owner because I believe that when everyone is happy, we work better together. Joining in their social activities is important to me; it helps build trust and earns their respect."* And *"During our discussions, we treat each other like friends and make sure everyone feels equal in our team. We really try to keep things positive and avoid conflicts. Instead of arguing, we focus on solving problems in a positive way together. Our goal is to make a work environment where everyone feels valued."*

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Similarly, Participant B articulated, *"I teach and share what I've learned from my studies and research. I tell my team to try out new ideas and be part of making decisions. By giving them skills and involving them in important choices, I want to create a feeling of teamwork and ownership at work."*

4.3.2 Laissez-Faire Leadership

Laissez-faire leadership, also known as delegative leadership, is characterized by a leader adopting a hands-off approach with minimal involvement, enabling followers to take charge of decision-making (Vecchio et al., 2022). According to Northouse (2021), laissez-faire leaders offer limited guidance or supervision, granting followers considerable autonomy

and freedom to make decisions and carry out tasks.

According to Sosik et al. (2020), Vecchio et al. (2022), and Northouse (2021), the laissez-faire leadership style encompasses distinctive features and characteristics. Firstly, this approach acknowledges that mistakes are a natural part of the process, as laissez-faire leaders are comfortable with followers or team members making errors. Despite granting autonomy, accountability remains with the leader, emphasizing their responsibility for the outcomes. Another key aspect involves minimal intervention, as laissez-faire leaders deliberately avoid interfering in day-to-day operations and decision-making processes, fostering an environment where followers can work independently.

Moreover, this leadership style is underpinned by a profound trust in followers' abilities. Laissez-faire leaders exhibit confidence in the skills and expertise of their subordinates, firmly believing that they are fully capable of managing their own tasks and responsibilities. The absence of direct control is a hallmark of this leadership style, where leaders provide essential resources and support without issuing explicit instructions or closely monitoring the minutiae of their followers' work. In essence, laissez-faire leadership encourages a hands-off approach, promoting autonomy, trust, and self-sufficiency among team members.

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As can be seen at the table above Participant B and Participant C implemented these leadership attributes and competencies which is laissez-faire leadership. Participant B has said that *"Normally I will let my farmers work by themselves with only 20% of my guidance since they already know about paddy planting process".*

Whereby, Participant C mentioned that "Since my coffee shop business is in Cyberjaya, my coffee farmers are in Sabah, I will let them do their work since they are better than I am in coffee planting. My coffee farmers would only do the planting to the plucking of coffee beans and the packaging to be sent to the courier service. I will only come to them if they have personal problems, and I will advise them."

4.3.3 Transactional Leadership

Transactional leadership, alternatively referred to as managerial leadership, is a distinct form of leadership that centers its attention on organizational dynamics, group performance, and supervision. Within the framework of transactional leadership, leaders are deeply engaged in delineating specific tasks for their employees, leveraging a system of rewards and punishments to propel and guide their teams toward the attainment of both individual and organizational objectives.

This leadership style is characterized by several notable features, including an emphasis on short-term goals, a commitment to procedures and policies that are favorably structured, a focus on precision in execution and adherence to rules, as well as a tendency toward inflexibility and resistance to change. In essence, transactional leadership revolves around a structured approach that places importance on immediate objectives, rule adherence, and performance incentives through a system of rewards and penalties.

Transactional leaders set clear expectations and establish formalized systems of accountability, often relying on well-defined procedures and policies. This leadership style places an emphasis on achieving short-term goals, adherence to rules, and the use of a reward system to motivate employees. While transactional leadership can provide clarity and structure, it may be less effective in fostering innovation or addressing complex challenges that require a more adaptive and transformational approach.

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Participant A expressed, *"I will give my workers incentives before they receive their monthly income. But they will only get their monthly income after finish harvesting. The incentives that I give them are so they can keep working with me at the same time they can afford their own living."*

4.3.4 Transformational Leadership

Transformational leadership is a type of visionary leadership initiated by Deming as the most appropriate type of leadership to improve the quality of management (Laohavichien et al.,2022). Transformational leadership places on the importance of mission and outcome of organization emphasizes principles of participatory leadership and emphasizes empowerment and

proaction (Middleton et al.,2020).

A leader who practices transformational leadership can impact the belief systems and core values of their team members. This influence, in turn, leads to an enhanced willingness among subordinates to embrace and welcome changes within the organization. Transformational leaders inspire and motivate their team by fostering a sense of shared purpose and encouraging a positive mindset towards new ideas and approaches. Their leadership style goes beyond just managing tasks; it involves shaping the beliefs and values that guide the behaviors and attitudes of their team members, creating a more adaptable and change-ready work environment.

Transformational leadership attributes and competencies are seen in all three participants in the table above. This is because they are more towards wanting their workers to feel motivated and inspired to work at the same time improve the business growth. As Participant A said, *"I do not treat my workers as 'workers'. I treat them as friends and get the work done together smoothly. When everyone is happy, productivity will surely increase. I always blend into their social activities, to gain their trust and respect."*

Just like Participant B who is in the same industry as Participant A, which is paddy planting industry, she also mentions that *"I recognize their good work and compliment them. These compliments from me as the social business owner make them motivated to work better. This automatically helps in the business growth."*

Whereby, Participant C who is in the coffee industry said that *"I will tell them how I would sell their coffee and that motivates them to pluck and plant more coffee for the people who consume this coffee."* And I would usually inspire them by saying, *"The more you work the more you get motivated to change your lifestyle and you can buy more necessities."*

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4.4 The Challenges of Leadership Faced by Social Entrepreneurs in Sabah, Malaysia

The researcher has conducted several interview sessions with experienced participants to identify the challenges of leadership faced by social entrepreneurs in Sabah, Malaysia. There are several challenges that these social entrepreneurs face while building their social businesses. After interviewing three participants, the researcher has found that there are several challenges faced by social entrepreneurs which are regarded with lack of technology, pest management, insufficient capital, workforce issues as well as no market access.

Table 3 shows the challenges of leadership faced by the participants that the researcher interviewed in Sabah, Malaysia.

Table 3 The Challenges of Leadership Faced by Social Entrepreneurs in Sabah, Malaysia

Challenges / Partcipant	**A**	**B**	**C**
Lack of Technology	/	/	
Pest Management Issues	/	/	
Insufficient Capital	/	/	/
Workforce Issues	/	/	/
No Market Access		/	/
Logistic Issues			/

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4.4.1 Lack of Technology

The absence or insufficient integration of technology in a business can present significant challenges and hinder its overall efficiency and competitiveness. Without adequate technological infrastructure and tools, businesses may struggle to streamline operations, leading to manual and time-

consuming processes.

This can result in reduced productivity, higher operational costs, and a potential lag in adapting to market demands. Furthermore, businesses lacking in technology may find it challenging to stay abreast of industry trends, innovate their products or services, and effectively engage with customers through modern digital channels. Embracing and investing in technology is crucial for businesses to enhance their operational agility, improve decision-making processes, and remain competitive in a rapidly evolving business landscape.

Participant A and Participant B operate within the same industry, specifically in the paddy planting sector, and encounter a common challenge related to the insufficient availability of machinery for both paddy cultivation and product packaging. Participant A highlighted the issue, stating, *"The machines we use for ploughing sometimes break down during the process, leading to significant challenges. This situation often necessitates manual intervention, making the overall process more labor-intensive and time-consuming."* And *"It is only the machinery whereby the private company will charge a bit higher due to the increase cost of transportation and spare parts."*

On a similar note, Participant B shared insights specific to their district of Tambunan in Sabah, mentioning, *"In Tambunan, we face the challenge of being unable to access machinery for paddy planting due to the hilly terrain of the land. The geographical features of our area make it unsuitable for the entry of machines. As a result, we are unable to benefit from the efficiency and ease that machinery could bring to our paddy cultivation processes."*

Both participants underscore the shared predicament in their industry, where the lack of machinery poses obstacles to the efficiency and productivity of their paddy planting endeavors. Participant A's experience emphasizes the disruptions caused by machinery breakdowns, while Participant B sheds light on the geographical constraints that limit machinery utilization in their specific region.

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4.4.2 Pest Management Issues

Pest management in the planting industry is a critical aspect of agricultural practices aimed at preventing and controlling the negative impact of pests on crops. Farmers employ various strategies to safeguard their crops from insects, weeds, fungi, and other harmful organisms that can compromise yield and quality. Integrated pest management (IPM) approaches, combining biological, cultural, and chemical control methods, are often adopted.

This involves implementing measures such as crop rotation, the use of natural predators, and the judicious application of pesticides when necessary. Regular monitoring of crops for signs of pest infestation, timely intervention, and the adoption of resistant crop varieties are essential components of effective pest management in the planting industry. A balanced and sustainable approach to pest control not only protects crop health but also minimizes environmental impact and contributes to the long-term viability of agricultural practices.

Pest management poses significant challenges for paddy planters, impacting the overall health and yield of the rice crops. Paddy fields are vulnerable to various pests, including insects, fungi, and bacteria, which, if not effectively managed, can result in reduced productivity and economic losses.

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Participant A, the owner of a social business engaged in paddy planting in Penampang, Sabah said that *"The challenge faced by our operation is the presence of birds, eels, snails, and various other insects deemed pests in the paddy field. This assortment of pests has proven to be highly disruptive to the quality of our paddy plants"* affecting the overall productivity of the social business.

Similarly, Participant B, operating a social business in paddy planting in Tambunan, Sabah, echoed comparable challenges with pest management. Specifically, she pointed out the issue occurring *"During the early stages of paddy plant growth when a pleasant aroma is emitted. This aroma attracts pests, including insects, posing a threat to the nascent growth of the paddy plants."* The presence of these pests in Tambunan becomes a noteworthy challenge in fostering healthy and robust paddy crops.

Both participants underscore the common struggle in the paddy planting social business, where pests such as birds, eels, snails, and insects pose a significant threat to the quality and growth of the crops. Managing and mitigating these pest-related challenges are crucial for ensuring successful and sustainable paddy cultivation in both Penampang and Tambunan regions of Sabah.

4.4.3 Insufficient Capital

Insufficient capital in a social business poses formidable challenges, restricting its ability to address social issues effectively. Financial constraints can impede the implementation of impactful initiatives and limit the organization's capacity to scale its social programs. Without adequate funding, social businesses may struggle to invest in essential resources, technology, and talent, hindering their ability to innovate and adapt to evolving community needs.

Furthermore, a lack of capital may limit the organization's outreach and impact, preventing it from reaching a broader audience and making a substantial difference in addressing social challenges. Securing sustainable funding sources, grants, or partnerships becomes pivotal to overcoming the financial constraints and ensuring the long-term success and positive impact of the social business.

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As evident from the data presented in the table, Participant A, Participant B and Participant C encounter the challenge of insufficient capital, hindering their efforts to enhance their respective social businesses in the paddy planting industry. Participant A explained, *"The subsidy provided by the government agency is not enough, and I find myself needing to invest additional funds from my own pocket to purchase insecticides to address the pest-related issues."* Not only that, *"my workers will also face financial problems when they only can gain income once we harvest the paddy."*

Similarly, Participant B expressed her struggles, stating that *"I encounter difficulties in securing funds, particularly for the packaging of the product Beras Kampung."* Additionally, she faces a shortfall in capital for marketing initiatives, making it challenging to effectively promote and

expand her social business in the competitive paddy planting industry. The inadequate capital becomes a significant barrier for both participants, impacting their ability to address essential aspects of their social business operations.

Additionally, Participant C who is a coffee social business owner mentions that *"My coffee farmers are so poor they could not even afford to buy necessities like proper food, and they do not have money for proper clothing, and they could not gain education because they do not have any funds for themselves and their children. This is because before they became my coffee farmers, they would only be able to receive an income of RM500 every month. This makes me sad because they have five children or more but that is all day and every month."*

4.4.4 Workforce Issues

In the realm of social business, workforce issues can significantly impact the organization's ability to fulfill its social mission. Challenges may arise in the form of insufficient employee engagement, potentially resulting in a diminished commitment to the organization's social goals. Communication breakdowns or conflicts within the workforce could hinder effective collaboration and the pursuit of shared objectives.

Additionally, attracting and retaining talent aligned with the social mission can be a challenge, and organizations may face difficulties in providing adequate professional development opportunities for their staff. These workforce issues can ultimately impede the effectiveness of social businesses in creating positive social impact, underlining the importance of addressing internal dynamics and fostering a cohesive and motivated team committed to the organization's social objectives.

As depicted in the table above, workforce challenges stand out consistently among all participants in their respective social businesses. Participant A undergoes these challenges, stating, *"I face problems mainly with my workers. I must give them money before we sell the rice we grow. I also must use my own money to renew their work permits. I only get repaid when we earn money from selling the rice. My workers are definitely affected by this due to having to support their families."*

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Parallel to Participant A, Participant B adds, *"Workforce issues arise when my paddy farmers deviate from given instructions for their tasks and sometimes act selfishly for their own benefit."* This emphasizes the shared struggle with workforce dynamics in their social businesses.

Participant C introduces another dimension, highlighting that her workers, predominantly women working as coffee planters, face challenges related to family issues. She notes, *"My workers, mainly women engaged in coffee planting, some of them encounter restrictions imposed by their husbands on participating in coffee planting activities. Their husbands will feel intimidated when their wives start earning money. Not only that, since my coffee farmers are from the rural area of Kundasang and they will only use their native languages to communicate with me. This makes it hard for me to sometimes understand what they say."*

This expands the understanding of workforce challenges, acknowledging the multifaceted nature of obstacles faced by social entrepreneurs in managing their workforce.

4.4.5 No Market Access

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"No market access" within the context of social entrepreneurs and their workers refers to the absence or limited entry points for the products or services offered by social enterprises in the broader market. It means that the goods or services produced by these enterprises face challenges in reaching consumers or clients, often due to various barriers.

Social entrepreneurs typically work towards addressing societal issues through their businesses. However, if these enterprises lack market access, it can hinder their ability to make a meaningful impact and achieve sustainability. Barriers to market access may include limited distribution channels, insufficient visibility, lack of networking opportunities, or challenges in reaching target customers.

For the workers within these social enterprises, the absence of market access can have implications for job security, income stability, and the overall success of the enterprise. Workers may face uncertainties about the future of the business, and their efforts to create positive social impact may be limited if

the products or services cannot effectively reach the intended beneficiaries.

The issue of no market access is faced by Participant B as well as Participant C this is because their area of business is located in the rural areas of Sabah. For instance, Participant B social business is located in Tambunan, Sabah and Participant C's social business is located in Kundasang, Sabah. As for Participant B, she mentions that *"The orang kampung (village people) do not have market access to town because they do not have enough money to pay for transportation to go "Tamu" (day market)."*

Whereas, for Partcipant C, she mentioned that *"My coffee farmers have never even been to Kota Kinabalu. They do not know that the people in the city consume these kind of coffees since they are from the rural area. This is why they do not have any access of market at all. The furthest they have to selling their coffee beans are only around their area which is Kundasang and Ranau."*

4.4.6 Logistic Issues

Logistic issues in business can significantly impact the efficiency of operations and overall customer satisfaction. One prevalent challenge is the timely and reliable transportation of goods. Delays in shipping or disruptions in the supply chain can lead to inventory shortages, affecting production schedules and potentially resulting in dissatisfied customers.

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Another logistic concern revolves around inventory management. Striking the right balance between maintaining sufficient stock levels and avoiding overstocking is a delicate task. Poor inventory management may lead to increased storage costs, potential product obsolescence, and challenges in meeting customer demand promptly.

The logistic issues is faced by only one social business owner which is Participant C. This social business owner expressed that *"Because my coffee business is located in Cyberjaya, in Semenanjung.. And my coffee farmers in Sabah, I face the challenge of logistics. The logistic issue that I face is when there are shipping delays of coffee beans, the packaging of coffee beans are broken or torn as well as the price of the shipping fee is quite expensive."*

4.5 The Ways of Social Entrepreneurs Improve Their Social Businesses in Sabah, Malaysia

Table 4 illustrates the ways employed by social entrepreneurs to improve their social businesses based on interviews conducted with participants in Sabah, Malaysia.

Table 4 The Ways of Social Entrepreneurs Improve Their Social Businesses in Sabah, Malaysia

Ways to Improve / Participant	A	B	C
Technology Integration	/	/	
Financial Management	/	/	/
Pest Control	/	/	
Employee Management	/	/	/
Market Entry		/	/
Logistic Management			/

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4.5.1 Technology Integration

Technology integration in social business refers to the strategic incorporation and utilization of technological tools, systems, and solutions to enhance the efficiency, effectiveness, and impact of the business's social mission. It involves the thoughtful adoption and integration of various technologies into the core operations and processes of the social business model. This integration encompasses a broad spectrum, including the implementation of digital platforms, software applications, communication tools, and data analytics systems that align with the organization's goals and contribute to positive social outcomes.

The goal of technology integration in social business is not only to optimize internal processes and decision-making but also to leverage digital innovations for better community engagement, outreach, and the overall

advancement of the social objectives the business seeks to achieve. It involves leveraging technology as an enabler, empowering the organization to scale its impact, enhance collaboration, and address social challenges in innovative ways.

To address the challenge of a lack of machinery in a paddy business, the owner should consider implementing a strategic approach focused on optimizing resource utilization and exploring alternative solutions. According to Participant A, establishing a *"good rapport with government agencies, companies supplying plough and harvesting machinery, as well as maintaining good relationships among fellow paddy farmers"* is crucial for prolonging the paddy planting process and ensuring success in the business.

Participant B, facing similar challenges, takes a different approach by emphasizing the importance of not waiting for advanced technology. Instead, they propose employing a more traditional and natural method for the paddy planting process. In their words, *"Instead of having to wait until we have proper technology to use during the paddy planting process, I will have my paddy farmers do the natural way of planting."* This natural approach involves comprehensive land preparation, including plowing and leveling the field. Subsequently, rice seeds are either directly sown or cultivated as seedlings in a nursery before being transplanted. The growth stage encompasses both vegetative and reproductive phases, during which the rice plants undergo development, producing stems, leaves, and panicles. Participant B's strategy underscores the significance of adapting to the available resources and utilizing traditional methods to overcome challenges in the paddy planting process.

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4.5.2 Financial Management

Financial management is a critical aspect of running a social business, emphasizing the need to enhance operational efficiency and implement prudent fiscal practices. By improving the efficiency of day-to-day operations, social businesses can ensure the optimal utilization of existing resources. This involves scrutinizing processes to identify areas where costs can be minimized without compromising the quality of services or products.

Streamlining operations and adopting sound financial management practices become instrumental in freeing up funds that can then be redirected towards essential activities aligned with the organization's social mission.

Efforts to enhance financial management in a social business encompass a comprehensive approach. It involves not only minimizing unnecessary costs but also strategically allocating resources to maximize their impact. This might include investing in technologies that automate routine tasks, optimizing supply chain processes, or negotiating favorable terms with suppliers. The overarching goal is to create a financial framework that supports the organization's social objectives while maintaining fiscal responsibility.

Furthermore, sound financial management enables social businesses to build resilience against economic uncertainties and external challenges. By carefully monitoring expenditures, identifying cost-effective solutions, and maintaining transparent financial reporting, these organizations are better positioned to weather fluctuations in funding or economic conditions. This resilience is essential for ensuring the sustainability of the social business model and its continued positive impact on the community or cause it serves.

In the table above, it is evident that the three partcipants share similar strategies for enhancing their social businesses' financial management. Participant A articulates his approach to addressing monetary challenges, stating, *"My initial capital to start my paddy farming is RM50,000. However, since paddy takes four months to mature until harvesting, additional expenses are incurred,"* and adds, *"The state government was kind enough to give some cash incentive to assist me with the expenditures incurred. These have automatically helped me in my social business."*

On the other hand, Participant B highlights, *"By joining the Pitch 2021 Competition, a pitching competition conducted online, I am thankful for winning Wagas de Asi's first competition. We received RM20,000 as a reward for truly starting my business. Besides that, recently in 2022, we have received a grant from Yayasan Hassanah to improve our social business with the amount of RM100,00."*

Additionally, Participant C states how her business can manage their

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financials and still be able to support their coffee farmers. Partcipant C said that *"Because we have our coffee shop business in Cyberjaya and it is doing well where we are able to achieve around RM12,000 to RM15,000 per month and we are still be able to support our coffee farmers in Kundasang."*

4.5.3 Pest Control

In addressing pest challenges, employing organic and biological pest control products emerges as a viable and environmentally conscious strategy for social businesses. The utilization of these products represents a shift away from traditional reliance on synthetic chemicals, aligning with sustainable and eco-friendly practices. Organic pest control involves the use of natural substances derived from plants, minerals, or animals, while biological control introduces living organisms to regulate pest populations.

The effectiveness of organic and biological pest control products lies in their ability to target specific pests while minimizing harm to beneficial organisms and the environment. Unlike broad-spectrum synthetic pesticides, which can have unintended consequences on non-target species and ecosystems, these natural alternatives offer a more targeted and ecologically friendly approach. For instance, introducing predatory insects or using plant-based repellents can disrupt pest life cycles without causing harm to the surrounding environment.

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Moreover, the adoption of organic and biological pest control aligns with the growing consumer preference for sustainable and chemical-free agricultural practices. Social businesses, especially those engaged in agriculture or environmental conservation, can enhance their market appeal by prioritizing these natural pest control methods. This not only reflects a commitment to environmental stewardship but also resonates with consumers who value products cultivated with minimal impact on ecosystems and public health.

As in the table above, both Participant A and Participant B encounter a common challenge within their social business ventures, specifically in the paddy planting industry – pest issues. However, they have devised their own natural methods to address the intrusion of insects or other animals disrupting

their paddy cultivation.

Participant A explains, *"We utilize insecticides that do not compromise the quality of the paddy plants."* Additionally, he shares a natural approach to deter birds from damaging the padi field, stating, *"The natural way to repel birds is by creating loud noise while waving a flag made from a long-dried bamboo and plastic tied on top. This technique produces a loud clashing noise from the plastic, effectively scaring away approximately 70% of the birds from the paddy field."*

Meanwhile, Participant B describes their strategy, stating, *"During the paddy growth process, we plant flowers like Bunga Tahi Ayam alongside the paddy plants to confuse insects and prevent them from disturbing the paddy planting process. This method has proven successful in safeguarding our paddy cultivation over the years."*

4.5.4 Employee Management

Employee management constitutes a multifaceted aspect of organizational leadership, encompassing the strategies and practices employed to oversee and optimize the workforce within a business. It involves a spectrum of activities, ranging from recruitment and onboarding to ongoing development, performance evaluation, and potentially, the implementation of corrective measures. Effective employee management is pivotal in cultivating a productive, motivated, and harmonious work environment.

Transparent communication stands as a fundamental pillar within the realm of social business, emphasizing the critical need for openness and clarity in conveying information. It involves a commitment to ensuring that information regarding organizational goals, expectations, and any pertinent changes is disseminated in a clear and straightforward manner. Social business owners play a pivotal role in fostering an environment where communication is not only frequent but also easily comprehensible, ensuring that employees have a comprehensive understanding of their roles and contributions to the overarching social mission.

Effective communication within a social business serves multiple

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purposes. By clearly articulating organizational goals, employees gain a sense of purpose and direction, understanding how their individual contributions align with the broader mission. This clarity fosters a cohesive and motivated workforce, where each team member recognizes the significance of their role in achieving social impact. Additionally, transparent communication establishes a foundation of trust and accountability between social business owners and their employees, promoting a positive workplace culture that values openness and honesty.

Ensuring that employees are well-informed about any changes within the organization is equally crucial. Whether these changes pertain to shifts in strategy, modifications in workflow, or updates in social initiatives, transparent communication minimizes ambiguity and mitigates potential concerns. It empowers employees to adapt more effectively to evolving circumstances, fostering a sense of inclusion and shared responsibility in the pursuit of the social mission.

All participants interviewed by the researcher face a common challenge – dealing with employee issues. Each participant has devised their unique approach to employee management. Participant A emphasizes the importance of effective communication, stating, "*I usually make sure to communicate well with my team, and that's important for our work to succeed. "I make sure everyone can talk and share ideas openly. Good communication is very important in our team. I also stress the need to avoid fights when we make decisions, so we can keep a positive vibe. Working together in a positive way helps us do better work."*

Participant B echoes this sentiment, expressing that *'the only way to prevent workforce communication issues is by providing clear instructions and guidelines and not taking any sides, ensuring that everyone is on the same page."*

Conversely, the last participant which is Participant C interviewed by the researcher advocates for flexibility, stating, *"I'll try to make sure they do not have gender roles problems and try to talk to my coffee farmers and family. To sum up, having good communication, being open, and listening actively are important to me and my coffee farmers."*

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4.5.5 Market Entry

Market entry access for social businesses in rural areas involves creating opportunities for rural people to participate in and benefit from economic activities. This process is crucial for fostering inclusive development and addressing social challenges in rural communities. Social businesses aim to not only generate profits but also contribute to the well-being of the community and the environment. Therefore, facilitating market entry for these businesses involves overcoming various barriers that rural people may face, such as limited resources, lack of infrastructure, and access to markets.

To achieve effective market entry access, it is essential to implement strategies that empower rural entrepreneurs and communities. This may include providing training programs, establishing local cooperatives or networks, and improving infrastructure for transportation and communication. Additionally, creating awareness about social business opportunities and ensuring fair trade practices can enhance market access for rural producers. By breaking down entry barriers and promoting social business initiatives, rural people can actively participate in economic activities, improve their livelihoods, and contribute to sustainable development in their communities.

There are two participants from the table above which are Partcipant B and Participant C. Since these two participants social businesses are located in the rural areas of Sabah, these social entrepreneurs are eager to help with this issue regarding market access. When these social entrepreneurs approach their employees, they really want to help spread the good news of the products and help these rural people to improve their lifestyle.

As been said by Partcipant B, *"I am very touched when I see the rural people in Tambunan cannot sell their products properly. When I did some research and studied about Beras Kampung, I came to know that the quality of the grain rice planted by this paddy planters actually very costly and expensive and should not be sell at a low price. Besides that, paddy planters in Tambunan are actually planting an heirloom rice grain. So this made me realize that I should do something about it I should help this rural people to sell, to expose their products to the whole of Sabah and hopefully to the whole of Malaysia."*

Furthermore, Participant C's social business is located far from the city in Sabah which is Kundasang, Sabah. This social entrepreneur is eager to help the rural people that do not know anything about business and about marketing to sell and to expose their products everywhere. As participant C said *"I am feeling very pitiful of the rural people because they couldn't afford anything they cannot afford to eat proper food. This is why I wanted to help the market do coffee beans that they have planted because the coffee beans that they have planted are actually worth hundreds of ringgits. What I did for the coffee farmers in the rural area is that I will buy their coffee beans not at the price of wholesale but at the price that it should be. And with their coffee beans, I will process and make into coffee drinks in my coffee shop and tell people everywhere that this coffee is from the rural areas of Sabah. I do not only sell their products but I do sell their stories to people."*

4.5.6 Logistics Management

Logistics management in business involves the planning, implementation, and control of the efficient movement and storage of goods, services, and related information from the point of origin to the point of consumption. It plays a crucial role in ensuring that products are delivered to customers in a timely and cost-effective manner. The primary goals of logistics management are to optimize processes, reduce costs, and enhance overall customer satisfaction.

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One key aspect of logistics management is the supply chain, which encompasses the entire journey of a product or service, from raw material sourcing to production, distribution, and delivery. Effective logistics management involves coordinating various elements, including transportation, inventory management, warehousing, order fulfillment, and information systems. Technology plays a significant role in modern logistics, with tools such as tracking systems, inventory software, and data analytics helping businesses streamline operations.

Logistics management contributes to business success by improving operational efficiency and customer service. Timely and accurate delivery of products is crucial for customer satisfaction and loyalty. Efficient logistics

processes also help businesses reduce carrying costs, minimize stockouts, and respond quickly to changes in demand. Additionally, a well-managed logistics system allows businesses to adapt to global markets and maintain a competitive edge in the increasingly complex and interconnected business environment.

As in the table above, the only participant who uses this solution for their own problem in logistics is Participant C. It's been said earlier, that Participant C's business location is in Cyberjaya, therefore she has been dealing with logistics issue because the product that they use in their coffee shop is from Kundasang, Sabah. As Participant C said that *"with all the logistics problems that we face such as shipping delays, high shipping fee expenses as well as poor packaging of the coffee beans we are still able to overcome this issue. We overcome this issue by using the profit that we get from selling high quality coffees that are from the rural people in Sabah's Highlands of Kundasang."*

4.6 Summary

In this chapter, the research study delves into its findings and analysis, drawing upon data obtained through the interview method. Within the region of Sabah, Malaysia, interviews were carried out with three carefully chosen participants hailing from different districts. These individuals provided insights into their experiences and knowledge, primarily focusing on their involvement in social businesses within the paddy planting and coffee industries. Additionally, the participants shared the challenges they encountered while establishing their social enterprises and outlined strategies for enhancing these businesses in Sabah, Malaysia. The study's outcomes are presented graphically and supported by supplementary secondary data. Subsequently, the following chapter will go into further discussions, presenting recommendations and conclusions derived from the study's findings

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CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the discussion is based on the results of the data analysis on what has been outlined in chapter four. The research objectives of this research are successfully achieved, and the research questions of this research have been answered. The first research objective is to determine the types of leadership attributes and competencies among indigenous KadazanDusun social entrepreneurs in Sabah, Malaysia. The second research objective is to identify the challenges of leadership faced by social entrepreneurs in the KadazanDusun community in Sabah, Malaysia. The third research objective is to explore the ways of indigenous KadazanDusun social entrepreneurs improve their social businesses for the betterment of the community in Sabah, Malaysia. In addition, some recommendations for further research are discussed for the purpose of continuing the study on examining the challenges in developing leadership competencies and attributes among Sabahan KadazanDusun social enterprises.

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5.2 Summary of Findings

The research study explores the challenges faced by Sabahan KadazanDusun social enterprises in developing leadership competencies and attributes. Through an examination of various social enterprises in Sabah, Malaysia, the study identifies and analyzes the obstacles hindering the cultivation of effective leadership skills within the KadazanDusun community. The findings shed light on the unique challenges, encompassing factors such as limited resources, cultural considerations, and external constraints, that impact the development of leadership qualities among social entrepreneurs in this specific context. The study provides valuable insights into the intricacies

of leadership development in Sabahan KadazanDusun social enterprises, contributing to a deeper understanding of the barriers and potential solutions in fostering effective leadership within this community

5.2.1 The Types of Leadership Attributes and Competencies Among Indigenous Kadazandusun Social Entrepreneurs

The results of this study showed a different tendency by three participants to implement different types of leadership attributes and competencies as a social entrepreneur in their social businesses. Nevertheless, similarities persist in the types of leadership implemented by the participants in this study.

Based on the findings from the first research objective of study, among the chosen leadership attributes the participants in the Sabah, Malaysia social business context have shown a clear preference for transformational leadership, as evidenced by their choices in Table 2. Transformational leadership is characterized by a visionary approach, emphasizing mission, participatory leadership, empowerment, and proaction. The participants, represented as A, B, and C, have implemented aspects of transformational leadership in their social businesses.

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In the realm of Democratic Leadership, Participant A has demonstrated a commitment to open communication and collaboration, emphasizing the importance of teamwork. From my studies, I find that this is caused by location wise. the location of social business for Participant A is in the city area of Penampang, Sabah where employees tend to have more behavioral issues compare to Participant B's employees which are from the rural areas of Tambunan, Sabah they appear to be reliant of their business owner. However, Participant B similarly stresses the creation of a positive and collaborative environment, treating team members well and valuing equality. Both participants highlight the significance of building trust and fostering a sense of ownership among team members.

On the other hand, Laissez-faire Leadership is implemented by Participant B and Participant C. They adopt a hands-off approach, providing

autonomy to their workers. Participant B trusts the expertise of their farmers, allowing them to work independently with minimal guidance. Participant C, managing a coffee business remotely, lets the coffee farmers handle their tasks, intervening only when personal problems arise, and providing advice.

Transactional Leadership, focusing on structured procedures, accountability, and reward systems, is demonstrated by Participant A. The participant employs incentives to motivate workers, linking rewards to the completion of tasks and the overall success of the business.

However, the most prevalent leadership style among the participants is Transformational Leadership due to all three participants emphasize the importance of motivating and inspiring their teams. Participant A stresses the significance of blending into social activities, treating workers as friends, and creating a happy work environment. Participant B recognizes and compliments good work, fostering motivation for better performance. Participant C motivates workers by explaining how the products contribute to the community and encouraging them to envision positive changes in their lives.

In conclusion, the participants favor transformational leadership, which goes beyond task management, focusing on inspiring belief systems and core values. The emphasis on motivation, collaboration, and shared purpose aligns with the participants' goals of improving business growth and creating adaptable work environments.

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5.2.2 The Challenges of Leadership Faced by Social Entrepreneurs in Sabah, Malaysia

Research Objective 2 is about identifying the challenges of leadership faced by Social Entrepreneurs among the indigenous KadazanDusun community in Sabah, Malaysia. The analysis of data led to the following findings.

All the participants stated their challenges through the interview sessions conducted by research which are, lack of technology, pest management issues, insufficient capital as well as workforce issues. Somehow, not all the participants have the same challenges in their line of business.

The findings of the data highlight several challenges faced by social entrepreneurs in Sabah, Malaysia, particularly in the paddy planting and coffee industries. These challenges, as identified through interviews with participants, encompass lack of technology, pest management issues, insufficient capital, workforce issues, no market access, and logistic issues.

The absence or insufficient integration of technology poses significant challenges for social entrepreneurs. This challenge is particularly pronounced in the paddy planting sector, where machinery breakdowns disrupt operations, making processes more labor-intensive. Both Participant A and Participant B face difficulties in accessing machinery for paddy cultivation, impacting the efficiency and productivity of their social businesses.

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Pest management is a critical challenge in the paddy planting industry, affecting the quality and growth of rice crops. Both participants in this sector, Participant A and Participant B, highlight the presence of pests such as birds, eels, snails, and insects, which significantly disrupt the paddy planting process. Effective pest management strategies are essential for ensuring successful and sustainable cultivation.

Insufficient capital emerges as a formidable challenge for social entrepreneurs in both the paddy planting and coffee industries. Participants A, B, and C all face financial constraints that hinder their ability to address social issues effectively. The lack of funds impacts various aspects, including addressing pest-related issues, packaging products, marketing initiatives, and supporting workers and their families.

Workforce challenges are consistent across all participants. Issues such as insufficient employee engagement, communication breakdowns, and conflicts within the workforce can hinder the pursuit of social goals. Additionally, attracting and retaining talent aligned with the social mission proves challenging, emphasizing the importance of addressing internal dynamics and fostering a motivated team.

The absence or limited market access is a significant barrier for social entrepreneurs, particularly those operating in rural areas like Tambunan and Kundasang. Participant B mentions the lack of market access for villagers to town markets, while Participant C's coffee farmers in Kundasang have limited exposure to broader markets, affecting the distribution and consumption of their products.

Logistic challenges, specifically related to shipping delays, packaging issues, and expensive shipping fees, are highlighted by Participant C in the coffee industry. These logistic issues impact the efficient transportation of coffee beans from Sabah to Cyberjaya, affecting the overall operations and costs of the business.

In summary, these challenges underscore the complex landscape that social entrepreneurs navigate in Sabah. Addressing these issues requires a holistic approach that includes technological advancements, effective pest management strategies, sustainable funding solutions, workforce management, improved market access, and streamlined logistics. These findings contribute valuable insights for developing strategies and interventions to support the growth and impact of social businesses in the region.

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5.2.3 The Ways of Social Entrepreneurs Improve Their Social Businesses in Sabah, Malaysia

These findings contribute valuable insights for developing strategies and interventions to support the growth and impact of social businesses in the region. The findings from the data reveal the diverse strategies employed by social entrepreneurs in Sabah, Malaysia, to enhance their social businesses. The identified ways to improve social businesses include Technology Integration, Financial Management, Pest Control, Employee Management, Market Entry, and Logistics Management.

Social entrepreneurs emphasize the strategic incorporation of technological tools to enhance business efficiency, decision-making, and community engagement. It involves adopting digital platforms, software applications, and data analytics systems to align with organizational goals and achieve positive social outcomes. Participants acknowledge the importance of technology as an enabler to scale impact and address social challenges innovatively.

Effective financial management is critical for social businesses. Strategies involve minimizing costs, strategically allocating resources, and adopting technologies to streamline operations. Participants shared their experiences, with Participant A highlighting the challenges of paddy farming expenses and government support, while Participant B mentioned winning a pitching competition and securing grants to start and improve their business.

Social businesses in agriculture face pest challenges, and participants have devised eco-friendly solutions. The emphasis is on organic and biological pest control, avoiding synthetic chemicals. Both participants, A and B, shared their methods, with A using insecticides and noise deterrents for birds, and B incorporating flowers like Bunga Tahi Ayam to confuse insects during paddy growth.

Employee management is multifaceted, covering recruitment, development, and fostering a positive work environment. Participants stress the importance of transparent communication, avoiding conflicts, and ensuring that everyone is on the same page. Flexibility is also highlighted by Participant

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C, who offers part-time options to accommodate family responsibilities.

Market entry for social businesses in rural areas aims to create economic opportunities for the community. Participants B and C, operating in rural settings, express a commitment to help rural people by providing market access. Participant B aims to expose quality rice products from Tambunan to a wider audience, while Participant C buys coffee beans from rural farmers, processes them, and sells the products in a coffee shop, sharing the farmers' stories.

Logistics management involves the efficient movement of goods and services. Participant C addresses logistics challenges, such as shipping delays and high fees, by using profits from selling high-quality coffees to overcome these issues.

In summary, the findings highlight the resourcefulness and adaptability of social entrepreneurs in Sabah, each employing unique strategies to overcome challenges and contribute positively to their communities. The solutions reflect a blend of modern technologies, eco-friendly practices, transparent communication, and a commitment to social impact.

5.3 Contribution of Research

This research study delves into the challenges faced by Sabahan KadazanDusun social enterprises in developing leadership competencies and attributes. The significance of this research lies in its contribution to both academia and the practical realm of social entrepreneurship. By thoroughly examining the hurdles associated with leadership development within this specific community and industry, the study offers valuable insights that can inform future research endeavors and contribute to the enhancement of leadership practices.

Firstly, the research contributes to the academic understanding of leadership challenges in the context of Sabahan KadazanDusun social enterprises. It provides a nuanced exploration of the unique socio-cultural and economic factors that influence the development of leadership competencies within this specific community. This nuanced understanding can enrich

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existing leadership theories, offering a more comprehensive and culturally sensitive perspective on leadership development within diverse contexts.

Secondly, the study contributes to the practical realm by offering actionable insights for Sabahan KadazanDusun social entrepreneurs and policymakers. The identification of challenges in developing leadership competencies serves as a roadmap for implementing targeted interventions and support mechanisms. Social entrepreneurs can leverage these findings to tailor leadership development programs that address the specific needs and cultural nuances of the Sabahan KadazanDusun community, ultimately fostering more effective and culturally resonant leadership practices.

Furthermore, the research contributes to the broader field of social entrepreneurship by highlighting the importance of context-specific approaches to leadership development. Recognizing that leadership challenges are influenced by cultural, social, and economic factors, the study advocates for tailored strategies that go beyond generic leadership models. This has implications not only for Sabahan KadazanDusun social enterprises but also for social entrepreneurship initiatives in diverse cultural settings, emphasizing the need for context-sensitive leadership development practices.

This research study contributes both academically and practically by shedding light on the challenges faced by Sabahan KadazanDusun social enterprises in developing leadership competencies. By offering a nuanced understanding of these challenges, the study provides a foundation for future research and informs actionable strategies to enhance leadership practices within this specific community and potentially in similar cultural contexts.

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5.4 Limitations of Study

The research study on "Examining the Challenges in Developing Leadership Competencies and Attributes Among Sabahan Kadazandusun Social Enterprises" presents several limitations that warrant consideration. Firstly, the study's generalizability may be limited due to its focus on a specific demographic—Sabahan Kadazandusun social enterprises. The findings may not be universally applicable to social enterprises in different cultural contexts or regions, thereby restricting the broader applicability of the research outcomes.

Secondly, the study's reliance on self-reported data from participants introduces the potential for response bias. Participants may provide socially desirable responses, leading to an overestimation of positive leadership development practices. Additionally, self-reporting may not capture the nuanced challenges and intricacies associated with leadership competencies and attributes, as participants might not fully disclose certain difficulties, they encounter in the development process.

Furthermore, the cross-sectional nature of the research design limits the ability to establish causation. The study provides a snapshot of challenges faced by Sabahan Kadazandusun social enterprises at a specific point in time, but it does not explore the dynamic nature of leadership development over an extended period. Longitudinal studies would be essential to track the evolution of leadership competencies and attributes within these enterprises and identify changes and trends over time.

Moreover, the research may be constrained by the availability of resources, including time and funding. A more comprehensive investigation might require a more extended data collection period, a larger sample size, or the inclusion of multiple research methods. The current limitations may affect the depth and breadth of the insights obtained, potentially hindering a thorough understanding of the challenges in leadership development among Sabahan Kadazandusun social enterprises.

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In conclusion, while the research study provides valuable insights into the challenges of developing leadership competencies and attributes within Sabahan Kadazandusun social enterprises, it is essential to acknowledge and address these limitations to ensure a nuanced and contextually relevant interpretation of the findings.

5.5 Recommendations for Future Research

The research study on "Examining the Challenges in Developing Leadership Competencies and Attributes Among Sabahan Kadazandusun Social Enterprises" opens avenues for future research that could contribute to a deeper understanding of leadership development within this specific context. One potential area for exploration is a comprehensive examination of the specific leadership competencies and attributes that are most crucial for success within

Sabahan Kadazandusun social enterprises. This research could involve a detailed analysis of the unique cultural and contextual factors that influence effective leadership within the community, shedding light on the competencies that play a pivotal role in fostering sustainable and impactful social enterprises.

Furthermore, future research could delve into the strategies and interventions that prove most effective in addressing the identified challenges in developing leadership competencies and attributes among Sabahan Kadazandusun social enterprises. This could involve the implementation of targeted leadership development programs, mentorship initiatives, or community-based approaches tailored to the cultural nuances of the Sabahan Kadazandusun community. Understanding the practical measures that can be taken to enhance leadership development within social enterprises in this specific cultural context would provide valuable insights for both researchers and practitioners.

Another promising avenue for future research is an exploration of the role of education and training in nurturing leadership capabilities among the Sabahan Kadazandusun population. Investigating the existing educational infrastructure and programs that contribute to leadership development, as well as identifying areas for improvement, can provide actionable insights for policymakers and educational institutions. This research could offer recommendations for curriculum enhancements, training initiatives, and educational policies that align with the unique needs of individuals aspiring to lead within Sabahan Kadazandusun social enterprises.

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In conclusion, by further investigating the specific competencies, contextual factors, effective strategies, and educational influences related to leadership development in Sabahan Kadazandusun social enterprises, future research can make valuable contributions to both academic literature and practical initiatives aimed at strengthening leadership within this community.

5.6 Summary

In conclusion, the research study on "Examining the Challenges in Developing Leadership Competencies and Attributes in Improving Sabahan Kadazandusun Social Enterprises" sheds light on the multifaceted challenges

faced by social enterprises within the Sabahan Kadazandusun community. The findings underscore the significance of leadership development in fostering sustainable growth and success. While certain challenges were identified, such as the need for effective communication, resource management, and adaptation to evolving technology, participants demonstrated diverse strategies in overcoming these obstacles.

Notably, the importance of building strong relationships with government agencies, industry suppliers, and fellow paddy and coffee farmers emerged as a recurrent theme. Additionally, a proactive approach to technological limitations was highlighted, emphasizing the adoption of natural methods in the paddy planting process. The study also showcased the effectiveness of inclusive leadership styles that prioritize equality, positive communication, and collaborative problem-solving.

However, it is crucial to acknowledge the limitations of the study, such as its focus on a specific demographic and the potential for response bias in self-reported data. These limitations suggest the need for further research to explore the dynamic nature of leadership development within Sabahan Kadazandusun social enterprises over time.

In essence, the findings contribute valuable insights for both practitioners and policymakers in the Sabahan Kadazandusun community, offering actionable recommendations for enhancing leadership competencies and attributes in social enterprises. This research lays the groundwork for future endeavors aimed at fostering sustainable and resilient social entrepreneurship within this unique cultural context.

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APPENDIX A: GANTT CHART (PSM 1)

NO.	ACTIVITY	WEEK														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	FYP 1 Informations															
2	FYP 1 Briefing															
3	Choose and Discuss Title															
4	Confirmation and Submission of Title															
5	Search Related Article Reviewing															
6	Chapter 1: Introduction Writing															
7	Chapter 2: Literature Review Writing															
8	Chapter 3: Research Method. Writing															
9	First Draft Submission															
10	FYP 1 Finalization															
11	FYP 1 Presentation															

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GANTT CHART (PSM 2)

NO.	ACTIVITY	WEEK														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	FYP 2 Briefing															
2	Develop Interview Questions															
3	Conduct Interview															
4	Start Transcript Writing															
5	Data Analysing															
6	Chapter 4: Data Analysis and Findings Writing															
7	Chapter 5: Summary and Recommendations Writing															
8	Submission of Chapter 4 and 5 for checking															
9	FYP 2 Presentation															
10	FYP 2 Finalization															
11	FYP 2 Submission															

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APPENDIX B: INTERVIEW PROTOCOL

In-depth Interviews (IDIs) Information Profile

INFORMATION PROFILE

In-depth Interviews

Introduction

Greetings, I am Annabelle Esther Mikal and currently conducting a degree- level research study to Examining The Challenges in Developing Leadership Competencies and Attributes in Improving Sabahan Kadazandusun Social Enterprises. In this research study I am going to explore through qualitative research paradigm viacase study approach the social entrepreneurs who owns social businesses in Sabah, Malaysia. This research study's main goal is to find how social entrepreneurs overcome their challenges in developing leadership attributes and competencies to improve the social business in Sabah, Malaysia.

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What is the purpose of this study research?

The purpose of conducting this study is because I am interested in discovering how social entrepreneurs run their social businesses considering the obstacles they must overcome along the way.

What will occur if you participate in this study research interview?

When you partake in this study research interview, I will ask you a few open-ended questions about your social business and the challenges that you have encountered as you built your own leadership skills and competencies to grow your social enterprise in Sabah, Malaysia.

How long will the duration of this research study interview be conducted?

The duration of this research study interview will be conducted in less than 60 minutes.

What risks can be expected from being in this research study interview?

Participation in any research study interview may involve your time. However, the researcher will make sure to not lengthen the interview session so that the participant's schedule will not be disrupted. Moreover, in this study research interview may take less than an hour depending on the depth of this study. The researcher will consider the participants availability as well as their willingness to commit in the research study interview process.

What are the benefits in taking part in this study research interview?

As a participant, the benefits in taking part in this study research interview is to help the researcher to gain more knowledge about the social businesses among KadazanDusun social entrepreneurs. Not only that, the participant will get more awareness towards their social businesses.

What are the choices do I have if I do not take part in this study research?

As a participant, you are free to choose whether to participate in this research study interview. Therefore, it is with great appreciation if the participant could consider sharing experiences and help the researcher with the data collections so that the researcher's project would be made possible and successful.

What are my rights if I take part in this study research interview?

As a participant who has willingly elected to partake in this research study interview, you possess certain rights that the researcher is committed to honoring. These rights encompass the right to provide informed consent. The researcher will ensure that you are well-informed about the nature of your involvement. Prior to engaging in this research study, participants will be fully apprised of the study's objectives, procedures, potential risks, benefits as well as their rights.

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Who can answer my inquiries about the study research?

The researcher will be the person who is in charge of answering any inquiries regarding the study research. The participants may contact the researcher through e-mail for further inquiries (Email: B062010096@student.utem.edu.my).

How should I give my consent to participate in this study research interview?

Participants may give their consent to participate in the study research interview to the researcher before or during the interview session for this study research.

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Personal Interview Consent Form

CONSENT FORM

Study Title: Examining The Challenges in Developing Leadership Competencies and Attributes in Improving Sabahan Kadazandusun Social Enterprises

Researcher: Annabelle Esther Mikal (B062010096)

Universiti: Universiti Teknikal Malaysia Melaka (UTeM).

This study research has been explained to me in a language that I can understand. All the questions that I had about the research study have been answered. I understand what will happen during the interview and what is expected from me.

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I have been informed that I have the right to refuse whether to take part in theinterview and that if I choose to refuse, I do not have to give a reason, and therewill be no prejudice expected. I have been informed that anything I say during the interview will remain completely private and confidential.

I have been explained that the researcher finds it helpful and beneficial to use myown words when writing up their findings for this study research.

Choose Response:

I have agreed to take part in this study research.		
I have agreed that my own words will be used in this study research.		

Participant's Signature:

NAME (in capital letters)	**SIGNATURE**	**DATE (in DD/MM/YYYY)**

Signature of Researcher Documenting Consent:

I have discussed the research study with the participant's name as above, in a language he or she can understand and comprehend. I believe that he or she has understood my explanation about the research study and has agreed totake part in the interview.

NAME (in capital letters)	SIGNATURE	DATE (in DD/MM/YYYY)

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Participant/Informant Interview Questions

(Face-to-Face and Online Interview)

INTERVIEW QUESTIONS

Interview Focus: Examining The Challenges Faced by Social Entrepreneurs In Developing Leadership Attributes And Competencies To Improve Social Business Of The Indigenous Kadazandusun Community In Sabah, Malaysia.

Participant ID:_____Gender: Male/Female

Case Location:_____Date:_____

INTRODUCTION

I am_____from _____

Briefly explained and understood:

- General purpose of the research study.
- Aims of the interview and expected duration of the research study.
- Persons involved in the process (interviewer and interviewee).
- The importance of participant cooperation in the research study.
- The result of the collected data information as well as participant benefits towards the research study.
- The consent of the participant involved in the research study.

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Background Information [Social Entrepreneur]

1. May you please introduce yourself?
2. May you provide some background information about yourself as a social entrepreneur?
3. Can you please let me know a little background story of your social business?
4. May I know your current age and the age when you started your social business?
5. As you started the social business in your field, what inspires youthe most?
6. May I know what are the products and services that you offer and provide in your social business?
7. May I know what was your mission at the start of your social business?
8. May I know where is your business located?
9. May I know what made you decide to choose this location or your business start-up?
10. May I know how many employees do you have?
11. May I know how much product do you produce in a day?
12. Among all the products that you sell, which product(s) is the best seller?
13. May I know if your social business ever had any collaboration with any businesses before?
14. May I know if your social business is fully owned by yourself or is it a sharing business?
15. May I know if you have any other businesses other than the social business that you own now?
16. What were the initial funding sources of your social business?

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Questions by interviewer:

Now, I'd like to explore some inquiries regarding the hurdles you have encountered as a leader in your social business, striving to cultivate leadership qualities and capabilities for the enhancement of your social business within the esteemed indigenous KadazanDusun community in the region of Sabah, Malaysia to gain a better understanding of your experiences and insights.

Domain	Topic and Probes
Challenges in Social Business as A Leader	Based on your leadership experience in the realm of social entrepreneurship, there must have been obstacles that you encountered while establishing your social business. Here are some key questions to consider: **1. Resource Challenges** • How did you handle any resource constraints and what did you do to secure the funding of your social business? **2. Balance Purpose and Profit** • How did you make sure your social mission helps people while also making money to keep going? • Have you ever had any challenges between profit-making and your social impact? If yes, how did you manage to overcome it? **3. Scaling Impact** • What are the strategies that you have implemented to scale the impact of your social business while maintaining quality of your products? **4. Sustainability** • How do you ensure long-term sustainability of your social business? **5. Market Competition**

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	• In your line of business, have you ever encountered any competition? • Can you let me know the challenges that you have faced in the competitive market? **6. Regulatory and Legal Hurdles** • Do you ever encounter any legal challenges in running your social business? • How do you overcome these problems? **7. Human Resource Challenges** • Have you ever encountered difficulties when recruiting or while looking for employees? • What are the challenges you face when handling your employees? **8. Market Access** • Do you offer deliveries for your products to customers? • Did you use any sort of platform or application for delivering your products? • How did you overcome challenges when it comes to delivering products, especially in areas where it is hard to reach?

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Leadership Attributes and Competencies as A Social Entrepreneur	As a leader in a social enterprise, there must be leadership attributes and competencies that you have contributed to building your social business. These are some significant concerns to consider: **1. Purpose and Goals** • What is the vision that drives your work as a social entrepreneur, and how do you communicate this vision to your team? **2. Adaptability** • How do you respond to unexpected challenges in building your social business? **3. Team Building and Motivation** • How do you build and lead your team to be committed to your social mission? • What are your strategies used to motivate your team to work towards your goals? **4. Effective Communication** • Can you share examples of effective communication practices that you employ towards your employees? **5. Empathy and Community Engagement** • What strategies do you use to engage with and involve the community in your initiatives? **6. Collaboration and Partnerships** • How do you build and maintain collaborative relationships with other organizations to maximize your social impact? • Can you share examples of successful collaborations or partnerships that have enhanced your work?

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APPENDIX C

TRANSCRIPT 1

Participant A

I: Hello and a very good day. My name is Annabelle Esther Mikal from Universiti Teknikal Malaysia Melaka (UTeM). How are you today?

P: Hello, *Kopivosian* (Greetings) Annabelle. I am doing well.

I: Okay so today I will be interviewing you.

P: Okay sure.

I: First, will you please introduce yourself and provide some background information about yourself as a social entrepreneur.

P: *Ya, kotohuadan tati Annabelle. Ngaan ku nopo nga ih Hilary Disimon mantad Kg. Bongoon, Penampang om umul ku nopo nga baino himo ngopod om onom toun. Ih tuminipun zou do mobuvad di ih umul ku apat ngopod om vahud toun ih kahapazo bakalaja do bank. Baino ih kuvo, ih zapa ku nopo nga mobuvad nogi om nokoretired noh sido lah, so izou di guminanti isido.*

(Thank you miss Annabelle. My name is Hilary Disimon from Kg. Bongoon, Penampang and I am 56 years old. I started planting paddy when I was 48 years old after I retired from the bank Maybank. My father was also a paddy planter in has retired since then. Now I am taking over his position.)

I: Okay thank you for introducing yourself. Now, may I know when and what year did you start your social business?

P: *Oh ahh, tuminimpun zou id toun duvo ngoibu opod om himo ih kahahapazo bakalaja id bank yo. Om baino ih tih noh ie maan ku mobuvad do pa'ai. Ih pa'ai tih nopo nga ih bibit dau nopo nga mantad di Jabatan Pertanian. Itih nopo nga subsidi mantad Jabatan Pertanian monuhung do ngaavi ih mobuvad ngaavi.*

(I started in 2015 after I retired from the bank. This is the area where I plant my paddy. The paddy seeds for planting are a subsidy from jabatan pertanian given to paddy planters like me.)

I: Ahh okay very interesting. May I know what inspired you the most as you started your social business?

P: My father was my inspiration. When he was young, he learnt about paddy planting from his father and his aunties. With the income he gets after harvesting, he was able to send my two younger sisters for further studies and income from planting paddy was feasible.

I: Can you share what is your social mission for your business?

P: Sabah rice input is about 30% for the state. The government still needs to import rice from other countries to sustain the needs of many Sabahans. My aim is to assist the state to increase the production of paddy to enable Sabah to be self-sustainable in this agriculture sector. So my social mission is to produce as much paddy for the people of Sabah, mainly in my district Penampang.

I: Do you mind sharing the location of your business and what made you decide to choose this location for your business?

P: My business is located mainly in the district of Penampang, Sabah. I am living in Penampang, so the area where I am planting my paddy is reserved for paddy conservation area.

I: Do you ever have any collaborations or joint ventures with another local business in Sabah or any businesses internationally?

P: So far, I never had any collaborations or joint ventures because I am only planting paddy for the local market and to increase the production of paddy for sustainability of my people.

I: Do you mind sharing what were the initial funding sources of your social business?

P: My initial capital to start my paddy farming is RM50,000. However, since paddy takes four months to mature until harvesting, additional expenses are incurred.

I: What have you successfully achieved to further improve your social business?

P: I was selected as Petani Padi Cemerlang in 2022. The state government was kind enough to give some cash incentive to assist me with the expenditures incurred. These have automatically helped me in my social business.

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I: Based on your leadership experience in the realm of social entrepreneurship, there must have been obstacles that you have encountered while building your social business. So here are some questions for you to consider.

P: OK sure.

I: First question, what are the challenges that you have faced throughout your business journey? Explain them briefly.

P: The challenges I face are mainly from my workers. I need to give them financial support while waiting for the income from the sale of paddy after harvesting. Besides that, I need to finance their renewal of work passes. All of this I must utilize my own money first. Only after we get our income, only then I will claim back what I have spent on my workers. Not only that, but nature is also a challenge. We have to tackle a problem arising from birds, eels, snails and other insects which are considered as pests in the paddy field. This subsidy given by the government agency is insufficient and I need to spend extra with my own money to purchase insecticides to tackle the problem.

I: Ohh I see that must be very challenging as a social business owner to handle. So how did you handle any challenges related to financial resources?

P: Besides buying extra in insecticides, we have to depend on DIY method to reduce costs.

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I: How did you balance your social mission while making money to keep going?

P: Paddy takes four months to ripen for harvesting. Initially when I started, I need to use my own capital for whatever is needed at the paddy field. Overhead cost is high and a lot of sacrificing to do. However, after harvesting, I get my returns and that is what I used to roll for the next season. This has been my practice until now.

I: What strategies did you implement to scale the impact of your social mission while maintaining good quality products and services?

P: I will grab whatever the government aid gives to paddy farmers. For pests, if I can get rid of them manually, I will do so. This method will decrease my dependency on insecticides thus reducing costs.

I: How do you ensure a long-term sustainability of your business?

P: First of all, I must have good experience workers. I have three workers and they have been with me for about 10 years. I take care of their welfare and in return they remain loyal to me. Together, we work towards our goals in a friendly and collaborative way. I focus on creating a happy environment as an owner because I believe that when everyone is happy, we work better together. Joining in their social activities is important to me; it helps build trust and earns their respect. During our discussions, we treat each other like friends and make sure everyone feels equal in our team. We really try to keep things positive and avoid conflicts. Instead of arguing, we focus on solving problems in a positive way together. Our goal is to make a work environment where everyone feels valued. Besides that, good rapport with government agencies, companies supplying plough and harvesting machinery as well as good relationships among fellow paddy farmers to help prolong the paddy planting and the business.

I: In your line of business, which is the paddy planting business, the competition must be great. Do you mind sharing any competition?

P: As far as I have been in this business, there is close to no competition among paddy planters. We try to do our best at the same time we assist each other in any ways we can.

I: Can you let me know the challenges that you have faced in the competitive market? How do you face these challenges?

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P: As for paddy, the purchase price is very controlled. It is only the machinery whereby the private company will charge a bit higher due to the increase of costs of transportation and spare parts.

I: Do you have any difficulties in recruiting the right employees?

P: I screen my employees and monitor them while they are doing their work in the paddy field. If they do not have the experience, I will look for a replacement. Since we only get our paddy income once in four months, I need to advance them cash for their daily use until harvesting. Hence, I need to be thrifty with my cash.

I: As a leader in a social enterprise, there must be leadership attributes and competencies that you have contributed to building your social business. So here are some significant concerns to be considered. First of all, what is the vision that drives

your work as a social entrepreneur and how do you communicate about this vision of yours to your team and employees?

P: My vision is to make Penampang district a high paddy yield area. I encourage my team to maintain a positive mindset. I believe that when we achieve higher productivity, it directly leads to increased income for all of us. By fostering a positive outlook, I aim to motivate my workers to contribute to our collective success and enjoy the benefits that come with it, both individually and as a team. Furthermore, we may get recognition from various agencies and also receive cash incentives which I will share equally with my workers.

I: Ohh that is very interesting. Will you let me know how do you respond to unexpected challenges in building your social business?

P: I take the challenges one at a time. The solution will be through Jabatan Pertanian as well as Peladang. These government agencies will assist farmers the best way they can. As a last resort, we have to handle it by ourselves but will increase our expenses.

I: As a leader, how do you build and lead your team to be committed to your social mission?

P: I do not treat my workers as 'workers'. I treat them as friends and get the work done together smoothly. When everyone is happy, productivity will surely increase. I always blend into their social activities, to gain their trust and respect.

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I: What are your strategies used to motivate your team to work towards your goals?

P: We plan together what is to be done. They will give their feedback and I will try as much as possible to get the materials needed for the improvement of the paddy field. Also, normally I will foster effective communication with employees is essential for the success of the cultivation process. Firstly, establishing open channels for dialogue is crucial, encouraging employees to express their thoughts, concerns, and ideas. I also will give my workers incentives before they receive their monthly income. But they will only get their monthly income after finish harvesting. The incentive that I give them is so they can keep working with me at the same time they can afford their own living.

I: Can you please share an example of effective communication practice that you employ towards your employees?

P: We discuss as friends. No one is higher than the others. We try not to bring arguments in but instead resolve the issues by giving positive responses.

I: That is good to hear. Okay, so what strategies do you use to engage with and involve the community in your initiatives?

P: Community is not involved in our paddy planting. We do it ourselves and respect the surroundings around us. We try not to get into the community's private space.

I: How do you maintain collaborative relationships with other businesses to maximize your social impact?

P: We built a good rapport with the rice mill operator and government agencies for a smooth running of my paddy planting business.

I: Last question, can you please share examples of successful collaborations that have enhanced your work?

P: Having an early meeting and discussion with those involved before the planting season starts to ensure the smooth running and delivery of machinery, water, seedlings, fertilizer, and insecticides to be used at the paddy field.

I: As we conclude our interview session, I want to extend my heartfelt gratitude for your thoughtful responses to the array of questions I had prepared. Your willingness to share your insights and experiences is truly appreciated, and I am thankful for the time you dedicated to this discussion.

P: Alright, I am glad and happy to help you in your final year project. Good luck and all the best ya Annabelle.

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TRANSCRIPT 2

Participant B

I: Hi, *Kopivosian!* (Greetings). How are you doing madam?

P: Hello, *Kopivosian!* (Greetings). Doing good but a little bit tired *sebab tadi saya baru sahaja habis online meeting.* (Because I just ended an online meeting before ours.)

I: Ahh I see. Wah you are a very busy person. I am glad to be able to have this meeting with you even though it is a little too late.

P: Ya, but it's okay I am glad to have a slot with you to help you with your final year project.

I: Okay thank you so much. So, first, I would like to introduce myself. My name is Annabelle Esther Mikal, 23 years old currently studying my final year in Universiti Teknikal Malaysia Melaka (UTeM). I am from Sabah too, my kampung is in Kuala Penyu, Sabah. With that, may you please introduce and share a little background story of yourself as well

P: Okay. Hi Annabelle, nice to know you. So, my name is Vianney Evana. I am born and raised in Tambunan, Sabah.

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I: Ahh okay nice to know you.

P: So my education background actually last time when I completed my STPM I became a teacher but it's a bit tricky about my life because I just became a teacher for about 3 years then I stopped to continue as a Catholic sister. Um..for around 6 to 7 years. Then I started another job in Kota Kinabalu, Sabah as a Manager of a company from Kuala Lumpur.

I: If you don't mind, may I know the name of the company you worked with that time?
P: Ya sure. The name of the company was Warisan Semboyang Sdn Bhd. But it wasn't a directly. Before I went into that company, I also worked with Boost company as an admin and first ambassador also located in Kota Kinabalu, Sabah.

I: Ahh I see okay, interesting juga oh!

P: Lepas itu, 2 years di sana company pun baru start mau berkembang during COVID-19. So, saya pun struggling pada masa itu because gaji pun rendah. Lastly, saya pun decide untuk stop bekerja disebabkan salary dipotong sehingga 80% dan tidak dapat menampung lifestyle saya. Akhirnya, saya balik ke kampung saya di Tambunan, Sabah.

I: Ahhh kan pasal COVID-19 lah affected most of the companies everywhere..

P: Ya betul tu..

I: So, after the decision what happen?

P: Ya, jadi I packed up everything and left Kota Kinabalu for good..tapi bila saya sampai Tambunan I see a lot of orang kampung stay di rumah saya. Ya lah sebab mereka tidak dapat jalan-jalan pergi mana.

I: Ohh I see..kesian juga kan diorang.

P: Ya..ok so sambung cerita. One day, ada ini satu auntie..dia dating ketuk rumah saya, dia cakap macam ni "Kamu mahu kah beli saya punya beras? Um..saya tiada duit beli barang dapur bah..". Actually saya buli cakap orang-orang kampung di Sabah ni tidak akan pernah berlapar sebab diorang boleh bercucuk tanam tumbuhan macam orang dusun bilang "Buli saja kotu-kotu lomiding (sayur pakis) tepi jalan" tetapi orang kampung tidak ada duit untuk beli barangan dapur lain seperti garam, kicap dan minyak.

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I: Adui..ya betul juga kan.

P: Jadi, itu auntie cakap "Saya ada beras tapi saya tidak ada barangan lain untuk dimasak". Pada masa itu, beras yang dihantar ada dalam 10 kilogram tetapi saya tidak tahu macam mana mahu rate itu beras punya harga sebab kalua saya rate ikut kedai, paling mahal ada dalam RM30 hingga RM40. Tetapi, kalau ikut hati nurani kita..tak kan lah kita mahu bagi dia ngam-ngam sahaja duit itu. So saya decide pada masa itu saya beri dia RM100. So, dari sana lah saya start terfikir apa saya boleh buat untuk bantu orang-orang kampung yang menanam padi.

I: Ohh so begitulah how it all started kan. This is like your little background story.

P: Yes betul. So bila saya berfikir flashback sendiri dulu masa kecil-kecil nenek saya selalu bawa ke sawah padi every weekend untuk menemani dia di sawah padi. But, the

best part and moment adalah bila nenek saya menuai padi, setiap hari Khamis kami akan ke tamu Tambunan untuk menjual beras. Selain jual beras, nenek saya juga menjual kuih-muih yang berasaskan beras juga. Setiap kali saya ikut dia pergi tamu untuk menjual saya diberi gaji. Jadi itu menjadikan saya happy untuk menolong dia berniaga.

I: Wahh biasalah tu kan masa budak-budak happy kalau kena kasi gaji haha

P: Rangkaian cerita itulah yang membuatkan saya fikir "Oh mungkin saya perlu buat sesuatu untuk orang-orang kampung ini". Dari sana lah say amula mengkaji tentang beras-beras ini dan mula nampak hasil thesis orang Master dan PHD especially yang di UMS (Universiti Malaysia Sabah) tentang beras kampung dan saya mula baca tentang kebaikan-kebaikan beras kampung. So saya mula tertarik..eh kalau dengan value beras kampung itu actually tidak boleh jual dengan harga yang murah.

I: Ohh I see..so after you learn the information you got an idea lah..

P: Ya betul jadi bila saya ingat balik auntie yang datang menjual beras kepada saya itu dan saya hanya bagi RM100 sebenarnya tidak cukup dan tidak sampai price value pun. Jadi di sana lah mula saya fikir lagi apa yang saya boleh buat ya untuk mereka. So I shared this story on Facebook, because pada masa PKP itu most of the people are on social media. Banyak kawan-kawan Facebook saya yang nun jauh di bandar nampak dan mereka pun mula comment "Eee kami pun rindu betul sama kampung, kami pun rindu mau makan beras kampung". Diorang pun susah mau balik kampung sebab PKP and even di tamu Donggongon jarang sudah ada beras kampung.

I: Ahh iya betul tu sebab kalau ikut kan..saya tinggal dekat dengan area Donggongon jadi pada masa PKP tu betul-betul kurang sudah orang kampung yang berjualan sebab susah dorang mau turun pergi bandar kan ada road restrictions.

P: There is where I saw an opportunity untuk tolong orang kampung untuk menjual beras kampung. Pada masa itu, saya pun guna saja apa-apa materials yang sedia ada contohnya packaging. Saya hanya guna plastic Panjang yang biasa tu yang main ikat guna getak dan tulis harga RM10.

I: Ahh I see..

P: Bila saya first menjual sudah, husband saya ada bagi saya modal sebanyak RM2000 untuk mulakan business dan membeli beras tersebut daripada orang kampung. So bila

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saya sudah dapat sedikit profit saya gunakan balik untuk beli better packaging. Saya guna stand pouch lah yang clear.

I: Ohh ya ngam lah tu begitu..supaya nampak juga step by step kamu dari mula berniaga then ada upgrade juga.

P: Betul..lagipun kita mahu naikkan dia punya value supaya dapat jual pada harga yang lebih mahal. On that time, saya dapat juga jual dalam RM12.

I: Ohh so dalam satu pek RM12 tu usually berapa gram kamu jual?

P: Pada masa itu, saya masih jual dalam 1 kilogram and waktu itu saya tiada target market lagi sebab saya fikir pada waktu itu semua orang mau beli sebab semua orang makan nasi kan. After that, saya start join lah Pitch Borneo 2021 Competition..pitching competition ini adalah secara online. Thanks God saya berjaya untuk win that competition, the first competition and saya dapat around RM20,000 as reward to really start my business ini.

I: Ohh wow congratulations!

P: Dengan kemenangan itu, saya upgrade lagi beras kampung punya packaging kepada packaging yang ada holder. So bukan saja dia clear and transparent dia juga ada holder.

I: Okay sangat-sangat inspiring..

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P: Thank you..and then start this year (2023), kami dapat geran daripada Yayasan Hassanah RM100,000. Jadi packaging pun dinaiktarafkan lagi kepada vacuum packed sebab sudah ada machine sendiri. Start daripada 2021 sehingga sekarang kita belajar setiap hari.

I: I see ya betul tu. Everyday kena learn..

P: Daripada jualan saya all this time pernah drop, dapat feedbacks dari customer seperti mereka katakana “cantik sudah packaging kamu sekarang ziplocked, ada holder” so dari sana mereka sudah start suka dan tourist juga start beli. At that time, saya sudah mula jual 500 grams dan saya juga sudah tahu target market saya salah satu adalah tourist.

I: Ohh itu masa lifted up sudah PKP kan

P: Yes dalam pertengahan hingga hujung tahun 2022.

I: Okay, so biasanya kamu menjual beras kampung itu di mana? Adakah di Urban Tamu or Jesselton Artisan Market?

P: Ohh yes dulu saya join itu every month and any EXPO saya join untuk expose brand kami Wagas de Asi. Saya juga join event Iltizam Social Intake Accelerator Sabah which is organized by SCENIC and EQUINAS. So, waktu itu awal tahun mereka suruh saya draf apa saya punya target every month and every year. Jadi, last year saya punya target adalah saya mahu buat awareness. Selama awareness itu saya banyak join events and EXPO.

I: Ohh so pada masa itu, you just focus on exposure for your products lah kan. Mmm okay..

P: Dan saya juga mula menceritakan kepada orang kepada customers yang saya bukan hanya jual product beras kampung tetapi juga kelebihan dan effort petani-petani di kampung saya sebab semua ini terjadi disebabkan saya punya petani dan bukan sebab saya mau jadi kaya.

I: So this is like your social mission kan.. which is to bantu your petani not just around Tambunan but everywhere else.

P: Yes betul. Actually saya juga mahu memperbaharui cara petani daripada cara penanaman dan juga pengkomersialan. Sebab kita memang tahu yang mereka ini expert dalam pertanian but they still have a traditional way haha so kita bagi kita diorang slowly and sedikit suntikan kemodenan supaya hasil tuaian dorang tambah berkualiti. Saya selalu memberitahu dorang “Bila kita dapat menghasilkan hasil tuaian yang berkualiti, ertinya kita dapat menjual dengan harga premium lagi”.

I: Ya maksudnya nilai dia lagi tinggi and maybe production pun akan bertambah dari sana.

P: Mm betul.. dulu satu ekar dorang hanya dapat menghasilkan 500 kilogram sahaja

I: Ohh itu kira sedikit saja lah kan

P: Yes dikira sedikit tu. Sekarang, dorang dapat harvest padi dalam 1 hingga 1.5 tan

I: Ohh so memang huge improvements lah kan dari dulu..ini after ada machinery kah?

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P: Actually kita masih kurang machineries. Kami di Tambunan actually bukan macam di Penampang atau Papar yang ada itu machineries. Kami masih guna cara traditional tapi um ok dari aspek penanaman eh.. actually dari sesi pertama lagi iaitu sesi pemilihan benih. Dari pemilihan benih kita sudah ajar diorang macam mana mau pilih benih yang berkualiti. Bila kita tanam benih yang berkualiti ertinya kau akan menghasilkan padi yang berkualiti dan beras yang berkualiti. Sometimes banyak sudah benih dorang tabur tapi kadang-kadang ada benih yang tidak bagus dan berkualiti.

I: Ohh so begitu pula..jadi, ini benih mau dipilih satu-satu atau macam mana ya?

P: Ya, kita ada teknik untuk pemilihan benih di mana kita akan rendam benih itu dulu. So yang floating itu adalah benih yang tidak sihat.

I: Ohh yang kosong lah kan so benih itu dibuang? Ok, so let's say kalau saya ada di Sabah bolehkah saya dating visit kamu di Tambunan boleh?

P: Boleh-boleh..actually kami menjual experience juga. Ada package yang kami tetapkan untuk sesiapa yang dating boleh experience how to harvest, tampi padi and mana mau lerai jerami padi. Makanan tengahari dan beras kampung juga disediakan dalam package yang berharga RM35 lah.

I: Ohh wah okay bagus juga untuk orang yang mau experience. I will come to visit one day.

P: Kita mungkin start early December 2023. Saya akan buat promotion.

I: Okay. Saya ada satu soalan actually tentang benih. Saya mahu tahu dari mana kamu dapat benih beras kampung? Kamu import kah?

P: Ohh okay good question. So ini benih beras kampung Wagas de Asi adalah heirloom rice memang ada di Tambunan saja. Heirloom rice ini adalah kita punya beras tradisi beras warisan kita. Kita usually akan asingkan hasil tuaian benih dalam satu per empat untuk dijadikan benih untuk penanaman seterusnya. Kita tidak beli daripada pertanian.

I: Ohh ya..ok so actually saya ada interview satu petani di Penampang, yang berada di hadapan ITCC. But you guys are really different from them sebab dorang dapat barang mostly daripada pertanian.

P: Ya betul. Mereka tanam benih PR8 dan PR10. Itu kita panggil benih hybrid.

I: Ohh so dari segi quality pun lain lah tu kan..is it?

P: Yes and then dorang contoh itu padi sudah harvest..next penanaman itu benih tiddak boleh ditanam semula. As I know lah macam itu

I: Ohh two so two different types lah kan diorang punya hybrid and kamu punya memang beras khas kampung..

P: Yes beras tradisi. Khasiatnya pun berbeza sebenarnya. We are so lucky because yesterday, sijil dari lab pun sudah keluar..kami check beras ini punya nutritional facts. And then, lab mengesahkan bahawa mereka tidak dapat detect kandungan gula dalam beras. Pengesahan dalam less than 0.5gram.

I: Ohh wah maksudnya bagus lah tu kan. Eh..so kira sangat bernilai tinggi lah ni kamu punya beras.

P: Ya haha..betul.

I: So saya mau share actually bila saya decide untuk interview petani menanam padi..saya start untuk buat sedikit research tentang beras. Saya dapat tahu yang ini beras banyak jenis and comes with different pricing. So, I think that is what indicates each of its quality. Setahu saya, normally white rice contains more gula daripada brown rice.

P: Ya..sebab itu dipanggil polished rice..sudah dibuka outer layer.

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I: Ohh so that explains the color juga kan?

P: Ya betul, actually kami ada juga yang uhh beras putih tu satu jenis. Tapi the best seller is still beras Ghul dia berwarna kelabu ataupun kita panggil dia beras keladi. Second is brown rice kita panggil “Mondopiton”. Third one is beras “Tadom” which is black rice.

I: Ohh ada pula black rice haha..first time saya dengar black rice. Selalu saya dengar brown rice and red rice saja.

P: Ya yang black rice ni kan actually yang selalu ada dalam makanan traditional kita..

I: Ohh dalam “Linopot” kah?

P: Iya “Linopot”. Tapi dia nampak macam purple colour sebab sudah dicampur sedikit dengan beras putih dalam proses pembuatan ini “Linopot”

I: Ohh okay..wow I learnt a lot of things walaupun baru berapa minit kita bercakap dan bercerita

P: Ya..jadi bila nutritional facts pun sudah keluar saya pun happy. Sebab ya lah siapa bah yang tidak happy!

I: Ya betul ini kira your achievements lah.

P: Haha ya, actually petani punya achievements..

I: So, meaning the facts can be printed out lah kan on the product packaging..

P: Ya sebab all this time kami mana ad aitu nutritional facts..

I: Ya kan..jadi mesti with the nutritional facts printed tambah lah orang percaya kepada product kamu.

P: Ya betul, sebab sekarang ini..dengan nutritional facts itu kita boleh sudah masukkan product itu ke farmasi dan supermarket besar seperti Tong Hing KK. Before this tidak boleh sebab tiada nutritional facts.

I: Ohh begitu. So kiranya, tiadanya nutritional facts dia menjadi halangan dan challenges dalam market kamu lah..

P: Ini menunjukkan kita punya beras tu, kurang gula dan beneficial..sometimes other brands kan, yang mengatakan low sugar tetapi apabila saya sudah membuat kajian actually cara mereka itu tidak healthy lah seperti mereka akan simpan beras itu dalam setahun baru mereka buat packaging demi mengurangkan gula dalam beras..

I: Ohh tapi wouldn't the beras be brittle or low quality

P: Ohh that's why ini beras komersial mereka akan rawat and campur bahan awet..

I: Macam beras di supermarket itu semua beras komersial lah kan? Jadi, kamu punya dipanggil apa ya?

P: Beras kami, beras premium lah hehe..

I: Haha ya betul juga bah..

P: Okay so sekarang I am working with 60 farmers..I am training 60 petani. We are proud to say that kami sudah membantu mereka untuk hasil pertanian sehingga setiap petani boleh earn around RM800 hingga RM1000 setiap bulan..

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I: Ohh so kamu punya workers memang orang Tambunan lah kan? Mostly?

P: Ya memang orang kampung Tambunan..actually you are very lucky to interview me today because just two days ago saya received email daripada IPPGMS, they supported me in funding to help train another 10 petani in Papar.

I: Ohh bagus lah kan..

P: Ya, so kiranya kami akan expand lagi ke area Papar pula. So nect year we will harvest around 10 ekar worth of padi..actually tanah di Papar itu abandoned sawah padi..because ada project Pan Borneo yang sedang membina.

I: Ohh sana..along the way of Papar area..

P: Ya itu kan saya ada tanya kenapa kamu tidak continue penanaman padi? Mereka bilang ada masalah dengan Pan Borneo dan ada masalah air.

I: Ohh begitu..

P: Actually, yang di Papar tu jalan Pan Borneo macam sudah mau siap..

I: Haha saya rasa siap sudah tu especially selepas Agong buat kembara di Sabah..

P: Hahaha betul tu..so if I'm not mistaken next year we will work with Jabatan Pertanian, Pegawai Peladang dan Pegawai Perparitan dan Saliran.

I: Ohh bagus lah tu ngam..

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P: Ya so I hope this pilot test can help open the eyes of the petani-petani di sana because I know they have around 40 ekar abandoned sawah padi..

I: Wahhh sangat luas itu.. Maksudnya ini tanah actually orang kampung yang di Papar punya lah kan?

P: Ya betul..We will start di Kampung Novoung, Papar first. And then you know, kalau tanah sawah ni actually orang tidak boleh buat rumah atau membuat sebarang pembangunan sebab tanah sawah hanya boleh tanam padi sahaja. That's why.. di tanah depan ITCC tidak boleh buat apa-apa. Actually, di depan Kampung Novoung tu ada tanah yang sedang diratakan sangat luas so saya tanya ini mau buat apa actually..so dorang cakap planning mau buat apartment..tapi tidak diluluskan oleh Jabatan Tanah dan Ukur, status tanah itu masih tanah sawah. Itu adalah undang-undang..sebarang pembangunan di atas tanah sawah adalah dilarang sama sekali.

I: Ohh begitu and one more sebab tanah dia swampy kan not stable enough for pembangunan..unless ditimbun tanah area itu.

P: Ya..actually saya happy juga sebab diberi peluang untuk membangunkan semula sawah padi itu.

I: Yes..i am also glad to hear that..

P: Dan sebenarnya, Sabah mempunyai pengeluaran padi yang paling rendah di Malaysia.

I: Padahal di sini kebanyakkan petani padi especially di daerah pedalaman. Tapi what I know as the year goes by..tiada yang mau tolong golongan ini sebab mostly banyak anak-anak muda start kerja di bandar..

P: Ya itulah.. dan satu lagi itu disebabkan di Sabah ini kita kekurangan machineries..compare to Papar, Penampang and Kota Belud. Daerah-daerah tersebut mempunyai bentuk muka bumi yang rata so memang senang untuk machineries untuk berfungsi. Berbanding di Tambunan, permukaan bumi di sana ada sedikit berbukit dan petak sawah padi kecil-kecil jadi memang susah untuk machineries untuk berfungsi..

I: Ohh jadi terpaksa juga kan kamu di Tambunan ini guna cara traditional lah..

P: Ya..begitulah kami di Tambunan..

I: Tapi after I interview yang petani di Penampang kan. Mereka kata machineries pun makin lama makin kurang efficient sebab machineries di Sabah ni menggunakan system rotation di mana mereka akan menggunakan machine mengikut jadual dan daerah. So ini pun menjadi salah satu cabaran mereka.

P: Ya itu antara masalah mereka dengan machineries kan. Tapi at least they can still have access to machines compare to yang di Tambunan tidak boleh langsung sebab kawasan berbukit-bukit..

I: Ya kan betul juga lah kan..

P: So sekarang ini, kita akan start project di Papar pada end of November 2023

I: Ahh I see so all the best to you and your team..because this is a very big project and a huge opportunity for you..

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P: Itulah..sebab I am so busy this few days. Saya terpaksa berada di sawah padi setiap masa. Saya sibuk dengan berunding dengan ketua-ketua petani supaya mereka dapat bercantum untuk bekerja bersama. It is not an easy work.

I: Ohh I see..

P: Contohnya, si petani A mahu tanam cara sendiri tapi si petani B tidak bersetuju dengan caranya.

I: Ohh so begini adalah challenges untuk how you handle your employees..

P: Yes..sebab kadang-kadang susah mahu urus..

I: So usually macam mana kamu menangani problem ini?

P: Jadi usually, saya ambil jalan Tengah. Saya tidak mahu berpihak kepada sesiapa..dan pada masa yang sama, saya kena explain kenapa saya ambil jalan Tengah Dimana kenapa saya tidak support petani A dan tidak support petani B. Saya kasi kau satu situation lah, saya sudah ajar di mana kita tidak boleh menggunakan racun serangga, si petani A ok setuju tapi si petani B tidak mahu ikut dan dengar pendapat saya..so saya explain baik-baik dan cuba untuk convince beliau yang cara say aini bernas dan tidak akan affect pada tanaman padi. Sebagai contohnya, salah satu cara kita untuk menghilangkan serangga ataupun kasi pusing serangga punya attraction. Sebab serangga ni begini, dia akan dating apabila tanaman padi sudah mula keluar haruman wangi dan serangga mula hinggap dan mengambil nutrisi padi itu akhirnya padi tidak dapat tumbuh dengan sempurna..jadi apa yang sepatutnya dibuat mengikut planning saya adalah kita menggunakan cara menanam bunga atau tumbuhan yang mempunyai aroma menarik seperti bunga tai ayam (berwarna kuning) di setiap batas padi. So apabila serangga mulai datang mereka akan hinggap pada bung aitu instead of padi.

I: Ohh wah I see very interesting..therefore, there will be somehow macam double work lah kan. But I think as long as it works then its already good enough.

P: Yes betul.. memang menjadi hasil itu. Kita still dapat mendapatkan hasil yang berkualiti

I: Ohh I see okay faham..so other than this, what are your challenges?

P: Salah satunya juga adalah masalah saliran air..so usually ini orang-orang kampung kan kadang-kadang tricky juga sebab dorang pandai block each others saliran air..

I: Eh why like that?

P: Ya sebab mereka takut tidak cukup for them so they kept it to themselves..jadi petani-petani yang lain kesian lah tidak dapat bekalan air mencukupi and their tanaman won't grow at all.

I: Ohh ada juga begitu ahh. Alamak so jadi macam mana lah you find solution for this issue? Sebab itu pun boleh menjejaskan quality padi..

P: Haha there is no other choice but to runding and negotiate sampai lah settled itu issue pasal saliran air..you know I have to meet them personally, bercakap sama diorang, tanya apa saya boleh tolong supaya kita win-win situation haha..try to talk to them until they want to share the saliran air lah hahaha…

I: Haha I see..never know these things kan happen..

P: Yes..happen juga. Memang itu saja cara dia iaitu berunding dan kita berdoa sama Tuhan agar hujan..

I: Hahaha yakan..itu saja yang natural way untuk dapatkan air..

P: Ya..So ini lah semua perjuangan saya untuk petani-petani di Tambunan, Sabah. Kami memang ada kekurangan dari segi machinery lah. Daripada grading beras kita masih memerlukan tenaga pekerja. Kita masih memerlukan orang untuk tolong tampi padi dan asingkan mana satu padi yang ok dan tidak ok seperti brittled or crushed rice.

I: So your future solution adalah untuk mencari machinery lah kan..

P: Yes betul..kena ada machinery untuk buat grading, giling, dan packing.

I: Ohh so begitulah kan dia punya proses dalam Wagas de Asi ini..

P: Yes so far begitu lah. Kita cuma ajar diorang secara personal untuk buat pemprosesan daripada menggiling, grading dan packing beras. So daripada part kami, memang tidak boleh rely on machines only rely on penambahan ilmu lah. After the harvest, baru lah diorang tidak perlu fikir sudah sebab kami akan menjual dan buat marketing.

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I: Ahh okay I see so basically kerja mereka adalah untuk menanam dan menuai padi sahaja.

P: Yes betul..

I: Ok let's say kalau orang mau order kan, kamu memang buat delivery lah kan?

P: Yes betul, ok so to answer to that question..actually kalau orang mahu terus beli pun boleh. Kami ada menyediakan stok di kedai dalam bangunan UTC. For future, you can find our products in supermarkets dan farmasi.

I: Wahh okay2..so next time kamu tidak perlu sudah buka booth kan eh tapi boleh juga but for exposure saja. Ok, so another question is regarding on legal and regulatory, do you guys have any issues on that?

P: Ya ok, kita ada trading license and sudah upgrade license kepada sendirian berhad tapi kami ada sedikit issue di mana kami diminta untuk berdaftar dengan BERNAS but kami actually tidak layak sebab yang perlu bedaftar dengan BERNAS adalah mereka yang receive biji benih daripada Jabatan Pertanian. Ini adalah untuk tujuan claim subsidi tapi kalau kita tidak receive biji benih pun dari Jabatan Pertanian kita hanya ada benih padi warisan.

I: Ahh I see okay..i see that I have all my questions answered sudah. I would like to thank you very much for the time you have spare for this interview. It really means so much to me. Kalau ada peluang saya akan visit your social business in Tambunan..thank you again Madam Vianney!

P: Alright Annabelle, my pleasure for helping you in completing your research study. Good luck and may you succeed with flying colors!

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TRANSCRIPT 3

Participant C

P: Hi hi..Annabelle. My name is Viviantie Sarjuni, you can just call me Vivi tak payah nak Madam-madam..I am currently leading a Sabah State Agency which is SCENIC. SCENIC stands for Sabah Creative Economy and Innovation Centre mandated to um you know to memacu ataupun to activate the industry in Sabah melalui technology, innovation, and creativity. And social entrepreneurship and social innovation are part of our core activity under the pillar of Innovation Driven Entrepreneurship. So, kita ada tiga pillar dekat sini like I said Innovation Driven Entrepreneurship (IDE) kita punya SI SE terletak dibawah pillar ini. Pillar kedua adalah pillar technology yang lebih berkaitan kepada technology. Dan pillar ketiga adalah pillar creative anything to do with animation, filming, and stuff like that. And um at the same time saya juga I am also wearing the hat of a social entrepreneur now you that I am the co-founder of Borneo Specialty Coffee (BosCo) together with my husband, my husband is the founder. So this social enterprise kita buat for my husband its his business but for me it is more like a case study to see betul kah social enterprise ni boleh membasmi kemiskinan so masa tu I was working with MAGIC if you have heard about MAGIC Malaysian Global Innovation and Creativity Centre sekarang ini dia dah tukar nama menjadi MERANTI dan um agency ini juga memegang mandat social enterprise dan diletakkan di bawah Kementerian Kewangan lah MOF pada masa itu dan saya masa tu masih skeptikal when it comes to SE betul ka SE boleh irradicate poverty. So basically now I am studying dah habis belajar next week saya graduate saya mengambil jurusan Masters of Social Innovation and Entrepreneurship di University of Strathclyde uh dan saya juga penerima scholarship Chevening daripada Kerajaan Britain so that is why saya berada dekat sini selama setahun setengah saya akan kembali ke tanah air pada Januari 10 2024. So itu sahaja sedikit sebanyak tentang saya I am wearing a few hats um as agency leader as social entrepreneur and also at the moment a student here at Glasgow.

I: Thank very much for your introduction. So next, can you share the background of your company which is BosCo Coffee?

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P: Okay so, Borneo Specialty Coffee is actually a very small very micro um enterprise yang kita tubuhkan pada 2018 uh di mana dia berpusat di Cyberjaya because I was also staying in Cyberjaya so Borneo Specialty Coffee mendapat pengiktirafan SE asas daripada um MAGIC at that time dan kita adalah satu perusahaan sosial di mana social mission kita adalah bagaimana kita nak um meng apa ni social mission kita kita nak basmi kemiskinan ok melalui social enterprise dan melalui memberikan pendapatan yang sustainable, sustainable income to our coffee farmers. Dan kita punya co-business basically kita jual coffee something like macam Starbucks tapi kita very micro kita ada tiga kiosk pada permulaannya kita dekat TTDI, dekat uh UNDP, Cyberjaya, dan dekat Rekascape, Cyberjaya tetapi oleh kerana pandemic kirta faham orang tak boleh keluar and all that kita dah tutup dua kiosk dan kita cuma ada satu dekat Cyberjaya but just to let you know walaupun satu it is still sustainable dan tidak memberi sebarang impak kepada yang buruk kepada kita punya coffee farmers. So, what we do is kita bawa coffee beans daripada Kundasang bawa ke Semenanjung dan kita jual sebagai ye lah coffee americano ke latte ke apa ke. Dan coffee-coffee ini adalah coffee ini bertaraf dunia juga Arabica, Robusta dan juga beberapa jenis lagi. So kita nak bagitahu kepada seluruh dunia bahawa especially Malaysia kalau kita cakap pasal coffee orang ingat Kopi Tenom je kan Annabelle orang ingat Kopi Tenom saja padahal we also have a very good quality uh of coffee beans um dekat Kundasang Highlands..

I: Ohh okay, so onto the next question. What made you open a SE café ni actually?

P: Um..okay baik-baik..so, ada beberapa sebab pertama bila saya pakai topi sebagai seorang agency leader, jika saya nak memartabatkan SE dekat Sabah saya kena faham apa itu SE uh bagaimana technicality of SE business model ini boleh membantu alam sekitar ataupun orang-orang miskin sebab kita perlu ingat dia ada tiga pillar people, planet and profit. Ya, dan kita kena ada social mission and all that lah so saya ambil keputusan ok maybe I nak buat experiment kebetulan husband saya dan ok so bila saya pakai topi sebagai seorang anak Sabah dan memakai topi sebagai seorang social entrepreneur a business woman, saya melihat Sabah ini masih miskin ya sehingga tahun ini we are still the poorest Annabelle you have to remember that. Um and I was thinking like bila saya pergi kampung-kampung mereka ini sebenarnya ada potensi untuk keluar um potensi mereka sama dengan orang-orang dekat international level cuma mereka takde opportunity, mereka tak ada market access so contohnya bila saya

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pergi melawat kebun kopi ni semasa husband saya tengah mencari macam mana dari mana kita nak cari coffee ni. So kita pergi Kundasang when we met this group of women baju koyak rabak and then mereka.. I am sorry. So basically, when bila kita tengok keadaan mereka, kita tengok rumah dia orang jamu kita dengan kopi dengan makanan apa semua kita dapat lihat mereka ini is very orang kata ikhlas ye mereka betul-betul nak cari rezeki. So pada masa itu pendapatan mereka cuma RM500 a month dengan lima anak so bila kita tengok keadaan macam tu I was thinking hey you know you ada ladang kopi kenapa tak boleh jual so bila kita probe bila kita tanya kenapa. Rupa-rupanya diorang ni pergi KK pun tak pernah so mereka tak faham macam mana people outside of Kundasang consume coffee so how they process the coffee you know kah Annabelle yang kopi kisar itu ah so begitu sahaja kopi kisar yang dengan mentega and gula. Have you seen that Annabelle?

I: Um..i have never seen the one with mentega lah..

P: Ahh so basically kopi kampung lah dengan yang serbuk tu kopi kampung so that means the capaian pasaran itu hanyalah terhad kepada orang-orang kampung tetapi orang dekat bandar dan orang dekat KL dan ataupun sebagainya tak minum coffee macam tu. Ye macam dekat KL kita dekat Starbucks kita tengok macam mana diorang roast the coffee, right? So, process uh you know bila kita tengok keadaan itu kita tanya um so what's happening right now? And they said oh kita nak tebang pokok kopi kita sebab tak boleh jual, orang tak beli coffee kita sikit je kita punya produce banyak tapi orang dekat Ranau dekat Kundasang sahaja beli. So di sana saya kenal pasti sampai nak tebang ye diorang nak tebang the pokok sebab diorang rasa tak mendatangkan hasil diorang nak ganti dengan pokok koko. So saya cakap dengan mereka, you nak ganti dengan pokok koko pun kalau benda sama juga yang terjadi takde maknanya. So I cakap dengan diorang, I think the problem is the way you roast the coffee. So saya cadangkan dengan diorang so this was the first time ya. Ok sorry saya lari topik sedikit, so bila saya tengok macam tu saya kata ada peluang untuk kita bawa coffee ni ke Cyberjaya dan kita jual sebab quality dia pun sangat bagus so since my husband tahu tentang coffee serba sedikit,bila kita tengok biji kopi tu memang sangat berkualiti, Arabica, Robusta, Excelsa you know beberapa jenis lah. Dan um itulah yang memotivasikan saya saya tengok keadaan hidup mereka yang sangat daif dengan you know keadaan baju macam tu dengan anak ada lima dan hanya RM500. Itu yang memotivasikan saya sebagai seorang rakyat Sabah sebagai seorang Social

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Entrepreneur untuk melihat bagaimana saya boleh menjana pendapatan at the same time membantu orang melalui perniagaan saya. So, itu lah yang memotivasikan saya apabila saya you know wearing these multiple hats um in social entrepreneurship..

I: Okay..so it is a long story lah on how you started your business..

P: Very long and very emotional as well..hahaha..

I: So, as you said earlier, you tengok how they all punya persekitaran, keadaan and how you macam diorang kan ada ladang coffee kan. So how you ensure the quality of the coffee and how you make sure there is enough supply to go around and for your shop?

P: Ok so saya sendiri bila you tanya soalan ini, saya tanya diri saya semula betulkah kita dah buat benda ini? Nampak macam impossible nampak macam mustahil daripada Kundasang sampai ke Cyberjaya tapi you know dapat juga buat. So what happen was, uh masa tu sebab kita gigih sangat kita nak juga diorang punya coffee beans sebab you know kalau coffee, kalau I nak kerja senang I ambil coffee Columbia ape semuayang ada dekat KL tu bukannya uh dah lah tak payah pakai ship tak payah pakai ape cargo ape semua. Boleh je I beli tapi sebab kita memang berpegang teguh kepada kita punya social mission, saya kata tak ape saya nak juga. So pada the first six months memang horrendous memang banyak problem. Coffee tu hangus lah, beg plastic pecah lah so daripada uh experience-experience ini my husband um sebulan sekali sebab saya pun sebagai yang lebih berkemampuan daripada saya punya penerima manfaat saya ambil inisiatif untuk balik ke Sabah sebulan sekali cuma sebab saya memang ape ni saya ada saya punya NGO jugalah saya memang ada buat kerja-kerja percuma dekat Sabah sebulan sekali saya balik ke Sabah saya buat program-program SE dan saya juga ambil peluang pergi ke Kundasang untuk melihat macam mana diorang punya prestasi so kitab awa punya coffee machine ada kalanya masuk ke kampung dan kita buat demo ok this is how people in the city consume your coffee so kita buat lah latte art, diorang first time in their life tengok latte art so kita melalui proses-proses itu it is quite hard..um so daripada proses experiment lah so I kata ok next month you hantar berapa kilo? So gradually lah. Mula 200gram pastu tarik satu kilo tiga kilo sampai lah sekarang ni kita tak lari daripada 40kg sebulan kita minta daripada mereka. Kadang-kadang more than that. So kita melalui proses-proses yang agak sukar di mana um kita paksa turun Sabah kita terpaksa tegur diorang punya packaging tetapi I am very lucky

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because orang kampung ni. Orang kampung ni macam saya cakap tadi diorang ikhlas tau mereka nak belajar mereka nak keluar dari kepompong kemiskinan. So that is why mereka sangat bila mereka tahu ohhh macam ni orang semenanjung orang kota consume coffee sampai mereka bagitahu saya, saya sekarang pergi buah kopi dalam kepala saya is orang macam mana sebiji coffee ni akan sampai ke cangkih cawan orang dekat bandar. So itu yang memotivasikan dia untuk pergi memetik kopi dan lagi satu I think bila impak tu dah keluar I think selepas setahun semasa pandemic ya impak tu keluar. Mereka um..dapat hantar anak pergi sekolah..um humm. Di sana yang saya sangat terharu sebab masa itu pandemic I was thinking dah lah tutup dua branch. I cakap dengan my husband maybe kita tutup lah tapi Allah tu nak gerakkan hati kita kan so kita uh petani tu kata terima kasih saya dah boleh beli buku anak dah boleh hantar anak gi sekolah. Itu yang saya cakap, ok kalau kita berhenti kan business ini, macam mana mereka nak survive sebab bagi BosCo sendiri sama ada kami boleh jual atau tidak itu belakang cerita yang penting kita mesti order secara konsisten daripada petani-petani kita. That's why kita dapat penarafan SE basic sebab kita make sure kita punya penerima manfaat memang terima sustainable income so daripada RM500 mereka telah mendapat uhh paling sekarang nil ah I fast forward today enam belas kali ganda berapa tu.. umm enam belas kali ganda sekarang saya rasa sebelum saya pergi Glasglow saya pergi jumpa diorang dah ada emas, dah pakai emas baju tak tampal-tampal lag ikan dah wangi bila diorang serve makanan no longer biskut kering sekarang diorang bagi kita you know cake..so disitu saya melihat improvements. Yang lebih dahulu bantu mereka adalah Jabatan Pertanian Ranau, cuma Jabatan Pertanian Ranau there is so much they can do yes they can teach them with the technicality sebab mereka yang ajar mereka macam mana nak tanam macam mana nak harvest bagi machine and everything tapi siapa nak follow up siapa nak bantu mereka dari segi keusahawanan siapa nak bantu mereka dari segi social media, belajar digital and everything..so, that's why BosCo masuk dan kebetulan saya pun memakai topi sebagai ketua SE agency saya melihat peluang untuk membantu mereka dari segi itu.. so it is very important ya to see that untuk membangunkan keusahawanan kita mesti ada beberapa entity daripada kita panggil ini sebagai quadruple helix ya I call it as quadruple helix mesti ada daripada corporate mesti ada daripada government mesti ada daripada higher learning instituition dan mesti ada daripada pihak NGO ataupun komuniti. So bila ada support daripada empat-empat belah pihak ini I am sure the pacuan the you know daripada kejayaan SE kita akan lebih cepat lagi. So, to answer

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your question specifically Jabatan Pertanian Ranau basically teach them in terms of technicality macam mana nak tanam macam mana nak harvest dan selepas kita masuk contact juga kepada Jabatan Pertanian hello..you know terima kasih kerana kenalkan kita sebab kawan kepada husband saya kerja dekat Jabatan Pertanian lah. So kita ucapkan terima kasih kepada mereka kita build relationship, and because of that they have actually gave more support after that so mereka dah bantu kita punya usahawan kopi untuk besarkan diorang punya kilang tempat pemprosesan. Begitulah mereka, how to say ah, mereka dah bantu lah dari segi membesarkan lagi business diorang. Sekarang ni mereka dah ada their own ahh nanti I bagi tengom you nanti eh I buka kamera..

I: Okay Madam..

P: So ini adalah serbuk kopi mereka sendiri..saya bawa ke sini sebab nak bagi tengok kepada my university mereka dah ada all the proper packaging um ape khasiat punya nutrional facts..so memang kalau macam daripada saya sendiri um saya tak ade masuk campur dengan dorang punya product ni tetapi itulah matlamat kita. Kita nak mereka diversify diorang punya uh produce. Dan dengan kopi tu apa lagi yang dorang boleh buat untuk menjana pendapatan. So bagi BosCo kalau mereka berjaya untuk lebih berjaya dari BosCo.. Alhamdullilah. Itu maksudnya kita dah berjaya dan kita akan cari lagi pengusaha kopi yang lain yang mungkin perlu bantuan daripada kita.
I: Ahh that's really really good to hear.. I myself as a Sabahan is very proud to hear about this. So next question pula, what is the fair composition for pricing?

P: Ok sebenarnya, kalau saya beli dari KL lagi murah uhh RM50 kata lah macam coffee green beans yang kita beli daripada mereka RM55 sekilo if I am not mistaken because now husband saya pun dekat sini so buat sementara waktu dalam satu tahun ni kita serahkan business ini untuk dijaga oleh our partner lah..so if I am mistaken it was RM55 sekilo untuk green beans sebab actually quite mahal tau to be honest with you..um tapi kita mestilah ikut itulah harga pasaran. Sebab ada pembeli lain yang beli daripada mereka yang beli lagi rendah harga which is kesian sebab maksudnya mereka kena tipu lah sebab just because mereka orang kampung so diorang beli murah lah. So I cakap dengan diorang harga pasaran is like this RM55 sekilo so you have to stick to this dan sebab kita pun dekat semenanjung um I can't remember berapa margin yang kita ambil but my husband would know the technicality tetapi kita still manage to give

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them sustainable income which you know beyond minimum wages dan kita sendiri pun untung dalam maybe kata lah kiosk tu kan jualan kasar sebulan walaupun kiosk kecil macam tu jualan kasar sebulan boleh mencapai hingga RM12,000 hingga RM13,000 sebulan. Kos kita dalam maybe 30-40% lah macam tu. So imagine that's why I cakap possible untuk kita menjana pendapatan at the same time kita membantu orang lain..its possible..

I: Okay..yes I believe that statement. Okay so may I know what are your successful SE projects so far?

P: Okay so actually banyak success story yang saya sangat happy contohnya kita telah bagi saya bila kita punya usahawan ini berjaya difeature dekat Vulcan post, you know radia VFM dekat mana-mana to me that is an achievement sebab maksudnya mereka dah tahu lah about our journey and another achievement is bila kita diberikan penarafan SE basic bagi saya ini sangat bermakna sebab nak jadi SE ni bukan mudah sebab nak jadi SE ni you kena you dah lah kena come up with your own capital nak bantu orang lagi..sebab kalau you tak earn profit macam mana you nak bantu penerima manfaat macam mana you nak bantu ibu Tunggal kalau you tak earn profit. So bila terima penarafan ni kita punya credibility ini semakin tinggi so ramai orang nak bekerjasama dengan kita because mereka tahu bila mereka beli coffee tu mereka juga menyumbang kepada kelestarian ataupun continuation of income for our rural entrepreneurs. Um dan kita juga you know dekat Rekascape tu kadang-kadang ada lah politician datang you know so we are very happy that we have hosted with Kit Siang we have hosted uh Tun Mahathir pernah datang juga dekat kiosk kita. And I think were very happy to have communicated our impact to prominent people. Um pekerjaan-pekerajaan lain I think kita very active in terms of participating in events for example 'Buy for Impact' so this event is actually an SE. so you have to join this BFI it is a social entrepreneur punya program. Tadi kita baru juga meeting dengan Kementerian Keusahawanan Sosial dan Koperasi (KUSKOP) um yang akan diarus perdanakan di Malaysia tahun depan so previously BFI dianjurkan oleh MAGIC dan BosCo berpeluang untuk menyertai program-program macam ni lah. So kita nak bagi tahu dekat sini bahawa um the future of doing business is doing good business maksudnye social impact, social entrepreneurship, social business um dan capitalism not to say that I am against capitalism tetapi kalau kita nak membasmi kemiskinan menyelesaikan masalah sosial, I think social entrepreneurship is the way to go..

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I: Ohhh okay thank you for the information. Now, can you share the challenges or obstacle that you face in the effort to support the local communities or micro coffee planters?

P: Ok, ada tiga masalah. Yang pertama, um walaupun saya orang Sabah sendiri..tetapi when it comes to communication I think Annabelle can confirm this bila berkomunikasi dengan orang kampung..dekat Sabah ni kita ada lebih kurang 200 uh etnik, 200 etnik ni dia punya bahasa pun lain-lain. Ok dan orang-orang kampung kit ani tak berapa fasih bercakap Bahasa Melayu. Mereka hanya tahu cakap Bahasa native sahaja dan kita perlu translator, ahli Bahasa and all that untuk communication. Communication was our issue juga..um second is of course logistic because kita beroperasi dekat Kuala Lumpur tetapi I think nak seribu daya tak hendak seribu dalih. So kita. Saya ambil usaha untuk pergi ke sana saya tahu mereka taka da kemampuan untuk keluar daripada Kundasang. So saya pergi sana dan saya expose mereka dengan what is coffee, bawa machine, bawa packaging supaya mereka tahu macam mana packaging yang betul..ahh kita ajar mereka social media kita suruh buka Facebook kita suruh bukak Instagram and then I layan mereka on Facebook dan Instagram just to bagi Latihan kan um so that was our challenge dari segi logistic. Tapi kita dapat alhamdullilah dengan technology have manage to overcome it. Masalah yang ketiga pula, adalah masalah dari segi dana tpi taklah besar sangat sebab kita adalah bootstrap, bootstrap is you guna dana sendiri kita tak pernah apply for geran or stuff like that so these are the two stuff that I nak share that it is possible for you untuk buka business you tanpa sebarang pinjaman. Kalau you nak kecil sahaja lah. Tapi if you want to grow your business you have to look for geran for loan cuma sekarang ini kita lebih selesa beroperasi secara kecil sebab bagi kita yang lebih utama adalah um kita punya penerima manfaat tu betul-betul dapat manfaat ke tak. Sebab macam mana kita nak scale to the next level bigger kalau kita punya penerima manfaat pun tak boleh nak jaga. So dana is our problem juga tapi takpe sebab lepasni. Lepas kita Kembali ke Malaysia I have a plan to um besarkan lah.

I: So uh next question is how do you balance your social impact objective within the need of sustainable and profitable business model and what difficulties in balancing these detail?

P: Ok memang benda ni bukan sesuatu yang mudah ye. Saya sendiri bila saya handle pun memang ada beberapa bulan yang kita terpaksa rug ikan especially during pandemic um macam mana saya handle is I will have a impact measurement. So bila you ada impact measurement, this is like KPI lah kan sebab you adalah social entrepreneurs kan you social enterprise so you have to know what is your uh impact. Tapi bila ada impact jangan tak ukur. You kena ukur you kena measure your impact so baru lah kita boleh balance kan dengan kita punya activity. Sebab impact kit aitu bergantung kepada activity yang kita buat. So I will make sure that masa um I tubuhkan this coffee business with my husband I must have an impact. So impact-impact saya adalah seperti kita ada impact ni kita ada empat jenis terpulang kepada kita nak pilih mana satu sebagai primary lah. Kalau saya yang primary of course kita nak tengok sales every month ya. Um sebab like I said if we can't earn profit macam mana kita nak bantu kita punya beneficiaries. Kedua, saya punya impact adalah um pendapatan kita punya coffee farmers, berapa kita dah bayar mereka so far um kemudian um kita impact lain juga adalah seperti uhh ini secondary tak penting tapi it is good for us to know taraf hidup you know like something yang kita tak boleh ukur. Sometimes bila saya belajar dekat sini saya faham bahawa impact ni kita tak boleh just number sahaja. Data sahaja tak. Kita kena measure juga apa impact secara tak langsung contohnya bila anak-anak dah dapat pergi sekolah, that is something we cannot measure right but we can state it in our measurements bahawa ini tidak boleh diukur tetapi impact dia adalah diroang punya anak-anak dapat pergi sekolah dengan selesa dapat beli buku, stoking, dan baju sekolah dan sebagainya. Ya so to me this is also important. You sebab jadi businesspeople ni penat kan penat so bila adalah impact macam ni dia secara tidak langsung memotivasikan diri you untuk okay. You know kalau aku buat lebih untuk bulan ni you know my penerima manfaat get more as well so if you have that mindset you will be able to balance your business sustainability and at the same time making sure the social mission tercapailah.

I: I believe you provide opportunities for local employment and skill development. Can I know how many ekar you have and how many employees do you have at the moment?

P: Ok so tanah itu tidak dimiliki oleh saya tetapi dimiliki oleh kita punya coffee farmers. Kita hanya beli daripada mereka. I am not sure how many ekar but I think it is about 1.5 to to ekar like that. Um and it is getting bigger as well sebab sekarang ni

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mereka nak hire pula farmers dari tempat lain. So Kundasang ni dia ada banyak kebun kopi sampai kebun kopi yang ditinggalkan oleh nenek moyang mereka kan tanah-tanah nenek moyang mereka sesuai untuk penanaman kopi dan a lot of them have started to buka start tanam. Kita juga ada kopi yang tertua di dunia. So maksud dia apa ni benda ni dah lama lah kat Kundasang sebernarnya kan. Um kemudian, jumlah staff selalunya satu kiosk kita perlu dalam tiga orang tapi itulah kita dah tutup satu kiosk tinggal satu sahaja. Tetapi satu ni kita beroperasi secara minimum lah. Tapi all in all semenjak 2018 we have managed to give employment about um 8-9 people. Dan mereka semua ada yang dah beli motor dengan duit gaji tu ada yang dah kahwin ada yang dah melanjutkan Pelajaran ke UK. I think I am so proud sebab kebanyakkan semua dating daripada golongan B40. So itulah yang kita tumpukan lah kalau boleh kita nak hire young ones barista-barista yang dating dari kumpulan ini. Oh saya terlupa nak bagitahu kita juga pernah membuat bengkel kepada remaja-remaja yang terbiar ye. Remaja-remaja yang bermasalah kita ajar mereka macam mana nak buat kopi. Kita ada buat satu usaha sama lah dengan some NGO.

I: So NGO tu yang bantu ajar mereka ke?

P: Tak, so NGO invite kita untuk buat demo macam mana nak buat coffee art. Kita bawa machine bawa susu kopi apa semua peralatan ke tempat tu and ajar mereka.

I: Ahh okay alright..

P: So, satu daripada mereka kan Annabelle um because ada masalah lah dari segi bila tengok Perempuan ada duit suami akan rasa tercabar..so one of them are basically were asked to quit. So bila dia berhenti so dia tak buat apa-apa lah. So before saya pergi Glasglow dia dating juga tapi dia punya taraf hidup compare to Perempuan-perempuan lain yang kita bantu sangat berbeza sampai dia tak mampu beli bra dia taka da bra baju masih koyak rabak so saya nampak bezanya so dia berhenti bukan disebabkan dia dah tak mahu tetapi sebab dia pasal suami tak benarkan dan suaminya akan sentiasa mengekorinya ke mana-mana sahaja. So ini juga salah satu challenges. so ini juga antara satu challenges yang boleh dimasukkan. Di mana bila Perempuan ini especially berada dekat kampung Berjaya um earn some money then you know the suami will rasa tercabar so ini adalah salah satu masalah when it comes to rural people. Ini adalah masalah yang biasa berlaku lah.

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I: So that is one of the challenges lah kan. Ok about my questions..most of them are already answered. So first of all I wanted to introduce myself first, my name is Annabelle Esther Mikal I live in KK with my parents. And then I was born there too. But I am actually from Kuala Penyu so I am actually Dusun Tatana.

P: Ehhhh I am from Kuala Penyu and I am Dusun Tatana as well! I am Dusun Tatana you might be my cousin! Hahaha..I don't know but I am from..

I: Kg Bundu? Kg Kayul?

P: So sorry, so Dusun Tatana ni adalah satu Dusun ni macam saya kata tadi di Sabah ni kita ada 200 tribe so one of them is Dusun Tatana and this Dusun Tatana ni is an almost extinct. So, Kuala Penyu is the only well I am my mom is from Kuala Penyu Kg. Bundu

I: Oh myyy… that is my kampung!!!

P: Uhh satu lagi Kg. Binturu so Kuala Penyu is my kampung. I am from Angkang family. Edwin Usin Angkang.

I: Okay we might be related. Okay so my grandpa was a teacher eh a headmaster, his name is Christianus Anjun.

P: Ahh Christianus Anjun..I will ask my mum later..

I: Wow jejak kasih..

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P: Yessss jejak kasih!

I: So, okay then so my title is to examine the leadership attributes and competencies among Sabahan KadazanDusun Social Enterprises.

P: Alright..

I: Now, we step into my questions.. how did you balance your social mission while also making money to keep going especially like during the MCO times..

P: Yes okay, memang susah like what I mentioned to Syafiqah earlier on. Syafiqah and Hazim boleh tak saya minta kebenaran untuk bercakap dalam dialek Sabah? Boleh Terima Kasih. Okay so sambung, it was difficult especially during MCO it was very uncertain right..um sekejap MCO sekejap tidak and then adalah peraturan dia yang kita terpaksa observe from time to time. It was very challenging but memang time

MCO kamu saya, semua orang agency leader perlu belajar daripada satu perkataan ini which is “Uncertainty” you know daripada uncertainty ini how do we maneuver I repeat in business how do we maneuver our organization so the key here is the willingness to take calculated risk I repeat ya the willingness to take calculated risk so um im very lucky as well because I think as an experienced orang cakap dalam bidang ini kita sudah boleh melihat apa risiko yang ada di hadapan patut kah kita ambil risiko ini. Tapi ini lah yang saya belajar, saya berani untuk menagmbil risiko yang mungkin akan memberi impak positif dan negative uh tetapi di sana juga saya belajar untuk merendahkan kita punya expectations so instead of having higher expectations um kita akan ambil risiko kan so kita mesti merendahkan expectations. Kalau tidak dapat achieve the target don’t be too hard on yourself. So for example, memang ada bulan-bulan yang kita akan dapat negative sampai berhutang ah tetapi saya tidak begitu sangat berkeras dengan diri saya ataupun kecewa atau menagis tidak because I know this is what I expect to happen. So memang bersedih tetapi okay what can I do next. Should we start like ordering from Grab sending our product through Grab through Foodpanda? And all that sebab orang tidak boleh buka kan kedai. So, if we want to do through Grab or Foodpanda then we have to improve our packaging then di sana lah terhasil kreativiti ok how can we um make sure minuman tidak tumpah so kita still buat penghantaran dan menjana sedikit income. So like I said tadi, so you pandai-pandai lah digest my learning ah Annabelle..like I said just now having an impact measurement is very important when you do something senaraikan apa impact yang kamu ingin capai? Adakah impact itu boleh diukur ataupun tidak. So saya nasihatkan impact is not all about numbers ya. Impact juga berkaitan dengan benda yang tidak boleh ukur. Contohnya, Wagas de Asi is a social enterprise yangt SCENIC banyak bantu juga dan mereka ini adalah saya buat untuk project akhir SE saya adalah tentang Wagas de Asi. Um uh tapi usually people will have impact sebagai contoh sebagai one of the key measurements lah pendapatan kita punya penerima manfaat, mungkin berapa kilo coffee yang kita dapat kita jual. You know profit macammana so you know it depends.. lain SE lain dia punya social mission. So having a impact measurement as one of your key activities is very important. So that di sana lah bila kau tau kau punya impak apa di sana lah kau dapat identify apa activity yang kamu akan buat untuk mencapai impak itu.

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I: Okay alright thank you so much it answers my question. So, in your lie of business is there any competition kah? Especially in KK? Or not as competition but doing almost the same thing that you do?

P: Yes ramai. Dan kebanyakkan saya berani cakap uh setakat ini saya sahaja lah yang social enterprise yang lain saya tingu bila saya tanya penduduk kampung kan. Saya tanya dorang berapa kilo dorang beli dari kamu? Dan saya sedih kebanyakkan pengusaha-pengusaha ini mengambil kesempatan terhadap kita punya orang ya macam kita punya orang KadazanDusun. Saya tahu yang mereka ini, latar belakang pengasas SE di Sabah dan latar belakang SE di Semenanjung adalah sangat berbeza. When I was in Matric I know this because um I've dealt with SE founders in KL. SE founders in KL adalah kebanyakkan daripada orang yang berada yang ada safety net kalau business lingkup ok daddy and mummy can helpatau boleh membuat loan atau sekurang-kurangnya mereka mempunyai Pelajaran tetapi SE founders di Sabah mereka orang miskin mereka jugalah pengasas SE mereka jugalah yang patut dibantu dan inilah juga yang sorry ya.. um so basically bila saya melihat keadaan mereka bukan sahaja Wagas de Asi. Saya bagi contoh, ada satu SE nama dia Cornhusk Kota Marudu dia adalah satu ibu tunggal, dia masa itu dia mesej saya sudalah masa itu dia kena COVID. She was in the hospital belum habis pantang 40 hari baru 20 hari beranak..tetapi dia telah dia mesej saya puan saya mau minta sponsor baini saya mau minta buat satu uh gubahan macamana mau buat duit daripada kulit jagung? How to make from kulit jagung? Macam mana mau buat kraftangan daripada kulit jagung so saya kasihan. Saya punya kawan-kawan semua miskin tiada duit you know they are very poor..and I am like Oh my God you are poor yourself but you still think about others? Itu yang sangat-sanagt menyentuh hati saya..then um this is not one ada banyak lagi 10,20,30 cerita yang saya boleh ceritakan yang I can tell you yang tak habis masa but I would like to invite you someday to come to Sabah and melihat sendiri keadaan SE founders kita dekat Sabah. So fast forward to today this person yang sponsor daripada saya you know what how much dia minta Annabelle, tidak banyak haihhh saya kasian oh sekali RM200 sahaja dia minta and I was like untuk apa RM200 why so sikit oh untuk beli COVID kit test kit dan juga makanan linopot and fast forward to today in less than 3 years I am so proud to share with all three of you that she made an installation dekat Sabah Art Gallery she has made installation dekat Shang Rila dekat hotel bertaraf 5 bintang and she has just received a 4000 orders for Christmas and oh

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my God.. and this is orang miskin sendiri so that is why I said SE founders dekat Sabah, the background lain..sebab mereka takde Pelajaran mereka taka de access to network..mereka taka da mak bapak yang kaya untuk bantu mereka. So basically itu yang saya katakan the background is very different and this person..basically telah kebanyakkan social entrepreneur kita dekat Sabah kita dah ada 43 berjaya diberikan penarafan SE basic ya. It totaled about we have more than 100 SE in Sabah yang berasal dari kampung-kampung dan I am very proud to say that one of them penerima manfaat begini diorang punya komen.. Saya tanya ok are you happy with your job? With gubahan kuli jagung? "Wah saya sangat happy sebab sekarang ini puan..saya tidak perlu lagi minta duit daripada laki saya dari suami saya sebab saya boleh beli saya punya simcard sendiri data sendiri so I can watch Korean Movies K-dramas.." So this is what I wanted to share with you their mission are very simple they want food on their table, they just want their kids to go to school and they just want to be happy. Nothing big you see so, kita macam di Sabah kan saya tahu KadazanDusun community kita sangat fragile tidak ada education dan sangat senang diambil kesempatan oleh orang-orang luar..macam tadi competitor kan memang ada competitor tapi mereka ini mengambil kesempatan bukan sahaja kopi tapi dari segi kraftangan beli secara pukal RM100 saja secara pukal tetapi bila sampai KL diorang jual sampai satu utas rantai sampai RM200-RM300. Itu sudah salah di sisi penarafan SE because you are taking advantage of our penerima manfaat tak apa kalau RM200 tu kata lah RM200 kamu ada letak packaging yang lebih cantik atau penambahbaikan it is fine. But kalau bulat-bulat that rantai manik tu you beli dengan harga RM20 but jual pada harga RM200 tanpa sebarang penambahbaikan then it is wrong. So when you say about competitor kebanyakkan mereka sangat ambil kesempatan terhadap kita punya penduduk kampung lah dan um setakat ini think when it comes to SE in Sabah ada sudah banyak dan saya gembira saya tidak melihat ini sebagai competition. So sekarang saya tukar topic sebagai agency leader kami sangat mengutamakan kolaborasi dengan SE lain that is why semasa SE World Forum community recently which Ben jadi emcee kami ada award SE Kinabalu Award so salah satu award itu adalah collaboration award. So we want to identify SE yang banyak berkolaborasi dengan SE lain tanpa melihat mereka sebagai competitors.

I: Ohh okay, so okay can I ask is the Cornhusk one is your SE too?

P: Yes she is. Yes banyak lagi which one you want?

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I: Actually I am looking for like SE but susah wanna find because banyak SE yang I approach kan not KadazanDusun like Brutti and Besi none of their team is KadazanDusun..

P: Ohh it is okay, so you have to understand that Sabah has a lot of ethnics..but it is okay if you want KadazanDusun SE you can look for Wagas de Asi, you can go to Cornhusk Kota Marudu and Dumowongi. Dumowongi ni baru sahaja menang award..

I: Ya actually she just came back from Taiwan right..and yes I have been trying to contact her but I think she is too busy back and forth doing events. But last night I did manage to interview Wagas de Asi Vianney..she told you. You used to interview her for your study. Ok so the next question, so does your social business have faced any legal and regulatory challenges? you know macam sijil perlesenan kah begitu.

P: Um no. So far no sebab kami sangat berhati-hati..when it comes to documentation and this is what I want to highlight with you regulation in Sabah is different and regulation in Semenanjung is different. Sebenarnya BosCo ini adalah satu social enterprise yang berdaftar di Semenanjung through SSM tetapi kalau dekat Sabah untuk register business you tak boleh register SSM melainkan you sendirian berhad. So you have to go PBT, is like Pusat Daerah. And it takes 3 to 6 months to register their business. And it is a very good question..Annabelle it is a very good question to ask our social enterprise.

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I: Ya and actually I was also facing the same thing, I have a small business also that I do which is making nails I sell during the weekends lah when I am back in KK, I follow JAM and Urban Tamu. So that is how I know some of the SE. okay so for the apa kan eventhough I am doing home made business, I feel like I have to have sijil perlesenan because it is not good la kan to like illegal business. Because it is illegal to actually do business without sijil and all. And then I went to Majlis Daerah Penampang to do it but it sooooo long to make it but actually senang saja you just go there and pay RM25 but then I think a lot of small of businesses are there to register also.

P: Ya so to answer to your question yes we never had any problem because we are very careful. Uhh tetapi itulah we will overcome with our social entrepreneurs

I: Oh ya I wanted to ask if you have ever sold your coffee in Sabah kan you always do in Cyberjaya saja?

P: Ohh okay dekat Sabah no we have not sold any but if there are any programmes like contoh like JAM like that kan memang we participate juga lah because it is very hard to bring our coffee machine back to Sabah. Operations are memang in Semenanjung kan..so memang di Sabah our appearance memang susah but I want to say that the impact is actually memang dekat Sabah walaupun kita beroperasi di Sabah.

I: So when you lets say you bring your product to JAM do you sell coffee through F&B or coffee products?

P: Ohh normally we will do small scale coffee products..we brought la our coffee cup but it was quite hard. Unless sangat-sangat perlu baru kami pergi dekat Sabah. Kita make sure that we follow this quadruple helix model. Kita kategorikan kita punya partners kepada empat government, corporate, NGO and universities. So how do we maintain that relationship of course, as a business entity we have to someone jadi sales someone jadi the jaga operation right so I'm more to like maintaining relationships with the stakeholders. So basically, in terms of business we have business relationships. We are very active in social media as well as that time before we hand over this business to our partner. But we're still managing it but from afar sementara waktu sahaja. So we make sure that we make appearance on social media, on radio, on newspaper and we buat live. We maintain this relationship with all of these people. Then it will be different when you approach government and all. But I agree on how we treat them based on how they are. So in BosCO, we make sure that we tell the story of where this coffee is from like "Hey do you know that the coffee that you are drinking is all the from Kundasang, Sabah made by our um coffee farmers all of them are ladies very capable ladies and the coffee beans that you are drinking is Arabica coffee beans" because dekat Sabah orang hanya ingat Kopi Tenom sahaja but no we also have Arabica coffee beans. And this are fresh coffee beans you drinking from kaki Gunung Kinabalu..ahh macam tu lah. Make sure you tell the story, tell the impact difficult especially. You thank them by saying "thank you for buying our coffee now our coffee farmers can kids to school". You must connect it an emotional level want to sell you brand baru lah orang akan membeli. People will not buy your products; people buy the experience. The experience yang you create lah you akan jual.

I: Yeah..thank you so much for your answers Madam Vivi!

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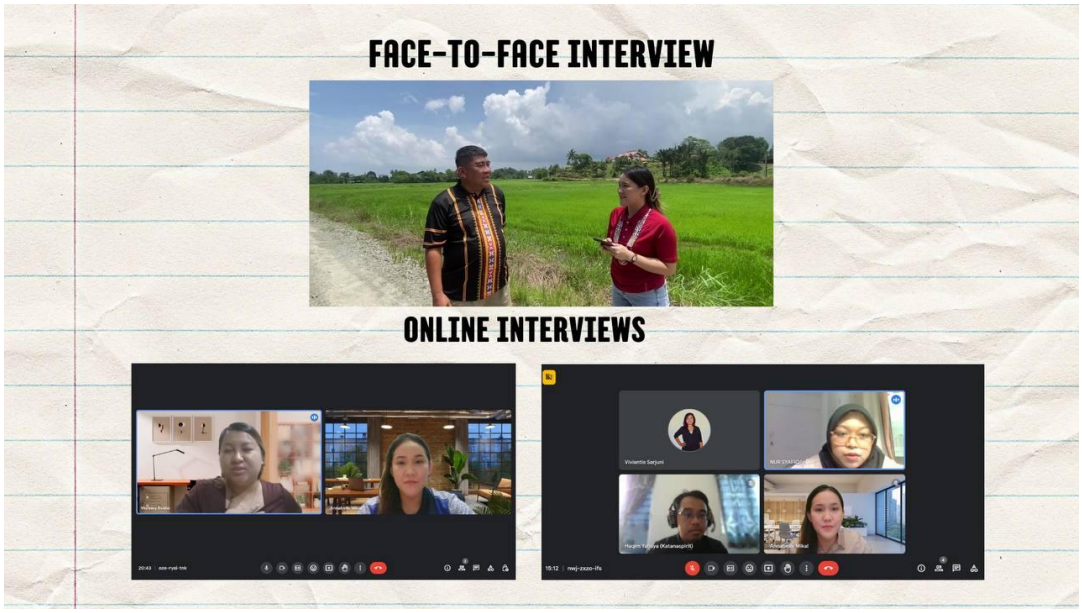
APPENDIX D

INTERVIEW EVIDENCE


FACE-TO-FACE INTERVIEW
ONLINE INTERVIEWS

PENAMPANG

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Sabah International Convention Centre - SICC
WAGAS DE ASI
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