

Navigating Social Entrepreneurship: Unravelling its Issues and Challenges in Malaysia

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Abstract

Social entrepreneurship has increasingly been recognized as a strategic avenue for fostering inclusive economic development while addressing critical societal and environmental challenges. In Malaysia, the model has gained momentum as a response to pressing issues such as poverty, educational disparities, public health, and sustainability. Despite its potential, the social entrepreneurship landscape in Malaysia remains constrained by a series of systemic barriers, including limited public awareness, underdeveloped regulatory frameworks, insufficient institutional support, and challenges in measuring social impact. Existing literature often lacks a comprehensive analysis that contextualizes these challenges within the Malaysian socio-economic environment, revealing a significant research gap. This concept paper seeks to critically examine the prevailing issues impeding the advancement of social entrepreneurship in Malaysia. Employing a qualitative methodology, the study draws on an extensive review of academic literature, policy documents, and case-based insights collected over a five-year period (2019–2023). The findings identify five principal challenges: inadequate public understanding of the concept, absence of long-term supportive policies and regulatory clarity, limited entrepreneurial capacity and expertise, insufficient utilization of cooperative structures, and the lack of standardized evaluation frameworks for impact assessment. This study contributes to the academic discourse by offering nuanced, context-specific insights and policy recommendations aimed at cultivating a more robust and enabling ecosystem for social entrepreneurship in Malaysia. The implications extend to stakeholders across sectors, underscoring the need for integrated strategies that align entrepreneurial innovation with sustainable development objectives.

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INTRODUCTION

Social entrepreneurship has been garnering attention as one of the viable ways to promote economic growth, and at the same time promoting social well-being. Social enterprise is a unique organization that blends profit-driven and social mechanisms, with the profit going mostly toward public affairs and the organization's development (Palil et al. 2022). Liston-Heyes and Liu (2021) suggest that social enterprises leverage market-driven approaches to fulfill social objectives, distinguishing them from traditional businesses by prioritizing transformative social impact or community benefits alongside financial sustainability. In Malaysia, the concept has gained traction to tackle various societal challenges, including poverty, education, health, and environmental sustainability. Social entrepreneurs in Malaysia aim to create positive change by applying business principles to solve social problems, offering innovative and sustainable solutions that benefit communities (Adnan et al. 2018)

Despite its potential, social entrepreneurship in Malaysia faces numerous issues and challenges that can hinder its growth and effectiveness. Yeoh (2015) highlights that these challenges include limited access to funding and resources, a lack of public awareness and understanding of social entrepreneurship, regulatory and policy barriers, and difficulties

in measuring and scaling social impact. Additionally, social entrepreneurs often struggle to balance their social missions with the need for financial sustainability, which can lead to conflicts between social and economic goals

Therefore, this concept paper aims to explore the specific issues and challenges faced by social entrepreneurs in Malaysia, providing insights into the factors that influence their success or failure. Through a case study approach, the research will examine the experiences of social entrepreneurs in different sectors, highlighting the key obstacles they encounter and the strategies they employ to overcome them. The findings will contribute to a better understanding of the social entrepreneurship landscape in Malaysia and offer recommendations for fostering a more conducive environment for social innovation and impact.

LITERATURE REVIEW

Definition and Concepts of Social Entrepreneurship

The term social entrepreneurship was initially introduced in 1953 and gained greater attention in the 1980s, representing a unique approach to generating value through innovative means for the advancement of society (Bill Drayton, 2022). Social entrepreneurship refers to the practice of identifying social issues and implementing innovative solutions to address the problem through the application of entrepreneurial principles, processes, and strategies. It has emerged as a burgeoning field of study that goes beyond conventional business practices. Researchers such as Stoffers, Gunawan, Kleefstra (2018) and Huda et al. (2019) have emphasised its significance in not only driving economic growth but also in offering innovative solutions to pressing social issues while generating valuable social impact. This growing emphasis on social entrepreneurship underscores its potential to transform communities and address complex societal challenges through sustainable, impactful business models. According to Tina et al. (2019), social entrepreneurship includes identifying opportunities, seizing, mobilising resources and fostering innovation to establish new ventures in novel ways that align with social objectives.

Recognising its promising capacity to address and resolve societal challenges, social entrepreneurship is gaining traction as a powerful force for positive change. These changes encompass areas such as working conditions, education, community development, healthcare, equality, economic growth, climate action, and justice, among others (United Nations, 2015). By blending entrepreneurship with a social mission, social entrepreneurs are creating new pathways for positive change, emphasising the importance of aligning profit-driven motives with a broader social purpose. This shift towards socially oriented business strategies not only drives economic development but also fosters a more inclusive and sustainable approach to addressing the needs of society at large. The evolving landscape of social entrepreneurship reflects a deep commitment to leveraging business principles for the betterment of communities, signalling a promising future where economic prosperity and social well-being are intertwined (Wang & Cheok, 2023).

Social Entrepreneurship in Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a series of 17 global goals adopted by the United Nations General Assembly in 2015. They intend to tackle a variety of global issues, including poverty, inequality, climate change, environmental degradation, and peace and justice. The SDGs are part of the 2030 Agenda for Sustainable Development, an extensive strategy for people, the planet, and prosperity. Each goal has targets and indicators to track progress, and they are intended to be integrated and indivisible, recognising the intricate interdependence of social, economic, and environmental challenges (United Nations, 2015). The 17 SDGs are interconnected with one another. This indicates that progress on one goal is related to the status of other goals (Miola & Schiltzb, 2019).

Social entrepreneurship is an effective instrument for addressing social problems and achieving business goals. Social entrepreneurship can integrate company activities with broader social and environmental objectives, harmonising with the UN's Sustainable Development Goals (SDGs). The Sustainable Development Goals (SDGs), established by the United Nations in 2015, provide an extensive framework for global development, addressing economic, social, and environmental aspects. Social entrepreneurship supports this framework by driving inclusive economic progress that ensures no one is excluded. By uplifting marginalised groups, generating job opportunities,

and encouraging local innovation, social enterprises play a crucial role in achieving SDG 8 (Decent Work and Economic Growth) and SDG 9 (Industry, Innovation, and Infrastructure). Apart from that, microfinance institutions aid in reducing poverty (SDG 1) by offering financial services to underserved communities. Social entrepreneurship also highlights how fair-trade organisations advance sustainable production and consumption (SDG 12) by guaranteeing fair wages and promoting environmental responsibility (Ramya J. et al., 2024).

Social enterprise may address societal needs, promote social solidarity, and drive inclusive and sustainable economic growth. Although social entrepreneurship activities are not new, the evolution and framing of the concept are gaining popularity in Malaysia. Social enterprises could have a significant beneficial socioeconomic impact or contribute to the nation's environmental well-being while also staying profitable businesses (Ministry of Entrepreneur Development and Cooperatives Malaysia, 2022).

Social entrepreneurship has a crucial role in promoting national development and poverty alleviation since it creates new business models and opportunities. Social entrepreneurship can be described as the application of entrepreneurs' expertise, talents, and resources to a wide range of issues dealing with developing countries, including education, health, personal safety and security, poverty alleviation, social advancement, environmental sustainability, and so on. Social entrepreneurship is an effective technique of financial progress and poverty alleviation in bankrupt and low-income places around the world. The effects of social entrepreneurship on poverty eradication and income increase for microfinance beneficiaries are, at best, inconclusive. The consequences of social entrepreneurship on the eradication of poverty and increased income for the beneficiaries of microfinance are at best inconclusive (Lateh, M., et al. 2018). It can be shown that social entrepreneurship is able to eradicate poverty, which can be mapped to SDG1, reducing poverty.

Social Entrepreneurship from Malaysia's Perspective

Established in 1922 with the enactment of the Co-operative Societies Enactment, social entrepreneurship in Malaysia today takes various forms, including cooperatives, charities, community organisations, and enterprises. (KUSKOP, 2022). In recent years, interest in this field has grown significantly, attracting attention not only from entrepreneurs but also from academia, the private sector, and the government. According to a 2018 report by the British Council on the state of social enterprises in Malaysia, there are approximately 20,749 social enterprises, representing 0.8% of MSMEs, 79% of cooperatives, and 3.47% of NGOs.

The growth of social entrepreneurship in Malaysia is influenced by two main factors: demographic shifts and urbanisation, and climate change and resource limitations. Demographic shifts and urbanisation cover aspects such as an ageing population, income inequality, individuals with disabilities, poverty, and unemployment. Climate change and resource limitations involve increasing natural disasters, depleted water sources, and unsustainable food production (KUSKOP, 2022). Despite this growth, social enterprises make up just 0.2% of all business establishments in Malaysia. Although the government has shown support, the social entrepreneurship ecosystem in Malaysia remains in its early stages compared to cooperatives and other sectors.

On the bright side, there are initiatives done to elevate social entrepreneurship in Malaysia. In 2014, the Malaysian Global Innovation and Creativity Centre (MaGIC) was founded under the Ministry of Finance to foster technology start-ups that create impact and build an inclusive social enterprise ecosystem. To achieve this goal, MaGIC created the Malaysian Social Enterprise Blueprint 2015-2018, which aimed to establish social entrepreneurship as a self-sustaining, fair, and people-focused sector. In 2022, the Minister of Entrepreneur Development and Cooperatives introduced the Malaysia Social Entrepreneurship Blueprint 2030. This blueprint is designed to create a comprehensive and cohesive ecosystem that supports the growth of social entrepreneurship (SE) in Malaysia. The goal is for SE to develop a clearer vision for achieving its business goals, resulting in more impactful and sustainable business models (Ministry of Entrepreneur Development and Cooperatives, 2022). By 2030, it is expected that the SE movement will be recognised as a significant contributor to the creation of a successful, inclusive, and sustainable Malaysia.

METHODOLOGY

Through the use of multiple websites, relevant research papers, newspapers, and articles, this study adopts a qualitative methodology. Official websites of social enterprise, government agencies, NGOs, and international organisations that provide information, reports and updates on social entrepreneurship have been used to do analysis. Then, research papers, Academic journals and conference proceedings that explore theories, models and case studies relevant to social entrepreneurship both globally and within Malaysia. Next, newspapers, Local and international news articles that report on current events, policies and challenges related to social entrepreneurship. Other than that, articles have also been used by looking at opinion pieces, industry analyses and grey literature that offer practical insights and commentary on trends in the field of social entrepreneurship. This approach was chosen for its efficiency in terms of cost, time, and effort, offering a streamlined way to gather and analyse data. The study employs a targeted search strategy to locate pertinent resources, utilising key terms such as "social entrepreneurship issues," "social entrepreneurship," "Malaysian social entrepreneurship," "global social entrepreneurship," "social innovation," and any related articles on entrepreneurship. These terms help in pinpointing relevant literature and data sources that are crucial for a comprehensive analysis.

The focus of this paper is specifically on the issues and challenges associated with social entrepreneurship in Malaysia, reflecting an interest in understanding the unique dynamics and obstacles faced within this context. The data collection for this study spans a five-year period, from 2005 to 2025, which allows for a robust examination of trends and developments over time. This extended timeframe helps in capturing a range of perspectives and changes within the field of social entrepreneurship in Malaysia, providing a nuanced view of the evolving landscape. By systematically gathering and analysing data from diverse sources over this period, the study aims to offer valuable insights into the current state and prospects of social entrepreneurship in the region.

Table 1.1: Research Methodology

Source Type	Content/Usage	Purpose	Relevance to Study
Websites	Official websites of social enterprises, government agencies, NGOs, and international organisations	To gather reports, updates, and information	Provide foundational and policy-level insights into social entrepreneurship
Research Papers & Journals	Academic journals, research articles, and conference proceedings	Explore theories, models, and case studies (global & Malaysian context)	Offer scholarly and theoretical grounding for the research
Newspapers	Local and international news articles	Report current events, policy changes, and emerging challenges	Highlight real-time developments and public discourse
Articles & Grey Literature	Opinion pieces, industry analysis, and grey literature	Provide practical insights, commentary, and trend analysis	Give practical and alternative perspectives on social entrepreneurship
Methodology	Qualitative approach using targeted searches with key terms (e.g., "social entrepreneurship," "Malaysian social entrepreneurship")	Cost-effective, time-efficient method for data gathering	Enables comprehensive and focused analysis using multiple data sources
Focus Area	Issues and challenges of social entrepreneurship in Malaysia	To understand country-specific dynamics and obstacles	Focuses on Malaysia's unique ecosystem and contextual barriers
Time Frame	Data collected from 2005 to 2025	Capture evolving trends and developments over time	Ensures longitudinal insight into changes and progress in the sector

RESULTS AND CHALLENGES OF SOCIAL ENTREPRENEURSHIP IN MALAYSIA

Inadequate Comprehension and Insight

Social entrepreneurship is a vital driver of positive change in Malaysia. However, despite its growing popularity, the sector faces numerous challenges that hinder its growth and impact. One of the most significant challenges is inadequate comprehension and insight, which can hinder the development of effective social entrepreneurship initiatives (British Council, 2019). Its true meaning and significance remain unclear to many stakeholders. In Malaysia, the absence of a distinct and clear framework for registering social enterprises has led to a lack of understanding about what constitutes a social entrepreneur, social enterprise, and social entrepreneurship (Shafie et al., 2023). This vagueness has far-reaching consequences, making it challenging for social entrepreneurs to navigate the landscape and for policymakers to develop effective strategies to support them. In Sabah and Sarawak, the lack of awareness about social entrepreneurship is particularly pronounced (KUSKOP, 2022). Limited outreach and capacity-building programs have resulted in a dearth of social entrepreneurship initiatives in these regions (Abdul & Rifim, 2024). This is a concern, as social entrepreneurship has the potential to drive positive change and address pressing social and environmental issues.

The absence of a clear definition of social entrepreneurship also makes it difficult to track the number of social enterprises, measure their impact, and provide targeted support (Raudah, 2020). This lack of clarity hinders the development of effective policies and strategies to support social entrepreneurship, making it challenging for social entrepreneurs to access resources and funding (Ramli et al, 2024). Furthermore, the lack of awareness about social entrepreneurship among policymakers and stakeholders can hinder the development of a supportive ecosystem. Without a clear understanding of what constitutes a social enterprise, it is challenging for policymakers to develop policies that support their growth and development. This lack of awareness highlights the inadequate comprehension and insight of the concept of social entrepreneurship in Malaysia and hinders the development of effective social entrepreneurship initiatives (Ramli et al, 2024).

This lack of awareness of the challenges faced by social entrepreneurs in Malaysia hinders the development of effective solutions to address these challenges. This limited exposure to successful social entrepreneurship models hinders the development of innovative solutions and best practices. Inadequate comprehension and insight are significant barriers to social entrepreneurship in Malaysia. Ahmad et al (2025) mention in "*Exploring Value Creation in the Context of Social Enterprises in Malaysia*"- the lack of understanding of the social entrepreneurship ecosystem, limited awareness of challenges faced by social entrepreneurs, and limited exposure to successful social entrepreneurship models all hinder the development of effective social entrepreneurship initiatives.

Indispensability of Long-Term Policies and Regulations

"Policy" refers to laws, regulations, procedures, administrative actions, incentives, or voluntary practices of governments and other institutions. Policy decisions are often reflected in resource allocations (Office of the Associate Director for Policy). However, there is no precise definition for the policy (Torjman, 2005). In Malaysia, policymakers are generally high-ranking officials in the government, including ministers and members of the Cabinet. The Prime Minister is a prominent policymaker who controls the development and implementation of national policies (Hassan, H. 2020). Most public policies in Malaysia are set by the Malaysian government to safeguard both the public and the country.

One of the key issues and challenges of social entrepreneurship (SE) in Malaysia is the lack of long-term policies and regulations (British Council, 2019). Social entrepreneurship has emerged as a significant force for addressing societal challenges through innovative, sustainable solutions. However, in Malaysia, the field of social entrepreneurship lacks specific policies and regulations, a situation that both hampers the growth of this sector and highlights the need for a structured regulatory framework. Social entrepreneurship, distinct from traditional business ventures, focuses on creating social value rather than merely generating profit. In Malaysia, social enterprises aim to tackle pressing issues such as poverty, education, and environmental sustainability. Despite their contributions, these enterprises operate in an environment with limited targeted regulatory support. The absence of specific policies means

that social entrepreneurs often face uncertainty regarding legal recognition and access to operational guidelines (KUSKOP, 2020).

In most ASEAN Member States, social enterprises can be legally registered as either for-profit or nonprofit entities. Vietnam is the only ASEAN member state that legally recognises Social Enterprises (SEs) under the Enterprise Law. Malaysia, like most ASEAN member states, does not have a particular policy or regulation governing SEs. SEs in Malaysia can select between a variety of for-profit and non-profit structures (UNESCAP, 2018).

Malaysia's existing legal framework lacks a specialised structure for social entrepreneurship. However, in Malaysia, social entrepreneurship usually takes one of several pre-existing legal forms, such as non-profit organisations registered as companies limited by guarantee (CLBG), private firms limited by shares, or cooperatives. Despite the lack of a specific legal form designed for social entrepreneurship, non-profit organisations typically use the structure of a Company Limited by Guarantee (CLBG) due to its particular advantages. Social entrepreneurs can form independent legal entities and give their members or guarantors limited liability protection. This technique also allows them to gather money from a variety of sources, including government grants, donations, and charity (Shafie, N.A. et.al. 2023).

Limited Expertise and Knowledge Base

Social entrepreneurship in Malaysia is hindered by the limited expertise and knowledge base of social entrepreneurs. Nawati et al (2022) stated that this lack of expertise and knowledge base can hinder the development of effective social entrepreneurship initiatives, as social entrepreneurs may not have the necessary skills or knowledge to address the complex social and environmental issues they are trying to solve (Ahmad et al, 2025). The lack of resources and expertise can hinder the ability of social entrepreneurs to develop effective solutions to address the complex social and environmental issues they are trying to solve (Shafie et al, 2023). Besides that, the lack of access to training and capacity-building programs can also exacerbate the limited expertise and knowledge base of social entrepreneurs, making it more challenging for them to develop effective social entrepreneurship initiatives (Shean et al, 2024). This highlights the need for increased investment in research and evaluation methods to support the development of effective social entrepreneurship initiatives (Ahmad et al, 2025). The limited expertise and knowledge base of social entrepreneurs in Malaysia is a significant challenge that needs to be addressed. The lack of resources and expertise available to social entrepreneurs can hinder their ability to develop effective solutions to address complex social and environmental issues. Furthermore, the lack of access to training and capacity-building programs can also exacerbate this issue, making it more challenging for social entrepreneurs to develop effective social entrepreneurship initiatives.

Endorsing Cooperatives as a Social Enterprise Venture

Malaysia's SEMy2030 Blueprint stated that another challenge facing social entrepreneurship in Malaysia is the lack of awareness and understanding of cooperatives as a social enterprise venture. Cooperatives are business models that are owned and controlled by members who share a common interest or goal. They can be an effective way for social entrepreneurs to address complex social and environmental issues, as they can provide a sense of community and shared ownership among members. This success highlights the potential benefits of endorsing cooperatives as a social enterprise venture, but it also highlights the need for increased awareness and understanding among potential entrepreneurs. This lack of awareness and understanding can hinder the development of cooperative-based social entrepreneurship initiatives, as potential entrepreneurs may not be aware of the potential benefits and opportunities that cooperatives can offer (Shafie et al, 2023). Endorsing cooperatives as a social enterprise venture is an important challenge that needs to be addressed. The lack of awareness and understanding among potential entrepreneurs can hinder the development of cooperative-based social entrepreneurship initiatives (British Council, 2019). However, with increased awareness and understanding, cooperatives can be an effective way for social entrepreneurs to address complex social and environmental issues.

Inadequate Results and Evaluation Indicators

This lack of adequate results and evaluation indicators can make it challenging for social entrepreneurs to evaluate the effectiveness of their initiatives and make informed decisions about future direction (Palil et al, 2023). This difficulty in measuring impact can hinder the ability of social entrepreneurs to evaluate the effectiveness of their initiatives and make informed decisions about future direction. Ramli et al. (2024) examined the challenges faced by social entrepreneurs in Malaysia, highlighting market penetration difficulties and operational inefficiencies. This highlights the need for increased investment in research and evaluation methods to support the development of effective social entrepreneurship initiatives. Inadequate results and evaluation indicators are a significant challenge that needs to be addressed. According to Arena, Azone and Bingo (2015), the lack of adequate results and evaluation indicators can make it challenging for social entrepreneurs to evaluate the effectiveness of their initiatives and make informed decisions about future direction. However, with increased investment in research and evaluation methods, it is possible to develop effective evaluation indicators that can support the development of effective social entrepreneurship initiatives.

DISCUSSION AND CONCLUSION

The exploration of social entrepreneurship in Malaysia has illuminated both the transformative potential and the multifaceted challenges inherent within this emerging sector. Reflecting on the findings, it becomes evident that while social entrepreneurship holds considerable promise for addressing societal inequalities and contributing to sustainable development, its current trajectory in Malaysia is hindered by structural, cultural, and institutional constraints. One of the most salient issues is the pervasive lack of understanding regarding what constitutes a social enterprise. This ambiguity is not limited to the general public but extends to stakeholders, including policymakers and practitioners, which often leads to misconceptions about the legitimacy and viability of social entrepreneurship as a distinct and impactful model. Reflecting upon this, it is apparent that awareness-raising efforts must go beyond superficial promotion and instead focus on deepening conceptual clarity, cultivating grassroots education, and embedding social entrepreneurship into formal educational curricula. Another key insight relates to the absence of a dedicated regulatory framework. The reflection here underscores a missed opportunity by the Malaysian government to provide clarity and security for social enterprises, which often operate in a grey area between non-profit and for-profit models. From a reflective standpoint, this signals the importance of long-term vision in policy formulation. A more inclusive and enabling legislative ecosystem would not only legitimise social enterprises but also attract investment and foster innovation in addressing local and national challenges.

The limited expertise and knowledge base among Malaysian social entrepreneurs also emerged as a critical impediment. Reflecting on this, it becomes evident that technical skills alone are insufficient for success in this space. Social entrepreneurs must also possess strategic acumen, emotional resilience, and the capacity for systemic thinking. This calls for a paradigm shift in how entrepreneurial education is approached, one that integrates social impact frameworks, ethical leadership, and systems innovation into the core of entrepreneurship training. Moreover, the underutilization of cooperatives as a viable model for social enterprise points to an overlooked opportunity within Malaysia's rich cooperative tradition. From a reflective lens, this highlights a tension between traditional forms of collective enterprise and modern interpretations of social innovation. Bridging this divide could unlock a unique hybrid model rooted in local culture yet aligned with global impact standards. Perhaps most critically, the lack of robust impact measurement frameworks reflects a broader challenge of accountability and legitimacy. This gap suggests that many social enterprises in Malaysia struggle not due to a lack of intent but due to the inability to articulate and validate their outcomes. Reflectively, this realisation challenges both researchers and practitioners to develop culturally responsive and contextually grounded indicators of success, moving beyond Western-centric metrics.

In reflecting on the broader implications of this study, it becomes clear that social entrepreneurship in Malaysia is still in its formative stages. However, this nascent phase also represents a fertile ground for innovation, collaboration, and policy experimentation. As a researcher, engaging with this topic has deepened our appreciation for the complexity of aligning social goals with entrepreneurial strategies. It has also prompted a personal recognition of the need for

interdisciplinary and participatory approaches in studying and supporting this sector. While this study offers valuable insights into the challenges of social entrepreneurship in Malaysia, several limitations should be acknowledged. First, the study is conceptual and relies primarily on secondary data sources, including literature reviews, reports, and selected case studies. This approach, while comprehensive, limits the depth of lived experiences and real-time perspectives from active social entrepreneurs across diverse sectors and regions. Secondly, the study predominantly focuses on qualitative insights and does not incorporate empirical data or stakeholder interviews, which could have strengthened the analysis and provided richer, grounded evidence. Lastly, the generalizability of the findings may be constrained by the evolving nature of social entrepreneurship in Malaysia, as new initiatives, policies, and external factors (such as economic shifts or global crises) continue to influence the ecosystem.

Given the dynamic and multifaceted nature of social entrepreneurship in Malaysia, several areas warrant further investigation. First, future research should adopt empirical approaches such as surveys, interviews, or ethnographic studies to capture the voices and experiences of social entrepreneurs, beneficiaries, investors, and policymakers. This would enrich the understanding of practical challenges and context-specific strategies. Secondly, comparative studies between Malaysian social enterprises and those in other ASEAN or developing nations could offer cross-cultural insights and best practices relevant for policy adaptation and sectoral growth. Third, more research is needed on the long-term social and economic impact of different types of social enterprises, particularly in rural versus urban contexts. Additionally, there is significant scope for exploring the role of youth, women, and marginalised communities in driving social innovation and entrepreneurship. Finally, the development and validation of local impact measurement tools should be a priority for researchers seeking to strengthen evidence-based practices and accountability within the sector.

In conclusion, the challenges identified are not insurmountable but require a coordinated, reflective, and inclusive effort from all stakeholders. Fostering a more coherent policy environment, strengthening educational pathways, and cultivating a shared understanding of impact, Malaysia can move toward a future where social entrepreneurship is not only viable but central to its socio-economic development strategy. The reflections drawn from this study serve as a foundation for future inquiry and action, emphasising the importance of context-sensitive solutions and the power of socially driven innovation.

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