Chapter 11

Investigating Factors Influencing Third Sector Social Enterprise Managers' Career Orientations:
A Conceptual Framework

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ABSTRACT

This chapter proposes conceptual framework that explores factors that influence managerial career orientations (self-perceived talents and abilities, basic values and the evolved sense of motives and needs that influences a person's career-related decisions. The argument put forward is that demographic (age, gender, social class, marital status, ethnicity, professional and educational qualifications); societal and organisational factors (government policies, labour market conditions, diversification of income streams, organisation size, structure and culture) will influence small third sector manager's career orientations. Identifying and understanding the career orientations of managers provide organisations with greater awareness of employee career needs and the ability to target career management effectively. The results indicate positive outcomes in organisational commitment, improved productivity and staff retention. This chapter concludes with a summary of finding, implications and future research directions.

INTRODUCTION

Asserted by various authors (Schein, 1990; Feldman and Bolino, 1996; Coetzee and Schreuder, 2008; Guan, Wen, Xiaohua, Haiyang, Wei, L., Liu, Wang, Zhang, and Dong; 2013) organisational ability to enhance career management efficiently can be improved by identifying and understanding the career orientations of managers and to provide organisations with greater awareness of employee career needs. Targeting career management efficiently has been a challenge across all organisational sectors and is

particularly interesting in the contemporary context of the small third sector social enterprise. Third sector social enterprise development began in the nineteenth century in the evaluation of social economy and incorporated organizations such as, mutual benefits societies, and co-operatives (Dart, 2004; Hines, 2005). Social enterprises are defined as enterprises that trade to meet social/environmental goals (Department of Trade and Industry, 2002). The concept of social enterprise has achieved policy recognition in many countries. These types of social businesses became more prominent in the United States during the late 1970s and 1980s in response to the economic downturn and major cutbacks in government spending (Kerlin, 2006; Young, 2006).

Social enterprises in Europe also gained momentum during the economic downturn in the 1970. As the downturn led to cuts in government budgets across Europe, reducing the states' ability to provide unemployment assistance and job reintegration (Crimmins & Keil, 1983; Eikenberry and Kluver, 2004). This paved the way for the emergence of social enterprise as a widely accepted concept of addressing socio-economic problems due to a necessity resulting out of state reduction in funding. Moreover, social enterprises are an integral part of the third sector and contribute to the modernization and delivery of public services in the UK. The sector mission is to achieve social goals (for example, improving the community, environment, economic well-being, health and social care) (National Council for Voluntary Organisations, 2009; 2015). The sector organizations operate within a range of institutional, legal and financial constraints. The sector is self-governing which allows stakeholders such as, service users, volunteers, workers and managerial staff to have a say in policy development and service delivery procedures (Kendall, 2003; Anheier, 2005).

Several authors view the sector organizations as effective, because they target the unmet needs of local people and make a positive contribution to the regeneration of deprived areas by addressing gaps in public services, combating socio-economic exclusion and facilitating and local democratic structures based on empowering individuals to make decisions at the local level (Morphet, 2008). They help to build citizenship (participation and membership in the community) by engaging citizens in the development of their communities (Steinberg, 2003).

Steinberg (2003) and later Morphet (2008) offer a unique way of social organizing, based on the values of independence which includes freedom of association, altruism that entails concern for others and community collective action (Kendall and Knapp, 1995; Kendall, 2003). The advocacy role of the sector organizations has helped enhance social exclusion. Social inclusion involves building shared values, reducing disparities in wealth and income and enabling local communities to have sense that they are facing shared challenges and finding mutually satisfactory solutions (Kendall, 2003; Harris, 2010). The sector organizations encourage citizen participation in the delivery of community services and plays a role in generating social capital (Kendall. 2003; Knight and Robson, 2007; Damm, 2012). Academic interest in the sector has increased in the last four decades as the understanding of the benefits and the contributions of the sector to the economy increases (Lowe and Butcher, 1994; Borzaga and Defourny, 2001; Vickers, 2010).

The state has failed to fulfill the demand for public services, and therefore, the sector organizations emerge to fill the gaps (Halfpenny and Reid, 2002; Peattie and Morley, 2008; Jenner, 2016). The explicit inclusion of the third sector in the UK government social enterprise policy document was to encourage third sector organizations to diversify their income generation streams. This policy agenda opened up new 'developmental' funding streams for the sector organizations to build capacity and to develop new services to enable them to sustain a social enterprise 'business model'. New funding streams from which organizations benefited includes: Future Builders, Capacity Builders Funds, Adventure Capital Fund,

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