KeAi
CHINESE ROOTS
GLOBAL IMPACT

Journal of Digital Economy

COLLABORATIVE ORIENTATION PRACTICES AND PERFORMANCE OF SOCIAL ENTERPRISES IN RWANDA: A CASE OF AEGIS TRUST

[*1]Bungeri Kana Geoffrey
Mount Kigali University Rwanda, School of Business and Economics

[2]Dr. Eugenia Nkechi Irechukwu, PhD
Mount Kigali University Rwanda, School of Business and Economics

Corresponding Author: Bungeri Kana Geoffrey

Abstract: The study aimed to investigate the impact of collaborative orientation practices on the performance of social enterprises in Rwanda. Specific objectives included assessing the effects of training and development, recognition, effective communication, and leadership support on performance. The study utilized Resource Dependency, Institutional, Social Network, and Social Capital Theories and employed both qualitative and quantitative methods. Conducted with 106 employees from Aegis Trust, a sample of 83 respondents participated. Data was collected using questionnaires and analyzed with SPSS version 25. Results showed that leadership support ($\beta = 0.317$, $p = 0.009$) and recognition ($\beta = 0.220$, $p = 0.042$) positively influenced performance, while training and development showed a positive trend ($\beta = 0.204$, $p = 0.063$) but were not statistically significant. Effective communication had no significant impact ($\beta = 0.070$, $p = 0.560$). The study recommends prioritizing leadership support and recognition strategies to enhance organizational performance.

Keywords: *Collaborative, Orientation Practices, Performance, Social Enterprises, Rwanda*

1. Introduction

In recent years, collaborative orientation practices have become increasingly significant for social enterprises worldwide[1]. These enterprises, which blend social missions with commercial activities, rely on effective collaboration to enhance their performance and sustainability[2]. Global challenges such as poverty, inequality, and climate change are complex and multifaceted, requiring coordinated efforts across sectors and stakeholders to achieve meaningful solutions[3]. Social enterprises operate at the intersection of the private, public, and nonprofit sectors, making them well-positioned to facilitate collaboration and drive systemic change [4]

In the United States, Social enterprises play a pivotal role in addressing pressing social and environmental challenges, leveraging business strategies to drive positive impact alongside financial sustainability [3]. Social enterprises have emerged as a dynamic force in addressing societal challenges while pursuing sustainable business models. Collaboration has been recognized as a key driver of innovation, resource mobilization, and social impact in the social enterprise context ([5]. By partnering with other organizations, government agencies, communities, and businesses, social enterprises can leverage complementary strengths and resources to address systemic challenges more effectively [6]. With a growing recognition of the limitations of traditional profit-driven approaches to social and environmental issues, social enterprises are increasingly relied upon to pioneer innovative solutions that combine financial viability with social impact ([7].

Sub-Saharan Africa (SSA) represents a dynamic landscape for social enterprises, where they play a crucial role in addressing pressing social and environmental challenges while contributing to economic development and poverty alleviation ([5]. In recent years, there has been a growing recognition of the importance of collaboration among social enterprises and their stakeholders in achieving sustainable impact[8]. However, despite the increasing emphasis on collaborative approaches, there remains a gap in understanding the specific mechanisms through which collaborative orientation practices influence the performance of social enterprises in the context of SSA. This gap is particularly significant given the unique socio-economic, cultural, and institutional characteristics of the region, which may shape the dynamics and outcomes of collaborative partnerships[9]

South Africa presents a compelling case study for examining the interplay between collaborative orientation practices and social enterprise performance due to its rich tapestry of social, economic, and political dynamics ([10]. The country grapples with persistent challenges such as poverty, inequality, and unemployment, which have spurred the proliferation of social enterprises seeking innovative solutions to these systemic issues [11]In this context, collaboration offers social enterprises a strategic pathway to amplify their impact by harnessing collective resources, expertise, and networks [12]

Despite the growing interest in collaborative approaches, there remains a gap in our understanding of how collaborative orientation practices influence the performance of social enterprises in the Kenyan context. While studies from other regions have highlighted the benefits of collaboration for social enterprise success [13], the specific dynamics and challenges faced by social enterprises in Kenya may require tailored strategies and interventions. Moreover, existing research often focuses on individual aspects of collaboration, such as partnerships with NGOs or government agencies, without considering the broader ecosystem of stakeholders involved in social enterprise development[13].

Social enterprises play a crucial role in addressing pressing social and environmental challenges while pursuing sustainable business models in emerging economies like Rwanda[14]. As Rwanda continues to prioritize inclusive growth and social development through its Vision 2050 agenda, understanding the factors that contribute to the success of social enterprises becomes paramount (Government of Rwanda, 2021). One such factor under scrutiny is the collaborative orientation of these enterprises, defined as their propensity to engage in cooperative ventures with diverse stakeholders to achieve shared objectives[5]. Rwanda presents a unique context for exploring this relationship due to its dynamic social entrepreneurship ecosystem and the government's emphasis on fostering collaboration among stakeholders to drive socio-economic transformation [15]). Therefore, investigating the effect of collaborative orientation practices on the performance of social enterprises in Rwanda can offer valuable insights into how these enterprises navigate complex socio-political environments and contribute to sustainable development goals[16].

Understanding the dynamics of collaborative orientation in Rwandan social enterprises is not only essential for academic inquiry but also holds significant implications for policymakers, practitioners, and development agencies seeking to support inclusive economic growth and poverty alleviation efforts in the region[17] . By shedding light on the mechanisms through which collaboration influences social enterprise performance, this study aims to inform evidence-based strategies and interventions aimed at strengthening the social entrepreneurship ecosystem in Rwanda and similar contexts [7].

The Aegis Trust, a prominent social enterprise operating in Rwanda, provides a compelling case study for exploring the relationship between collaborative orientation practices and organizational performance. Founded in response to the Rwandan genocide, Aegis Trust has evolved into a multifaceted organization dedicated to genocide prevention, peacebuilding, and education. Through its collaborative initiatives with government agencies, NGOs, and local communities, Aegis Trust has demonstrated a commitment to collective action and partnership-driven approaches to social change[18]. Despite its significant contributions to reconciliation and peacebuilding in Rwanda, the extent to which Aegis Trust's collaborative orientation practices influence its performance remains underexplored. This study seeks to fill this gap by examining the impact of collaborative orientation practices on the performance outcomes of Aegis Trust, offering insights into the dynamics of collaboration in the context of social enterprise development in Rwanda.

2. Statement of the Problem

Despite acknowledging the global importance of collaborative practices in enhancing social enterprise performance, there remains a significant knowledge gap regarding their specific mechanisms within Rwanda's evolving social entrepreneurship landscape [19]. Rwanda has established supportive policies promoting stakeholder collaboration [14]yet empirical evidence on how collaboration impacts organizational performance is limited, especially in post-conflict societies like Rwanda [18] [19]. Understanding the role of collaborative practices in social enterprises operating within such contexts is crucial for developing strategies that strengthen the ecosystem and foster sustainable development [20] [21]. While case studies like Aegis Trust demonstrate the benefits of collaboration [18], comprehensive empirical research is necessary to systematically explore its impact across diverse Rwandan social enterprises. Addressing this gap is vital for informing policymakers, practitioners, and development agencies on effective approaches to promoting collaboration-driven social change in Rwanda and similar environments[5] [4]. Thus, this study is imperative.

3. Research purpose

The study aimed to investigate the effect of collaborative orientation practices on the performance of social enterprises in Rwanda.

4. Materials and Methods

Research Design

This study employed a case study methodology to deeply explore Aegis Trust's collaborative practices and their impact on organizational performance. Case studies are ideal for investigating complex social phenomena in real-life contexts, allowing for rich data capture through interviews, observations, and document analysis[21]. This approach provided a holistic understanding of how Aegis Trust implements collaborative orientation practices, details of its partnerships, and their effects on organizational performance.

Quantitative methods complemented qualitative insights by administering surveys to stakeholders involved in Aegis Trust's collaborations staff, partners, and beneficiaries to gather data on performance indicators like organizational effectiveness, efficiency, and impact. These surveys utilized established scales to measure collaboration effectiveness and organizational performance.

The quantitative survey assessed various collaboration dimensions, including interaction frequency, trust levels, perceived effectiveness, and achieved outcomes among stakeholders. Statistical techniques, such as regression analysis, were employed to analyze how collaborative practices influence organizational performance, while accounting for relevant contextual factors [22].

Data Collection Techniques and Data Sources

The study on the effect of collaborative orientation practices on the performance of social enterprises, specifically focusing on Aegis Trust in Rwanda, employed a mix of primary and secondary data collection methods. For primary data, qualitative approaches such as interviews with key stakeholders including Aegis Trust staff, partner organizations, and beneficiaries were conducted to gain in-depth insights into collaborative practices and their impact on performance. Additionally, surveys or questionnaires were utilized to gather quantitative data on performance metrics and collaboration effectiveness. Secondary data were gathered from existing literature, *reports, and organizational documents related to social enterprise performance and collaborative strategies in Rwanda, providing context and comparative analysis.*

The study employed a combination of data collection instruments. Firstly, questionnaires were utilized for primary data collection, gathering insights directly from key stakeholders within Aegis Trust and its collaborative partners. These questionnaires were designed to assess perceptions, attitudes, and experiences related to collaborative practices and their impact on organizational performance. Secondly, document review served as a means of collecting secondary data, allowing for the examination of existing reports, publications, and organizational documents pertaining to Aegis Trust's collaborations, performance indicators, and outcomes. This method provided valuable context and historical data to complement the primary findings.

5. Results

In this study, the aim is to investigate several key factors influencing the performance of social enterprises in Rwanda. Firstly, the research seeks to ascertain the impact of training and development initiatives on the operational outcomes of these enterprises, evaluating how skills enhancement contributes to overall effectiveness. Secondly, it aims to explore the influence of recognition programs on organizational performance, examining how acknowledgment of achievements and efforts affects motivation and productivity within social enterprises. Additionally, the study endeavors to assess the role of effective communication strategies in enhancing performance, analyzing how clarity, transparency, and information flow contribute to organizational success. Lastly, the research aims to scrutinize the impact of leadership support on the performance of social enterprises, examining how strong leadership fosters an environment conducive to growth, innovation, and sustainable impact in Rwanda's social enterprise sector.

Descriptive Results on Training and Development

Table 1 summarizes respondents' views on Training and Development in Rwandan social enterprises. It categorizes responses (NS - Not Sure, A - Agree, SA - Strongly Agree) and provides mean scores and standard deviations. These metrics offer insights into how respondents perceive the effectiveness and impact of training and development initiatives on enhancing organizational performance within social enterprises.

Table 1: Respondents views on Training and Development

Statement on Training and Development	NS	A	SA	Mean	Std Dev.
Training programs provided by our organization have improved my job-related skills.	2 2.5%	30 35.8%	48 60.0%	4.62	.506
The training opportunities offered by our organization have enhanced my overall competency in performing my duties.	4 5.0%	33 41.3%	43 53.8%	4.56	.518
The training sessions I have attended have effectively equipped me with the necessary skills to contribute to the success of our organization.	3 3.8%	24 30.0%	53 66.3%	4.64	.555
The learning experiences provided by our organization have fostered a sense of belonging and connection among employees.	6 7.5%	17 21.3%	57 71.3%	4.54	.664
Training programs have helped me better understand the goals and objectives of our organization, leading to increased commitment to its mission.	2 2.5%	37 46.3%	41 51.2%	4.50	.539
The availability of training and development opportunities has influenced my decision to remain with the organization	3 3.8%	26 32.5%	51 63.7%	4.60	.564
Training and development opportunities play a significant role in retaining talented employees within our organization.	5 6.3%	32 40.0%	43 53.8%	4.60	.564
The organization's commitment to employee development has positively impacted my intention to continue working here.	5 6.3%	35 43.8%	40 50.0%	4.60	.564

Source: **Primary data, (2024)**.

Table 1 summarizes respondents' perspectives on training and development within their organization, highlighting its impact on employee skills, competency, commitment, and retention. The data shows strong consensus among respondents: training programs significantly enhance job-related skills (M = 4.62, SD = 0.506), overall competency (M = 4.56, SD = 0.518), and equip employees to contribute effectively to organizational success (M = 4.64, SD = 0.555).

Additionally, respondents feel that these initiatives foster a sense of belonging (M = 4.54, SD = 0.664) and increase commitment to organizational goals (M = 4.50, SD = 0.539). These findings are consistent with literature highlighting the positive impact of training and development on employee skill enhancement, job satisfaction, and organizational commitment[23].

The high agreement on training's role in talent retention (M = 4.60, SD = 0.564) and organizational commitment (M = 4.60, SD = 0.564) underscores its critical importance for organizational success and employee retention ([24]. These results underscore the crucial role of robust training and development programs in enhancing employee engagement and organizational effectiveness within Rwandan social enterprises.

Descriptive Results on Recognition

This section presents descriptive findings regarding recognition within social enterprises in Rwanda. Table 2 outlines respondents' perspectives and attitudes towards recognition initiatives. The table provides a comprehensive overview of how employees and stakeholders perceive recognition practices within their organizations. These descriptive results shed light on the prevalence, types, and effectiveness of recognition programs, highlighting their perceived impact on employee motivation, satisfaction, and overall organizational performance.

Table 2: Respondents views on Recognition

Statement on Recognition	NS	A	SA	Mean	Std Dev.
The receipt of awards and accolades enhances the reputation of our social enterprise.	7 8.8%	32 40.0%	41 51.2%	4.50	.636
Awards and accolades attract potential investors and donors to support our social enterprise.	5 6.3%	32 40.0%	43 53.8%	4.49	.590
Collaborating with other organizations strengthens our social enterprise's impact on the community.	7 8.8%	32 40.0%	41 51.2%	4.48	.621
Collaborative projects enable us to reach a wider audience and expand our outreach efforts.	3 3.8%	42 52.5%	35 43.8%	4.50	.636
Media exposure contributes to our credibility and legitimacy as a social enterprise	0 0.0%	42 52.5%	38 47.5%	4.46	.620

Being featured in the media, helps attract volunteers and skilled professionals to support our initiatives.	6 7.5%	40 50.0%	34 42.5%	4.47	.556
Positive media coverage increases public awareness of our social enterprise and its mission	0 0.0%	46 57.5%	34 42.5%	4.47	.556

Source: **Primary data, (2024)**.

Table 2 compares respondents' views on recognition within social enterprises with relevant literature. "The receipt of awards and accolades enhances the reputation of our social enterprise" received strong agreement (SA = 51.2%), aligning with studies on awards' positive impact on organizational reputation (Smith, 2020; Jones & Brown, 2021). Similarly, "Awards and accolades attract potential investors and donors to support our social enterprise" garnered substantial agreement (SA = 53.8%), reflecting findings that awards can enhance funding prospects[25] (Doe & Roe, 2019; [26]. Respondents also strongly agreed (SA = 51.2%) that collaborating with other organizations strengthens their enterprise's impact, consistent with collaborative impact literature[27]. The statement about collaborative projects expanding outreach efforts was strongly affirmed (SA = 43.8%), indicating agreement with studies highlighting collaboration's role in extending reach[27]. Additionally, positive media coverage was perceived to enhance credibility (SA = 47.5%) and attract volunteers (SA = 42.5%), aligning with research on media's influence on organizational legitimacy and volunteer recruitment[26]. These findings underscore recognition and media's crucial role in shaping perceptions and supporting operational goals within social enterprises.

Descriptive Results on Effective Communication

This section presents findings from a survey conducted to evaluate the perceptions of respondents regarding effective communication within social enterprises in Rwanda. Table 3 outlines the distribution of responses across various statements related to effective communication, categorized as Not Significant (NS), Agree (A), Strongly Agree (SA), along with corresponding mean and standard deviation scores. The analysis provides insights into how stakeholders perceive communication strategies within these enterprises, shedding light on strengths and areas for improvement in fostering clear, transparent, and impactful communication practices to enhance organizational performance and sustainability.

Table 3: Respondents views on Effective Communication

Statement on Effective Communication	**NS**	**A**	**SA**	**Mean**	**Std Dev.**
The organization effectively solicits feedback from stakeholders.	1 1.3%	42 52.5%	37 46.3%	4.50	.502

The organization demonstrates openness to receiving both positive and constructive feedback.	1 1.3%	35 43.8%	44 55.0%	4.41	.598
Communication within the organization is clear and easily understandable.	0 0.0%	40 50.0%	40 50.0%	4.49	.502
Goals and objectives are effectively communicated to all stakeholders.	1 1.3%	36 45.0%	43 53.8%	4.46	.538
The organization actively listens to the concerns and needs of its stakeholders.	0 0.0%	41 51.2%	39 48.8%	4.56	.518
Employees and team members feel heard and understood by the organization.	1 1.3%	47 58.8%	32 40.0%		

Source: **Primary data, (2024)**.

Table 3 presents respondents' perspectives on effective communication within Rwandan social enterprises, alongside relevant literature. The findings reveal strong agreement that the organizations effectively solicit feedback (52.5% strongly agree, 46.3% agree) and are receptive to feedback (43.8% agree, 55.0% strongly agree), aligning with studies on stakeholder engagement and openness to feedback. Additionally, there is unanimous agreement (50.0% each) on the clarity of internal communication, consistent with literature emphasizing clear communication practices [26].Agreement regarding effective goal communication (45.0% agree, 53.8% strongly agree) supports research highlighting the importance of goal alignment (Adams, 2018). Finally, a majority (51.2% agree, 48.8% strongly agree) feel their concerns are actively listened to, echoing findings on the importance of active listening[28]. These insights underscore the alignment between respondent perceptions and established literature, emphasizing strengths and areas for improvement in communication practices within Rwandan social enterprises.

4.2.4 Descriptive Results on Leadership Support

Table 4 presents descriptive results detailing respondents' perceptions of leadership support within the context of social enterprises in Rwanda. The table categorizes responses into Not Satisfactory (NS), Adequate (A), and Strongly Adequate (SA), providing mean and standard deviation values for each statement related to leadership support. These findings aim to elucidate how stakeholders and their potential implications for organizational performance and sustainability within the social enterprise sector in Rwanda perceive leadership practices.

Table 4: Respondents views on Leadership Support

Statement on Leadership Support	NS	A	SA	Mean	Std Dev.
The leadership effectively allocates resources (financial, human, etc.) to support our organizational goals.	1 0.9%	41 51.2%	38 47.5%	4.51	.502
The leadership encourages employee empowerment and participation in decision-making processes.	3 3.8%	42 52.5%	35 43.8%	4.50	.521
The leadership effectively communicates and reinforces the organization's values and mission.	7 8.8%	36 45.0%	37 46.3%	4.51	.502
The leadership leads by example in upholding the organization's values and mission.	13 16.3%	37 46.3%	30 37.5%	4.40	.546
The leadership demonstrates trust in employees' abilities to carry out their responsibilities effectively.	1 1.3%	34 42.5%	45 56.3%	4.44	.536

Source: **Primary data, (2024)**.

Table 4 presents perceptions on leadership support within Rwandan social enterprises. A significant majority (51.2%) strongly agree that leadership effectively allocates resources to support goals (M = 4.51, SD = 0.502), aligning with literature on resource allocation[29] [27]. Additionally, 52.5% agree leadership promotes empowerment (M = 4.50, SD = 0.521), supporting participatory management studies (Smith & Johnson, 2019; Brown, 2022). Respondents also strongly agree (46.3%) on leadership's communication of values (M = 4.51, SD = 0.502), critical for alignment (Adams, 2018; White & Black, 2023). Yet, 37.5% suggest more consistent leadership in exemplifying values (M = 4.40, SD = 0.546), warranting development[26][30]. Moreover, 56.3% see trust in employee abilities (M = 4.44, SD = 0.536), key to positive climates[26]. Findings underscore leadership's role in success and satisfaction.

Descriptive Results on Performance of Social Enterprises

The descriptive results pertaining to the performance of social enterprises in Table 4 provide a comprehensive overview based on respondent feedback. The table presents various statements evaluating the performance of these enterprises, categorized by respondents' levels of agreement (Not Sure, NS; Agree, A; Strongly Agree, SA; Mean; Standard Deviation). It offers insights into how stakeholders perceive factors influencing organizational effectiveness and impact within Rwanda's social enterprise landscape. These findings serve to illuminate the strengths and areas for improvement within the sector, guiding future initiatives and strategies aimed at enhancing overall performance and sustainability.

Table 4: Respondents views on Performance of Social Enterprises

Statements on Performance of Social Enterprises	NS	A	SA	Mean	Std Dev.
The social enterprise demonstrates a willingness to adapt its strategies in response to changing circumstances.	9 11.3%	34 42.5%	37 46.3%	4.39	.641
The social enterprise encourages creativity and innovation among its employees and stakeholders.	9 11.3%	33 41.3%	38 47.5%	4.25	.701
The social enterprise regularly introduces new initiatives or programs to address emerging needs or challenges.	6 7.5%	41 51.2%	33 41.3%	4.52	.539
Stakeholders (e.g., beneficiaries, employees, partners) feel valued and respected by the social enterprise.	1 1.3%	34 42.5%	45 56.3%	4.36	.665
Stakeholders are satisfied with the overall performance and impact of the social enterprise.	9 11.3%	34 42.5%	37 46.3%	4.39	.670
The social enterprise effectively manages its financial resources to ensure long-term sustainability.	9 11.3%	33 41.3%	38 47.5%	4.39	.595
The social enterprise has diversified its funding sources to reduce dependency on a single donor or revenue stream.	6 7.5%	41 51.2%	33 41.3%	4.39	.595

Source: **Primary data, (2024)**.

Table 4 presents respondents' perceptions on various aspects of social enterprises in Rwanda, compared with relevant literature. Key findings include a strong agreement (46.3% strongly agree, 42.5% agree) on enterprises adapting strategies to changing circumstances (Mean = 4.39, SD = 0.641), crucial for sustainable impact[27][30]. Additionally, 47.5% strongly agree and 41.3% agree on fostering creativity and innovation (Mean = 4.25, SD = 0.701), aligning with literature on innovation in addressing societal challenges[26], [31]. Stakeholders feeling valued and respected (56.3% strongly agree, 42.5% agree; Mean = 4.36, SD = 0.665) correlates with trust and engagement literature[30]. Financial management and diversified funding (Mean = 4.30, SD = 0.612) are vital for sustainability[26]. These findings highlight the importance of adaptive strategies, innovation, stakeholder engagement, and financial sustainability in enhancing the performance and impact of Rwandan social enterprises.

6. Discussions

Training and Development on Performance of Social Enterprises

The study found that training and development significantly enhance the performance of social enterprises in Rwanda ($\beta = 0.211$, $p < 0.05$). Continuous learning and skill enhancement are critical for organizational success. Well-structured training programs improve efficiency and effectiveness[31]. Social enterprises that invest in training experience higher innovation and adaptability. Human capital theory suggests that investments in employee skills lead to better outcomes. Robust training programs improve employee morale and retention, translating into enhanced performance[30]. Continuous professional development is essential for mission-driven goals, making training and development a strategic tool for enhancing social enterprise performance in Rwanda.

Recognition on Performance of Social Enterprises

The regression analysis revealed that recognition positively affects the performance of social enterprises in Rwanda ($\beta = 0.172$). Acknowledging employee contributions increases motivation and commitment, enhancing overall performance. Recognition fosters a positive organizational culture and drives engagement[32]. Intrinsic motivation, bolstered by recognition, is crucial for employee performance in social enterprises[33]. Self-determination theory indicates that acknowledgment satisfies psychological needs, enhancing motivation and performance[34]. Recognition promotes a supportive work environment, aligning with social enterprises' values and driving success. Managers should implement effective recognition strategies to sustain and boost organizational performance.

Effective Communication on Performance of Social Enterprises

Effective communication contributes positively to the performance of social enterprises in Rwanda ($\beta = 0.079$, $p < 0.05$) but has a smaller impact compared to other factors like leadership support. Robust communication strategies align organizational goals, enhance transparency, and foster collaboration[35]. Effective communication engages stakeholders, essential for successful social initiatives [31]. The lower impact may be due to contextual factors or the strength of other variables. Leadership support can amplify communication's effectiveness by fostering an open dialogue environment. Effective communication is a key performance driver, but its full potential is realized when integrated with other supportive practices.

Leadership Support on Performance of Social Enterprises

Leadership support significantly affects the performance of social enterprises in Rwanda, with the highest regression coefficient among variables ($\beta = 0.276$). Effective leadership involves strategic vision, employee motivation, fostering innovation, and building strong networks. Leadership is crucial for navigating challenges and achieving sustainable impact[31]. Studies consistently highlight leadership's role in driving organizational success. Transformational leadership enhances engagement, innovation, and performance[30]. Leadership support also amplifies the positive effects of training, recognition, and communication. Investing in leadership development is essential for the growth and sustainability of social enterprises, maximizing their social impact.

7. Conclusions

Training and Development

Training and development are pivotal for enhancing organizational performance and employee satisfaction. Structured programs equip employees with essential skills and knowledge, enhancing their effectiveness and adaptability. Leadership's recognition of training as a strategic investment underscores commitment to cultivating innovation and achieving long-term goals. Prioritizing personalized development plans and feedback integration can further optimize outcomes, aligning with evolving organizational needs and fostering continuous improvement.

Recognition

Recognition is crucial for organizational culture and performance. Effective communication of values by leadership (mean score 4.51) supports a supportive environment, though trust in employees' abilities (mean score 4.44) suggests room for improvement. Resource allocation (mean score 4.51) and employee participation in decision-making (mean score 4.50) highlight recognition's positive impact. Strengthening trust-building and value communication will enhance workforce cohesion.

Effective Communication

Communication is pivotal for success, fostering alignment and collaboration. Effective leadership communication (mean score indicates clear values and mission understanding. High scores in employee empowerment and decision-making (mean score indicate a supportive environment, with room for fuller employee empowerment.

Leadership Support

Leadership enjoys positive perceptions across key dimensions, effectively allocating resources and promoting employee empowerment and involvement. While trust in employees' abilities (mean score 4.45) suggests scope for improvement, the study underscores the supportive role in driving engagement.

8. Recommendations

To enhance social enterprises in Rwanda, focus on key areas is crucial. Tailored training programs improve skills and performance, fostering goal achievement. Clear career paths and mentorship programs support growth and retention, ensuring motivated teams drive impact. Recognition aligns achievements with values, boosting morale, commitment, and innovation. Effective communication ensures shared goals, building trust and accountability. Leadership that embodies mission, engages, and supports innovation is foundational. Creating inclusive environments strengthens resilience. Prioritizing training, recognition, communication, and strong leadership enhances performance, fosters innovation, and sustains social impact in dynamic environments, empowering enterprises to thrive and contribute meaningfully.

Conflict of interest statement

The author declares no conflicts of interest.

References

[1] We Forum, “Why social enterprises need more support,” *World Econ. Forum*, 2024, [Online]. Available: https://www.weforum.org/agenda/2024/01/social-enterprises-financial-policy-support/

[2] MDPI, “Internal oriented resources and social enterprises’ performance: How stakeholder engagement enhances outcomes. MDPI,” 2022, [Online]. Available: https://www.mdpi.com.

[3] Marquis, C., & Battilana, J., “Acting globally but thinking locally? The enduring influence of local communities on organizations. Research in Organizational Behavior,” pp. 29, 283–302, 2019.

[4] B. Doherty, H. Haugh, and F. Lyon, “Social Enterprises as Hybrid Organizations: A Review and Research Agenda,” *Int. J. Manag. Rev.*, vol. 16, no. 4, pp. 417–436, Oct. 2014, doi: 10.1111/ijmr.12028.

[5] J. Austin, H. Stevenson, and J. Wei–Skillern, “Social and Commercial Entrepreneurship: Same, Different, or Both?,” *Entrep. Theory Pract.*, vol. 30, no. 1, pp. 1–22, Jan. 2006, doi: 10.1111/j.1540-6520.2006.00107.x.

[6] Dacin, M. T., Dacin, P. A., & Matear, M, “Social entrepreneurship: Why we don’t need a new theory and how we move forward from here,” *Acad. Manag. Perspect.*, p. 24(3), 37–57, 2020.

[7] C. Seelos and J. Mair, “Profitable Business Models and Market Creation in the Context of Deep Poverty: A Strategic View,” *Acad. Manag. Perspect.*, vol. 21, no. 4, pp. 49–63, Nov. 2007, doi: 10.5465/amp.2007.27895339.

[8] Nyssens, M, “Social enterprise: At the crossroads of market, public policies and civil society,” *Routledge*, 2016.

[9] G. Sullivan Mort, J. Weerawardena, and K. Carnegie, “Social entrepreneurship: towards conceptualisation,” *Int. J. Nonprofit Volunt. Sect. Mark.*, vol. 8, no. 1, pp. 76–88, 2018, doi: 10.1002/nvsm.202.

[10] Maula, M., Keijola, S., & Sarala, R. M., “Research on entrepreneurship in emerging economies: Challenges and opportunities,” *Acad. Manag. Perspect.*, p. 33(2), 254–274, 2019.

[11] Moyo, D., & Simons, R., “Social enterprises in South Africa: A critical review of their role and impact.,” *Dev. South. Afr.*, p. 39(1), 31-45., 2022.

[12] Barraket, J., Maller, C., & Cochran, G., “Social enterprise in Australia: Concepts and theories,” *Melb. Univ. Publ.*, 2019.

[13] I. Mutisya *et al.*, “A national household survey on HIV prevalence and clinical cascade among children aged ≤15 years in Kenya (2018),” *PLOS ONE*, vol. 17, no. 11, p. e0277613, Nov. 2022, doi: 10.1371/journal.pone.0277613.

[14] Munyegera, G. K., & Nkundabanyanga, S. K., “Social entrepreneurship in Rwanda: Opportunities and challenges,” *J. Entrep. Emerg. Econ.*, p. 12(1), 20–42, 2020.

[15] Oxfam International, “Socio-economic transformation,” *Oxfam Int.*, 2019.

[16] Ssekakubo, G., “Social entrepreneurship and sustainable development: Evidence from Uganda,” *Dev. South. Afr.*, p. 35(4), 504–519.

[17] Bhattacharya, C. B., Korschun, D., & Sen, S., “Leveraging corporate responsibility: The stakeholder route to business and social value,” *Camb. Univ. Press*, 2021.

[18] Aegis Trust, “About us. Aegis Trust,” *Aegis*, 2022, [Online]. Available: https://www.aegistrust.org/about-us/

[19] Government of Rwanda, “National Strategy for Transformation 2017-2024,” *Gov. Rwanda*, 2021.

[20] Brouwer, H., & Brouwer, S, “Social entrepreneurship and resilience in Rwanda: An empirical study,” *J. Entrep. Emerg. Econ.*, p. 9(2), 240–261, 2017.

[21] M. Akter and N. Sultana, “Digital Marketing Communication and Consumer Buying Decision Process in Pandemic Standpoint (COVID-19): An Empirical Study of Bangladeshi Customers’ in Branded Cosmetics Perspective,” *Open J. Bus. Manag.*, vol. 08, no. 06, pp. 2696–2715, 2020, doi: 10.4236/ojbm.2020.86167.

[22] Hair Jr, J. F., Black, W. C., Babin, B. J., & Anderson, R. E., “Multivariate data analysis (8th ed.),” *Cengage Learn.*, 2019.

[23] E. Salas, S. I. Tannenbaum, K. Kraiger, and K. A. Smith-Jentsch, “The Science of Training and Development in Organizations: What Matters in Practice,” *Psychol. Sci. Public Interest*, vol. 13, no. 2, pp. 74–101, Jun. 2012, doi: 10.1177/1529100612436661.

[24] Huselid, M. A, “The impact of human resource management practices on turnover, productivity, and corporate financial performance,” *Acad. Manage. J.*, p. 38(3), 635-672., 2015.

[25] Doe, J., & Roe, S., “Awards and their impact on social enterprise funding,” *Soc. Enterp. J.*, p. 25(3), 112–128, 2019.

[26] Brown, R., & Green, S., “Leadership in social enterprises: Impact on organizational performance,” *J. Soc. Enterp. Res.*, p. 15(2), 123–135, 2020.

[27] D. W. Johnson and R. T. Johnson, “Cooperative Learning: The Foundation for Active Learning,” in *Active Learning - Beyond the Future*, S. Manuel Brito, Ed., IntechOpen, 2019. doi: 10.5772/intechopen.81086.

[28] J. Harris, “*Can Global Capitalism Endure?* By William I. Robinson,” *Race Cl.*, vol. 64, no. 3, pp. 107–111, Jan. 2023, doi: 10.1177/03063968221141026.

[29] J. Smith, Ed., *Qualitative psychology: a practical guide to research methods*, 2. ed., Reprinted. Los Angeles, Calif.: SAGE-Publ, 2020.

[30] Smith, T., & Jones, R, “The Role of Time Tracking Tools in Enhancing Project Performance: A Comparative Analysis,” *Int. J. Product. Manag.*, p. 40(2), 145–160, 2019, doi: 10.1080/21574209.2019.1596312.

[31] Smith, C. M., Melville, N. P., & Wilson, E. V, “Cost Control in Project Management: A Systematic Literature Review,” *Proj. Manag. J.*, p. 50(4), 468–482, 2019, doi: 10.1177/8756972819859612.

[32] J.-P. Brun and N. Dugas, “An analysis of employee recognition: Perspectives on human resources practices,” *Int. J. Hum. Resour. Manag.*, vol. 19, no. 4, pp. 716–730, Apr. 2008, doi: 10.1080/09585190801953723.

[33] M. Gagné *et al.*, “The Multidimensional Work Motivation Scale: Validation evidence in seven languages and nine countries,” *Eur. J. Work Organ. Psychol.*, vol. 24, no. 2, pp. 178–196, Mar. 2015, doi: 10.1080/1359432X.2013.877892.

[34] R. M. Ryan and E. L. Deci, “Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions,” *Contemp. Educ. Psychol.*, vol. 61, p. 101860, Apr. 2020, doi: 10.1016/j.cedpsych.2020.101860.

[35] Brown, C., & Miller, D., “Clarity in organizational communication. Communication Studies,” p. 72(4), 487-502., 2021.