

## SUSTAINABILITY OF SOCIAL ENTERPRISE: STUDY OF THE NURSING HOMES IN SELANGOR

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### ABSTRACT

*Malaysia has a rapidly ageing population. The needs of the growing numbers of older people will put an increased strain on nursing homes. In particular, the management of nursing homes with appropriate and affordable housing has become an imminent challenge. The purpose of the paper is to explore the sustainability of Islamic nursing homes in Selangor. The aspects of sustainability that will be explored include asset, human resources and financial status of the Islamic nursing homes. Through qualitative research, an in-depth study will be carried out in order to collect data from end-users comprising the management team of the selected Islamic nursing homes. This study will employed semi-structured interview to investigate the problem. Several Islamic nursing homes in Selangor are selected as the respondents of this study.*

Keywords: Social enterprise, nursing homes, sustainability

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### 1. Introduction

In Malaysia context, the elderly is refers to a persons who is reaching the aged of 60 years old and above (Devasahayam, 2014; National Policy for Older Person, 2011; Muneeza & Hashim, 2010). Generally, the Department of Social Welfare (DSW) officially manages all the matters related to the elderly. Indeed, DSW is one of the Ministry of Women, Family, and Community Development since 2004 until present. DSW is now accountable to empower the community in need including on the growing elderly population in this country. With the increased attention and popularity linked with social enterprise, this study aims to explore the sustainability of social enterprise in nursing homes. The purpose of this study was to explore nursing homes sustainability of assets, finance and human resources. By using qualitative research methods, I aimed to understand their “lived experiences” manage the nursing homes and attributed meaning to quality of care. The study selected five of nursing homes in Selangor. The selected of nursing homes was based on Islamic nursing homes. In-depth and semi-structure interview were used to collect data. The significance of this research is seen in its contribution to develop a framework that can be applied to all nursing homes that are adopts the concept of social entrepreneurship. Important rudiments presented in this chapter include chapter (1) introduction, chapter (2) literature review, chapter (3) methodology, chapter (4) data analysis, and chapter (5) discussion and conclusion.

#### 1.1 Background of Study

Social enterprise is the outcome of entrepreneurial behavior and encompasses what is being created (Braunerhjelm & Hamilton, 2012). The transformations between the numerous schools of thought within the field of social entrepreneurship witness an agreement on the importance of social mission that include the raising of social enterprise. Social enterprise comes with a huge opportunity. A social enterprise can be considered as the outcome of entrepreneurial behavior, meaning that it encompasses what is being created. This paper presents a study of Islamic nursing homes in Selangor. The research will specifically focus on Islam-oriented nursing homes, particularly by examining how Muslim nursing homes as a social enterprise can sustain themselves. The data used in this study will include in-depth interviews as well as investigation of documents and photographic proofs.

Sustainability in the context of social enterprise relates to the actuality that an enterprise would be able to go through and bear financial obligations. However, impact and financial sustainability cannot be split up. It is important to understand that sustainability is something that can only evolve after an enterprise can establish itself and become viable. To achieve sustainability, an enterprise’s cost should fall as the number of its beneficiaries rises, allowing the venture to reduce its dependence on philanthropic or governmental support as it grows.

Generally, elderly people require more care and attention than the general population. There is a decline in the family as the primary caregiver for the elderly who needs long-term care. The result shows an increase in the services of nursing homes nowadays because of the rise in the elderly population in Malaysia and the demand from the public. Although the government has set up several homes to provide care for the elderly, the provision and accessibility of formal long-term care is still unbalanced between urban and rural areas. The country’s welfare system does not have a well-developed structure and is experiencing other challenges that come with modernization.

Nursing homes are often built just around children's houses. A nursing home is a home that offers residual living in the community with some level of individuality, rather than residential care (Davey, Nana, de Joux & Arcus, 2004). The construction of nursing homes that are just around the corner makes it easier for children to send their parents to the care homes they need. Besides that, the elderly person in the care home would be able to maintain independence, autonomy, and connection to social support, including friends and family (Callahan, 1993; Keeling, 1999; Lawler, 2001).

The role and service of nursing homes are challenging. Fulfilling elderly policies and lifelong learning should aim at improving the quality of life of the elderly people. For the elderly, merely staying at home and playing with grandchildren cannot stimulate their minds. Coming together with their friends at nursing homes can rouse their emotions. In this sense, nursing homes provide a comfortable accommodation and peaceful surrounding equipped with the attention, treatment, knowledge and skills required by the elderly, especially those who are sickly, to stay active and have fulfilling lives. In the Islamic nursing homes, elderly people can take the opportunity provided to better learn Al-Quran and its language, as well as share knowledge and information with others. Hence, they have something productive to do and therefore, can minimize or avoid altogether the feelings of depression and mental weakness because of their old age. The elderly can also educate themselves with useful information and apply them into their daily routines at the nursing homes. Through systematic monitoring and care for the elderly, the elderly can be productive, healthy as well as enjoy a gratifying lifestyle. They can attain emotional security through timely and friendly interactions with professional caregivers like “Ustaz” and “Ustazah”. In nursing homes, the elderly are able to be a part of a community and this can enhance their social well-being, along with physical and mental well-being.

Nursing homes currently offer a range of care, from daily, weekly, monthly to even permanent care. Daily care refers to the care given on a daily basis. Normally, this situation involves an adult sending a parent or two to a nursing home for the day and bringing the person or persons back home after work or completion of tasks. Such is perceived to be a better option than to have the parent wait and stay at home, as the nursing home allows people to meet up with friends and be in contact with those who are able to entertain and teach them new knowledge. A weekly care means that children will send their parents to a nursing home for the week, as in a Sunday evening until Friday evening care. Monthly care means that children will send their parents to nursing homes for a longer duration, a one-month at a time, and will pick them up during holidays or other special occasions. This option caters more for children who work abroad or outstation for instance. Permanent care means that the elderly is left alone with no immediate family to care for them. Nursing homes have nurses and wardens who can help care for the elderly residents. There is an interrelated connection between physical, mental, and social communication for the elderly’s well-being in nursing homes. This is closely affected by how much effort the homes invest into each component for the elderly’s living betterment and health. This research is important in that the same framework that will be developed in this study can be applied to all nursing homes as they run on social entrepreneurship. The framework proposed will be experimented on nursing homes of the selected analysis units located in Selangor. The first selected nursing home is Pusat Jagaan & Pendidikan Warga Emas Darul Insyirah, Bangi.

## 1.2 Problem Statement

The increase of elderly people in the community will cause a higher demand for nursing homes. Governance provided will significantly affect the normal everyday lives of elderly persons. Therefore, the current governance provided in nursing homes is not enough to support the total number of residents that is expected to gradually increase.

Physical facilities, human resources, and financial resources are extremely central to social enterprise sustainability. The more commercially advanced an organization is, the less it relies on philanthropy. Thin on the ground, social enterprises can or should be purely philanthropic or purely commercial (Dees, 1998).

Physical facilities or architectural category signifies the arrangement and design of buildings that strives towards improving environmental quality (Cotts, 2009). The architectural components of facility management that are related to the level of satisfaction among elders are recognized as space management, privacy area, fixtures, and furniture (Barnes, 2002). In nursing homes, space management refers to the areas apportioned for daily living (Robson *et al.*, 1997), which include the living room, the dining room, and the bedroom. The distance between the occupant to the room and the bathroom area, as it should be, is helped by space planning which can make use of the same degree of the area and fulfil the miscellaneous requirements of end-users, including movement and assistance (Torrington, 1996).

Social care support workers are those who help the elderly to live independently. In other words, they play an important role in lending support and assistance to those of vulnerable position and at the same time reducing the strains of the nursing homes. The recruitment and retention of support workers in nursing homes are based on their ability to provide paid, non-professional services such as personal care, housework, and meal preparation to individuals who demonstrated need. The largest ageing care workforce in nursing homes is nursing aides (Karacsony *et al.*, 2015). Nursing homes can be divided into four main categories in concurrence with the well-being, therapy, nursing, feeding, and activities of the daily living requirements for elderly residents (Chu & Chi, 2008). There are many challenges in the day-to-day work of nursing aides, and the work is described as emotionally and physically draining (Fjellton *et al.*, 2009). These challenges can affect patient care (Zimmerman *et al.*, 2005). Nevertheless, from the numerous available studies on the population of nursing homes from the perspective of careers, a small number took into account the experiences of nursing aides from a personal point of view.

The source of income for nursing homes is extremely complex, especially in terms of the capital used for daily maintenance to the distribution of salaries. With this in mind, the funds needed for successful operational activities in nursing homes can be obtained from various sources such as the government, private organizations, foundations, and also donations or community members’ contributions (Yoshida *et al.*, 2009). Fundraising activities or programs can be carried out from profit-driven endeavors (business and commerce) or activities that are not based on profit (donations, foundations, and sponsorships). Hence, clarifications on the concept of social business or social enterprise are currently popular (Muhammad Yunus, 2009; Thompson, 2008).

An amalgamation of economized funding and increased demands to improve nursing homes effectiveness and efficiency are emanated from public pressure (Jacobs, 2006; Maas, 2009; Zahra *et al.*, 2009). These factors are influential in driving non-profit managers and other involved parties to perform entrepreneurially. These improvements may explain why non-profit

organizations are closely associated to social entrepreneurship and are considered interchangeable by some; a precise definition of social entrepreneurship definitely attributes to bringing business proficiency and market-based skills to the non-profits sectors (Boschee & McClurg, 2003; Fowler, 2000; Sharir & Lerner, 2006; Weerawardena & Sullivan Mart, 2006).

### 1.3 Research Questions

The increase of elderly people will affect the demand for nursing homes. This study will propose a framework to ensure that nursing homes are properly managed in order to support the increasing elderly population in the near future. The running of nursing homes will be better if there is a proper management framework. The main research question that guides the intent and direction of this study is: "How do nursing homes sustain their operation?" Based on the exploratory question, the following research questions will be addressed:

- 1) How do nursing homes acquire and develop their physical assets?
- 2) How do nursing homes acquire their source of income?
- 3) How do nursing homes manage and retain their staff and/or volunteers?

### 1.4 Research Objectives

The objectives of this study are:

- 1) To explore how nursing homes acquire and develop their physical assets;
- 2) To explore how nursing homes acquire their source of income;
- 3) To explore how nursing homes manage and retain their staff and/or volunteers.

An average of selected Islamic nursing homes for this research is existing nursing homes in Selangor is eight years. In answering the research questions and achieving the research objectives, this study will implement a qualitative research methodology.

## 2. Literature Review

### 2.1 Emergence of Social Enterprise

Social enterprise has emerged in a new way to express organizational procedures and entrepreneurial methods that priorities social innovation and responsibility to society. As the theory developed, reiterated endeavors to define this new segment have been weighed down by communication and practical problems. Important to this realization is that a fixed definition has a tendency to privilege one group of social enterprises over another (Lyon & Sepulveda, 2009; Dart *et al.*, 2010). In other words, a fragment of the cause for the opposition approximates to the contribution of co-operatives, employee-owned enterprises, and public sector spinouts of social enterprise development (Ridley-Duff & Bull, 2011).

The emergence of social enterprises in East Asian countries is linked closely to the socioeconomic transformations of the late 1990s, in which the first part of the organizations' endeavor is to cope with new social problems within the population (Jacques Defourny & Shin-Yang Kim, 2011). As public establishments were anxious, they started to respond to these innovative enterprises, as they had to consider new policy measures and programs to meet the demanding welfare needs.

On the other hand, the full picture of social enterprises and their approach for survival differ according to the socio-cultural tradition of each society. This is because social enterprises are created to meet the specialized needs of a particular society by assembling diverse economic and social resources, and through collaborations between different actors. Concerning this, the theory of social enterprise is not something permanently established and is one, which tends to develop in its specific environment.

### 2.2 An Islamic Approach

Islam is whole and all-encompassing (Quran, 5:3), that it significantly inspires the evolution of agriculture, industry, trade, and commerce (Ubaid, 1975) as resources which are organized and enlarged for satisfying the needs of the people through business (Ariff, 1991). Allah the Almighty says, "Business is lawful for you" (Quran, 2:275). According to Chapra (2008), the "need fulfillment" of all in a society is of the greatest importance in Islamic jurisprudence. Prophet Muhammad (SAW) was himself involved in business and commerce before he became a prophet. He was a prosperous entrepreneur. Known for integrity, he bore the honorific title of Al-Amin (the Trustworthy) which implies the characteristics of trustworthiness, honesty, *siddiq* and *fathonah*. The Prophet (SAW) said, "Search for your business to the extent much below than the soil on every layer of the earth's surface". Islam incites that cultivable land should not be allowed to be left unused because Islam directs its followers to be productive and efficient in all aspects of life. Allah says, "Don't waste your wealth; those involved in misusing wealth are brothers of the devil" (Quran, 6:141). Allah also says, "When your prayer is over, spread across the earth and seek the bounty of Allah" (Quran, 62:10). Prophet Muhammad (SAW) propagated that nine-tenth of a person's livelihood should be spent by engaging in business activities and one-tenth in cattle raising (agriculture). Islam has never encouraged people not to work, and frowns upon those who merely rely on fate or wait for their fortune. Rather, the values and spirit of Islam can be of much help in inculcating the quantities of dynamism in its followers (Solaiman & Hillaly, 1997). Islam encourages human beings to attain Allah's provision (*rizq*) through their best effort (Khamsiah, 2006). The development of even manufacturing industries that cater to the needs of the people is treated as a religious obligation (Al-Mukhtar, 1898). Therefore, an individual can start and manage any kind of business enterprise within the boundary of Islam, because the Quran and Sunnah have provided detailed rules for matters such as commerce, industry, interest, debts, contracts, wills, and finance. Islam further lays out the basic principles of economic behavior as consumers, producers (entrepreneurs), and owners of wealth.

In spite of the fundamentally sound and precise guidelines in Islam concerning the setting up of organizations and business enterprises, a great number of Muslims pay little attention or none altogether towards these Islamic guiding principles in

developing and managing a business enterprise. Many Muslims lack practice in Islamic approaches in the field of entrepreneurship, and there is an absence of strong procedures in entrepreneurship development from an Islamic standpoint.

### 2.3 Elderly People in Nursing Homes

Demographic moves affect a nation's age profile (Smith, 2010) and the associated problems of meeting health and social welfare needs are increasing, particularly among the elderly population in remote and rural communities. This phenomenon presents important challenges for policy makers seeking to ensure the delivery of appropriate levels of high-quality health and social welfare (Farmer & Steven, 2012).

In a human life cycle, the individual age increase is equivalent to the path of time. The cycle witnesses the growth of humans at birth and ends with death. Typically, an individual will go through a life process from infancy to childhood, adolescence, adulthood, and old age (Armstrong, 2008; Meek, 2011; Rowbotton & Spicer, 2013). Throughout this whole lifetime, individuals have requirements that must be met.

In Malaysia, a legislative description for the term elderly does not exist. The standard conception usually equates it to the biological age at which a person is considered old. This resolution has been widely accepted by academicians and related parties for research reports and forums. Elderly age often relates to the age at which one can initiate to receive pension payments. Meanwhile, the beginning of old age in Western societies is considered to be parallel to the retirement age, which is between 60 to 65 years old (World Health Organization, 2013). Selvaratnam *et al.* (2008) and Sanmargaraja (2012) stated that the World Assembly on Aging in Vienna 1982 acknowledges the elderly as those who are aged 60 years old and above. Similarly, the National Policy of Senior Citizen Malaysia also refers the elderly as people who are aged 60 years old and above (Public Services Department of Malaysia, 2013).

In Malaysia, the provision of care homes for the elderly is supervised by the Department of Social Welfare under the purview of the Ministry of Women, Family and Community Development. The department has the authority to change the governance and operation of care homes for the elderly in Malaysia that are provided by the government, private sector, and non-government organizations.

The welfare of the elderly population today is fast becoming a main agenda in the community. A popular belief states that elderly people are never forgotten as they were and continue to be the heart of various sectors, including governmental and voluntary welfare. The development and social well-being enjoyed today are the results of the hard work of previous citizens who are now seniors in the society. Therefore, the commitment shown by the government in providing a conducive environment and comfortable nursing homes serves as a sign of its recognition of enabling elderly people to live active, productive, and healthy lives.

### 3. Research Methodology

A qualitative approach was appropriate for this study's purpose, which is to explore management of nursing homes perceptions about assets, financial and human resources in nursing homes. Management of nursing homes conceptualizations about the assets, financial and human resources were explore holistically within the management, staff or residents in nursing homes by listening to both their general experience working in nursing homes, as well as their individual experience working directly with residents. By using qualitative research methods, I aimed to capture manage in nursing homes "live experiences" working in nursing homes and their attributed meaning to sustainability the nursing homes.

In addition, a logical and systematic search for the new idea and useful information on a specific topic is also research. The use of the words like "how", "what", "where", "when", and "who" essentially summarizes what a research is. Finding solutions to scientific and social problems require thorough investigation from objective and systematic analysis. The search for knowledge involves acquiring in-depth information about a certain subject. Sources of information are collected from the experience of human beings as well as printed materials such as books and journals.

Often, research involves looking at large numbers of people. However, sometimes a researcher or a group of researchers simply wants to focus on a small number of people for an in-depth study. Interviews as meaningful dialogues between the researcher and study participants generated insights about participants' subjective understandings of their experience. The interview were semi-structures and several specified in the guidelines, while decisions about topics and questions to be explored in further depth were made using the researcher's judgement during the interviews. Normally, a qualitative research approach is applied for such research. Qualitative research is characterized by aims, which relates to understanding some aspect of social life. The method in general is non-numeric, involving words rather than numbers as data and analysis.

#### 3.1 Research Purpose

This study will explore how nursing homes as Islamic social enterprise sustain their operation. Hence, the qualitative approach is considered as a suitable method to achieve this purpose. The qualitative aspect of this study will be applied in examining the element of social enterprise. Nevertheless, a qualitative matter cannot be studied without a proper perspective. Thus, the perspective chosen in this study is private Islamic nursing homes and their sustainability. It is the idea of sustainability that will be explored in this study.

With invested interest in nursing homes, the first location identified for the active research is Pusat Jagaan & Pendidikan Warga Emas Darul Insyirah, Bangi. This research will attempt an in-depth analysis on how nursing homes procure their building, the number of human resources needed, and how the source of financial assistance is obtained in maintaining, running, and

sustaining the homes. This study will adopt a selective random sampling method in choosing the participants by including the management personnel and staff of the nursing homes concerned. There is a need for this study to develop a conceptual background as an inductive research as the research strategies are qualitative in nature.

Considering that there are many types of scientific research, this study will implement the main method, the qualitative application in carrying out the research. The approaches that will be engaged are face-to-face interview, paper or document review, and photographic evidence. In this light, a qualitative research involves looking into in-depth data that is non-numerical.

### **3.2 Research Approach**

The research design in this study consists of a literature review, interview, documents and photographic evidence. The research design focuses on interviews with the staff and management team members in Pusat Jagaan & Pendidikan Darul Insyirah, Bangi. The interview sessions will be used to probe the respondents on matters regarding the structure of the building, human resources, and financial resources. The surrounding appearance of the nursing homes and their residents will be captured in digital photographic format.

The nature of the study's research questions has already been explored. All research projects need to formulate their questions clearly. In order to inductively examine the research questions piloting the study, an organizational context of nursing homes sectors was selected.

In order to define the purpose of a research, the unit of analysis needs to be verified. The unit of analysis for this study is a social enterprise, namely private nursing homes, whereby their sustainability is studied. Specifically, "what" or "who" are the aspects studied. A unit of analysis is significant as the items or themes that will be examined in order to create a descriptive summary and explain their differences. Any type of individual or subject can be a unit of analysis in this research. The characteristics of the individuals, such as gender, age, and religion can combine to make up the descriptions that provide a composite picture of the group of the individual representatives. The characteristic that belongs to one group is considered, as a single entity found interesting to the study. For instance, in studying nursing homes, the unit of analysis is the individual.

### **4. Data Analysis**

A qualitative approach was appropriate for this study's purpose. This is to explore the sustainability of Islamic nursing homes in Selangor. The explore of sustainability perceptions about nursing home's assets, nursing homes financial and nursing homes human resources. The sustainability conceptualization about assets, financial and human resource were explored holistically are collecting data by interview management of nursing homes, as well as their individual experience working directly with residents. By using qualitative research methods, I aimed to capture management that works with nursing homes and their attributed experience. I recorded the interview section points of view about the quality of care in assets, financial and human resources.

In-depth and in-person interview were used to collect data directly from nursing homes management. Interviews as meaningful dialogues between the researcher and study participants generated insights about participants' subjective understandings of their experiences. Semi-structured interview was designed and had several specific guidelines to become conversant with the interview.

I transcribed all the interview tapes a week after each interview so that I would remember how the interview went and might be able to fill in any parts, which sounded unintelligible. Each interview was transcribed verbatim without summarizing and cutting. All the field notes, face sheets, and transcribed interviews were filed on each respondent with an identifiable number, not with their name. I review field notes while I listened to the interview tapes so that they could complement each other.

### **5. Discussion and Conclusion**

This study demonstrated that an individualized assessment and sustainability of nursing homes in Selangor. The sustainability of nursing homes in Selangor will be implementing and provide a high level of expected in assets, financial and human resource.

While listening to their responses, it was found that "sustainability" it has had to be sustaining especially on financial and human resource. Financial, nursing homes will face a problem to maintain the budget in account to progressing. Human resources, nursing homes will face a problem to get an expert or professional staff to handle elderly residents that have a health problem. Human resources views on good care can be better understood when we consider how nursing home regulation has influenced the organizational characteristics of nursing homes.

Since a market mechanism of competition did not work to improve sustainability of nursing homes by conducting annual inspections so that a minimum level of care must be delivered to residents or the government could refuse to reimburse the costs related to sustainability the nursing homes.

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