

# Organisational Competence in Mediating Strategic Planning towards Organisational Performance in Social Enterprise

Noor Azaliah Jaafar<sup>1</sup>, Zuraidah Mohd Sanusi<sup>2</sup>, Nor Azida Mohamed<sup>3</sup>

Ataina Hidayati<sup>4</sup>

{[noorazaliah.jaafar@gmail.com](mailto:noorazaliah.jaafar@gmail.com)<sup>1</sup>, [zuraidahms@uitm.edu.my](mailto:zuraidahms@uitm.edu.my)<sup>2</sup>, [azida767@uitm.edu.my](mailto:azida767@uitm.edu.my)<sup>3</sup>,  
[ataina.hidayati@uii.ac.id](mailto:ataina.hidayati@uii.ac.id)<sup>4</sup>}

Accounting Research Institute, Universiti Teknologi MARA, Shah Alam, Malaysia<sup>1,2</sup>

Faculty of Accountancy, Universiti Teknologi MARA, Shah Alam, Malaysia<sup>3</sup>

Faculty of Economics and Business, Universitas Islam, Indonesia<sup>4</sup>

**Abstract.** This study examines how organisational competence mediates the relationship between strategic planning and organisational performance in social enterprises in Malaysia. Data from 108 survey responses were analyzed using structural equation modeling. The findings indicate that strategic planning alone does not significantly impact organisational performance; however, organisational competence directly enhances performance. Strategic planning positively affects organisational performance when mediated by organisational competence. This underscores the role of organisational competence in integrating strategic planning to improve performance. Practical implications highlight the importance of effectively implementing strategic planning to provide quality products and services and create new ideas, technology, processes, and business models, leading to better performance. Social enterprises may enhance their strategic efforts and improve organisational performance by developing and leveraging their organisational competence. The study fills a gap in the literature on strategic planning and organisational competence in social enterprises, offering insights into how these factors influence the organisation's performance.

**Keywords:** Strategic Planning, Organisational Competence, Organisational Performance, Social Enterprise

## 1 Introduction

A social enterprise (SE) aims to achieve a specific social or environmental goal while generating profits. Over the past decade, the number of SEs has grown substantially, with approximately 10 million SEs worldwide generating an estimated USD 2 trillion in revenue and creating nearly 200 million jobs as of 2023 [68]. In Malaysia, the British Council (2018) reported around 20,749 SEs, while MEDAC's 2020 data identified 414 registered SEs contributing RM100 million in

turnover and 3,500 jobs [71]. The actual number is likely higher, but due to the absence of mandatory registration, it remains difficult to determine. While the Malaysian government recognizes the positive impact of SEs on the economy, the exact number of SEs remains unclear due to the lack of a mandatory registration process.

Recognizing the sector's importance as an agent of social services, the Malaysian government aims to increase the number of registered SEs to 5,000 by 2025 and 10,000 by 2030 [11]. The Ministry of Entrepreneur Development and Cooperatives (MEDAC) currently leads SE development, building on efforts by the Malaysian Global Innovation and Creativity Centre (MaGIC) and Yayasan Inovasi Malaysia (YIM), which provided essential resources, mentorship, and funding [71]. However, SEs must possess the organisational competence and strategic planning necessary to balance social impact with financial sustainability. SE should take all the necessary precautions to ensure that they get the right structure between the people who make decisions and those impacted by the decisions to ensure that social value outcomes are fair, inclusive, and sustainable.

SE includes activities and processes aimed at discovering, defining, and utilizing opportunities to improve social capital by creating new enterprises or managing existing organizations innovatively [73]. SE often struggles with long-term strategic planning, especially balancing its social mission with financial sustainability. Effective strategic planning is needed to align their social goals with business objectives, ensuring they can continue to operate and grow while delivering social impact [67]. Effective organizational competence is crucial for enhancing organizational performance. However, challenges in securing resources and competencies often hinder the enhancement of organizational performance. Prior studies argue that SE managerial competencies, including leadership, strategic thinking, financial management, and communication, are essential for achieving organizational goals and creating social value [69].

ASEAN (2020) report stated that key challenges faced by SE, including Malaysia, such as management and financial competencies, could affect the performance and growth of SE. This occurred because SE is a hybrid organisation whose main purpose is not the maximisation of profit but the attainment of certain economic and social goals for bringing innovative solutions to the problems of social exclusion and unemployment problems. All Southeast Asian SE struggles with organisational competence due to a lack of skilled talent and limited access to resources [25]. While SE aims to create social value, it requires financial resources and strategic partnerships to sustain its operations. Effective strategic planning and organisational competence that includes diversification approaches may help address this issue.

Research indicates that strategic planning significantly impacts long-term success [8], [51]. The lack of strategic planning has led to substantial challenges, such as labor shortages in the oil palm industry, resulting in a 20% loss in yield [57], [61]. Strategic planning significantly impacts long-term success, as evidenced by organizations like Sime Darby, which excel in strategic management within the palm oil industry. Further, competence that aligns individual skills and behaviours with organizational goals, including technical, managerial, and behavioural aspects, is crucial for organizational performance [56].

Some cooperatives operate as SE if their primary aim is social or community-oriented, and they reinvest profits to further this mission. However, not all SEs are cooperatives, and not all cooperatives are social enterprises. Generally, cooperatives are also categorized as SE based on criteria. For instance, Bank Kerjasama Rakyat Malaysia (Bank Rakyat) and Koperasi

Permodalan Felda Berhad (KPFB) have shown progress in adopting sound business strategies in a dynamic environment [47], many cooperatives still struggle due to weak managerial capabilities and low entrepreneurial orientation. These deficiencies hinder their ability to expand and adapt to market changes [10], [57]. Therefore, strengthening these capabilities by improving strategic planning, fostering an entrepreneurial mindset, and enhancing knowledge development is important for organisational performance.

Despite the critical role of SE in promoting socially and economically sustainable practices, particularly in Malaysia, it remains underexplored. While strategic planning is recognized as essential for organisational management and performance, the impact on the performance of SE has not been adequately studied. Likewise, the role of organisational competence, encompassing organisational resources, entrepreneurial orientation, and knowledge development in enhancing organisational performance within SE, is insufficiently understood. Therefore, we would like to examine the role of strategic planning and organisational competence towards organisational performance in SE. Thus, our research questions are as follows:

RQ1. Does strategic planning influence the organisational performance in social enterprise?

RQ2. Does organisational competence influence the organisational performance in social enterprise?

RQ3. How does the organisational competence mediate the relationship between strategic planning and organisational performance in social enterprise?

This study contributes to the existing literature on organisational competence and strategic planning toward organisational performance in many ways. Firstly, it explicitly analyses the impact of strategic planning and organisational competence on organisational performance. Secondly, the study examines the mediating role of organisational competence on the relationship between strategic planning and organisational performance in social enterprises.

The remainder of the paper will continue as follows. Section 2 discusses the literature studies and hypothesis building that formed the basis of this investigation. Section 3 discusses the study's methodology. Section 4 covers the measurement and structural model results, as well as the empirical evidence used in the study. Section 5 closes the analysis with future recommendations and emphasizes this paper's shortcomings.

## **2 Literature review and hypothesis development**

### **2.1 Strategic planning and organisational performance**

Strategic planning is important for organisations to enhance performance by formulating strategies, developing plans, and structuring operations. Integrating sustainability into strategic planning through frameworks like Corporate Social Responsibility (CSR) and the Triple Bottom Line (TBL) ensures that organizations consider the broader impacts of their strategies on society and the environment, thereby fostering long-term sustainability [18]. Effective strategic planning is needed to align their social goals with business objectives, ensuring they can continue to operate and grow while delivering social impact. For example, [51] found that while

strategic planning alone may not directly influence performance, its integration with organizational learning significantly enhances outcomes. However, the impact of strategic planning varies across different contexts, underscoring the need for a tailored approach.

[49] emphasizes that strategic planning, when combined with cognitive diversity, is essential for achieving cohesive organisational performance for meeting an organization's mission and strategic objectives. Nevertheless, the study also highlights the necessity of a comprehensive business model that promotes employee social integration, which in turn supports the broader goals of organisational performance. Similarly, [70] argue that relational governance is critical in small and medium enterprises (SMEs), where limited resources often hinder successful strategic planning. The role of innovation in strategic planning is also crucial. [21], [52] both stressed that innovative capabilities are vital for enhancing organizational performance. When combined with strategic planning, innovation enables organisations to effectively manage market challenges and adapt to changing environments.

Strategic planning's influence extends to corporate social responsibility performance and the Triple Bottom Line (TBL), particularly when external factors such as stakeholder and institutional theories are integrated [46]. This integration helps organizations develop strategies that improve legitimacy, sustainability, and overall performance. However, studies like [16] often highlight the positive impact of strategic planning on sustainable performance but also point out a lack of detailed metrics to measure economic, social, and environmental outcomes simultaneously. [58] further illustrate that while strategic planning is effective, there is a need for additional theoretical frameworks to better understand its influence on operational performance, especially regarding social and environmental aspects. This highlights that while strategic planning significantly enhance performance, achieving measurable results requires sustained effort and commitment.

The effectiveness of strategic planning varies across different contexts and industries, with limited understanding of its impact in specific settings, such as social enterprises in Malaysia. To gain a more holistic understanding of strategic planning's impact on organisational performance, this study will provide clearer insights into how strategic planning enhance organisational performance.

## **2.2 Organisational competence and organisational performance**

"Core competence" are defined as the collective learning and coordination of diverse organizational skills. It emphasizes that organisational competence is essential for gaining a competitive advantage [50]. In today's rapidly evolving organisations environment, organizations are under increasing pressure to achieve not only financial success but also to address their social and environmental responsibilities. A critical factor for enhance organisational performance depend on organisational competence, which range from operational efficiency to innovation and leadership. The Dynamic Capabilities View (DCV) theory supports the notion that organizations compete based on their resources and capabilities, which they leverage to adapt, innovate, and sustain a competitive edge [63].

Innovation strengthens organisational competence by enhancing management capabilities, driving value creation responses to environmental changes, influence organisational behaviour,

thus improving organisational performance [15]. In this context, competence serves as a guidance for organisational practices that lead to enhance performance. [24] in study between strategic capabilities and innovation found that entrepreneurial orientation, organizational learning capability, and service innovation are interrelated and significantly contribute to improving organisational performance. While [45] concludes that entrepreneurial orientation positively impacts innovation capability, but importance of mediating roles significantly affect to enhance innovation outcomes through strategic capability development. [55] argued that innovation significantly addresses complex societal challenges to enhance organisational effectiveness (OE) in social enterprises. Hence, the relationship between innovation and organisational competence enhances organisational performance by balancing technology, ideas, inventions, creativity, and market orientation. Implementing innovation involves pursuing new opportunities, ideas, products, or processes in line with technological and market changes.

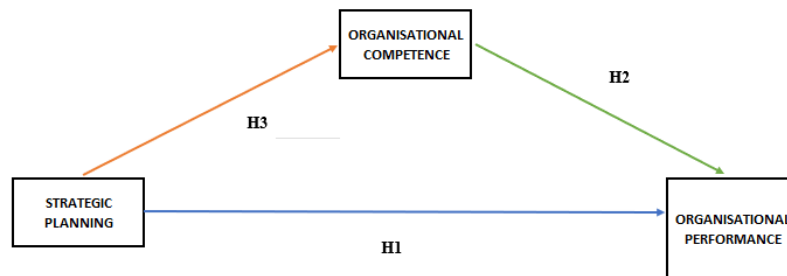
[56] focused on the role of competency-based performance management systems in enhancing organisational effectiveness. They found that leveraging core competencies that encompassing skill, knowledge, and behaviours within an organization could enhance organisational performance and a sustainable competitive advantage. Consistent with a previous study by [69] concluded that the success of the social enterprise depends on the competency and ability of managers in managing organizations. Identifying skills, knowledge, and behaviours to develop leadership, strategic thinking, financial management, and communication practices may enhance organisational effectiveness and achieve social and financial goals. Yet, the impact on the organisational competencies in response to evolving social and economic environments remains underexplored.

The importance of organisational competencies extends to other contexts as well. For instance, the competency levels of audit committees in Malaysian cooperatives should focus on the role of audit committees in ensuring governance, transparency, and accountability for the effectiveness of cooperative management and financial performance [38]. This shows the importance of competency development in an organisation. Based on the definition of core competence, effective stakeholder management influences the core competency of organizations. Interesting reviews by [44] indicated that the important role of stakeholder management allows for the creation of value and enhances organizational performance, such as financial outcomes, reputation, and social impact align with social enterprises objectives.

Organisational competence also plays a mediating role in bridging the gap between strategic planning and organisational performance outcomes. As mediators, organisational competence involving innovation, knowledge management, organisational learning, and entrepreneurial orientation contribute to improving organisational performance. This mediating effect is critical, underscoring that implementing strategies or technologies are insufficient to achieve organizational goals. Instead, the development and utilization of innovative, dynamic, and competitive capabilities enable organisations to effectively adapt, integrate, and reconfigure their resources to meet evolving environmental, social, and economic demands [60]. However, organisational competence mediates the relationship between strategic planning and organisational performance in social enterprise still needs to be explored. Further study into this mediating role is essential to fully understand how organisational competence could enhance the effectiveness of strategic planning in organisational performance.

### 2.3 Conceptual framework and hypothesis development

Figure 1 below depicts the conceptual framework used to represent the model of this study. The study is comprised of strategic planning, organisational competence and organisational performance.



**Fig 1.** The conceptual framework

Strategic planning positively affects organisational performance depending on the industry, organizational size, and the specific performance metrics used to maximize performance outcomes [23]. According to the DCV, organisations that engage in strategic planning are better equipped to develop and deploy resources dynamically, enabling them to respond to environmental changes and competitive pressures effectively [60]. This shows that coordinating strategic planning with the organisation's resources and external environment leads to improved organisational performance. Consistent with [21] suggest that strategic planning improves resource utilization, leading to better organisational performance. Strategic planning is important in guiding performance management, motivating teams, and maintaining a competitive advantage by enhancing productivity and effective resource allocation, thus enhancing organisational performance. However, the challenges of strategic planning on organisational performance, such as opposition to change, lack of communication, and resource constraints, depend on factors such as organisational culture, leadership, and the external environment influencing the relationship between strategic planning and performance [39].

Although many studies have examined the effect of strategic planning on organisational performance [13], [20], [41], [52], nonetheless, not all have shown a direct relationship, and fewer have focused specifically on social enterprise. Therefore, the following hypothesis is proposed:

H1: There is a relationship between strategic planning and organisational performance

Organisational competences are essential for enhancing management effectiveness, fostering innovation, and maintaining a competitive advantage to achieve organisational performance objectives. The DCV highlights that organizations must integrate, build, and reconfigure competencies to adapt to rapidly changing environments, ensuring long-term success [60]. It is important to understand that organisational competence encompasses various factors such as knowledge management, capability, entrepreneurial orientation, organizational learning, and innovation that enhance organizational performance [63], highlight that implementing

knowledge management capability alongside dynamic capability enhances organizational performance and supports competitive advantage. The importance of dynamic capabilities in effective resource allocation functions is to create, extend, and modify the resource base, leading to greater sustainable performance [26]. Likewise, [24], in the study of strategic capabilities and innovation, found that entrepreneurial orientation, organizational learning capability, and service innovation are interrelated and significantly contribute to improving organisational performance

While organisational competence has positively impacted organisational performance, it has yet to be widely studied, especially in social enterprises. Therefore, this study hypothesizes that:

H2: There is a relationship between organisational competence and organisational performance

In this study, organisational competence mediates between strategic planning and organisational performance outcomes. The mediator generally facilitates how or why two other variables are related, acting as an interaction effect that predicts an outcome [7]. This mediation effect helps determine the presence and strength of variable or contradictory effects. According to [60], developing and utilizing innovative, dynamic, and competitive capabilities enable organisations to adapt, integrate, and reconfigure their resources to meet evolving environmental, social, and economic demands. Previous study affirms that formulating and implementing a strategy that is supported by organizational capabilities, resources, and competencies to achieve organizational goals like profit, market share, increased sales, productivity, competitiveness, customer satisfaction, quality, and competitiveness [2], [48], [53]. These competencies enable organizations to implement their strategic plans effectively, allowing them to innovate, respond to market changes, and meet customer needs. This, in turn, leads to better organizational performance outcomes. This mediation suggests that organisations need to focus not only on formulating strategic plans but also on building and strengthening their competencies to ensure those plans lead to successful outcomes.

Based on this rationale, the study proposes that organizational competence affects organizational performance directly and mediates the relationship between strategic planning and performance. This leads to the following hypothesis:

H3: Organisational competence mediates the relationship between strategic planning and organisational performance

### **3 Methodology**

#### **3.1 Research design and instrument**

The study uses a quantitative approach, which involves collecting and analysing numerical data. This method is chosen for its cost-effectiveness and time efficiency, particularly when investigating correlations among variables in large samples [4]. The study uses SEM as an empirical technique to test the hypotheses. SEM is advantageous because it integrates exploratory factor analysis and structural path analysis, making it suitable for analysing both latent (unobserved) and observed variables, and for testing entire theories [27], [33]. There are two main SEM approaches: Covariance-Based SEM (CB-SEM) and Partial Least Squares SEM (PLS-SEM) [33], [34].

CB-SEM is typically used for theory confirmation and requires assumptions like multivariate normality, while PLS-SEM is preferred for prediction, especially with small sample sizes, non-normal data, or complex models [32]. PLS-SEM is chosen for this study due to its efficiency, flexibility with data, and ability to handle the study's objectives, including evaluating complex models with mediating and moderating effects [30].

This study measured using a 5-point Likert scale with specific items related to the development and implementation of strategic planning within social enterprise by [21], [42], [59]. For organisational competence with item focusing on various aspects of organisational capabilities, such as technological competencies, knowledge development, and innovation management [6], [12], [43] while, organisational performance divided into economic and social dimensions, each measured using items assess the social enterprises performance in areas such as sales growth, competitiveness and ethical practices [1], [9], [26], [59].

The study ensured the validity and reliability of the constructs by testing for Heterotrait–Monotrait (HTMT) ratio ( $\leq 0.85$ ), average variance extracted ( $AVE \geq 0.5$ ), composite reliability ( $CR \geq 0.7$ ), and outer loadings ( $\geq 0.7$ ). These tests confirmed that the measurement instruments were reliable and valid for the study.

### 3.2 Participation and data collection procedures

The study uses a stratified random sampling method, a type of probability sampling, to ensure the generalizability of the results. This method is particularly suitable for ensuring that different subgroups within the population are adequately represented. The sample consists of senior managers and executive management from social enterprises in Malaysia. These participants were chosen because of their significant roles in overseeing and making strategic decisions within their organisations. The respondents' demographic details include gender distribution and educational background. The sample showed a higher participation rate among female respondents (66.67%), with most respondents holding a bachelor's degree, and some having a master's degree, as illustrated in Table 1.

The primary data collection instrument is a questionnaire, designed to gather quantitative data. The questionnaire is divided into four parts; Part A: Organization profile (e.g., size, income, type of social enterprise). Part B: Demographic information of respondents (e.g., academic background, experience). Part C: Independent variables, focusing on strategic planning, and organisational competence. Part D: Dependent variables, measuring organisational performance across economic, social, and environmental dimensions.

The questionnaire was distributed through various channels by electronically, by mail, or in person to reach a broad range of participants. The questions are clear and logically structured, with each question's purpose defined to ensure accurate measurement of the variables. The questionnaire was made available in both English and Malay to accommodate respondents' language preferences. Out of 285 questionnaires distributed, 108 were completed and returned, yielding a usable response rate of 37.9 percent [72]. The sample size drawn from SE registered with Company Commission of Malaysia (CCM) as the company limited by guarantee (CLBG).

**Table 1.** Demographic variables

Profile of respondents	Frequency	(%)
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<b>Gender</b>		
Male	36	33.33
Female	72	66.67
Total	<i>N</i> = 108	
<b>Academic qualification</b>		
SPM	14	12.96
Diploma	28	25.93
Bachelor's degree	46	42.59
Master's degree	16	14.81
PHD	1	0.93
Other	3	2.83
Total	<i>N</i> = 108	
<b>Size of social enterprise</b>		
Small	9	8.33
Medium	64	59.26
Large	35	32.41
Total	<i>N</i> = 108	
<b>Type of cooperatives</b>		
Banking	6	5.56
Credit/Finance	53	49.07
Agriculture	9	8.33
Service	11	10.19
Development/Construction	10	9.26
Consumer	1	0.93
Multi-purpose	15	13.89
Others	3	2.78
Total	<i>N</i> = 108	

A pilot study was conducted to evaluate the factor loadings, which met the threshold of 0.5, ensuring convergent validity (with AVE, of 0.5 and CR, of 0.7). Discriminant validity was also confirmed, with the ratio of HTMT not exceeding 0.85. The preliminary statistical tests on the pilot study variables successfully met these minimum criteria. Data were then analysed using path modelling through the Partial Least Squares (PLS) approach, utilizing Smart PLS software [66]. Specifically, the study employed Smart-PLS 4 to assess the mediating effects of capabilities on the relationship between strategic planning and sustainable performance.

## 4 Results and discussions

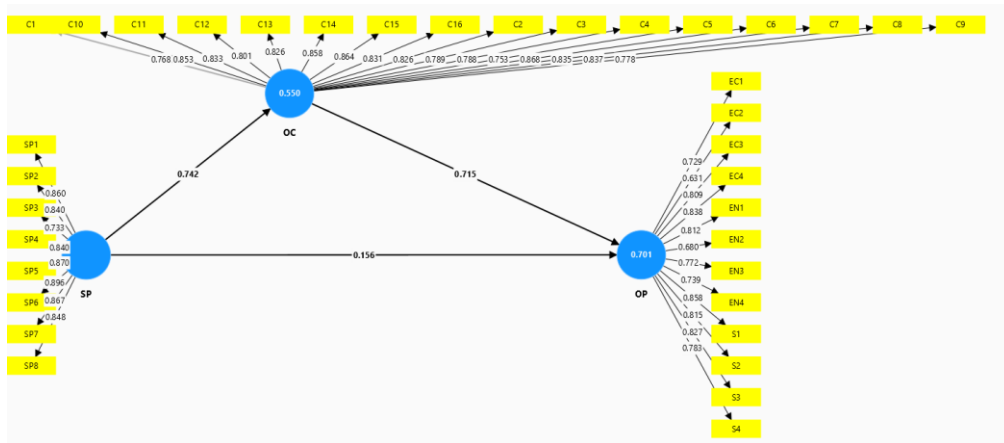
### 4.1 Data Analysis

The data analysis in this study was analysed using the Smart PLS version 4.1.0.6. PLS-SEM has the added advantage of estimating the measurement and structural models [33].

### 4.2 Assessment of the measurement models

Using the PLS technique and the Smart PLS software, data were analyzed through path modeling. Evaluating the measurement models is the first step in the analysis [33]. The PLS

approach's ability to handle scenarios where knowledge about the distribution of the latent variables is limited and conditions regarding the closeness between estimates and the data must be met is a crucial advantage over covariance-based structural equation modeling [28]. In our research model, all constructs are specified with reflective indicators, as depicted in Figure2.



**Fig 2.** Path model and PLS estimates

The results demonstrate that all reflectively measured constructs are both reliable and valid. Table 2 presents measurement assessment for variable and indicators, showing that all factor loadings exceed the threshold value of 0.7, with the exception of EC2 and EN2, which have slightly lower loadings of 0.631 and 0.680, respectively. These indicators are essential to maintain the content validity of the construct. Removing them might alter the meaning or coverage of the construct [32]. Tables 3 and 4 evaluate the measurement validity and reliability. All construct reliability indicators, including Cronbach's alpha, composite reliability (rho\_a), and composite reliability (rho\_c), have values above the 0.7 threshold (Sarstedt et al., 2017). According to the Fornell-Larcker criterion, Organisational Competence (OC) and Organisational Performance (OP) construct show a lack of discriminant validity, however, Strategic Planning (SP) constructs shows good discriminant validity. Similarly, the HTMT value for the relationship between OP and OC is 0.859, which exceeds the threshold value of 0.85 [22], indicating a potential lack of discriminant validity between these constructs. However, according to [35] this condition does not represent a definite violation of discriminant validity which all the approaches should indicate a lack of discriminant validity. Despite this, the Fornell-Larcker criterion results confirm that the latent variables exhibit both convergent and discriminant validity [33], [34]. Thus, the discriminant validity illustrates that the respondents understand the construct very well.

**Table 2.** Measurement assessment for variable and indicators

Construct	Items	Loadings	Mean	Standard Deviation
Strategic Planning	SP1	0.860	4.362	0.722
	SP2	0.840	4.319	0.722
	SP3	0.733	4.275	0.796

Construct	Items	Loadings	Mean	Standard Deviation
Organisational Competence	SP4	0.840	4.051	0.854
	SP5	0.870	4.051	0.854
	SP6	0.896	4.167	0.881
	SP7	0.867	3.964	0.928
	SP8	0.848	3.949	0.895
	C1	0.768	3.899	0.927
	C2	0.826	4.036	0.802
	C3	0.789	3.870	0.806
	C4	0.788	3.754	0.867
	C5	0.753	3.761	1.094
	C6	0.858	3.978	0.872
	C7	0.835	3.732	0.967
	C8	0.837	3.739	0.943
	C9	0.778	3.971	0.955
	C10	0.853	4.123	0.888
	C11	0.833	4.043	0.931
C12	0.801	3.949	0.950	
C13	0.826	3.754	0.962	
C14	0.858	4.101	0.942	
C15	0.864	4.116	0.893	
C16	0.831	3.964	0.971	
Organisational Performance	EC1	0.729	3.913	0.897
	EC2	0.631	3.572	0.884
	EC3	0.809	3.913	0.838
	EC4	0.838	3.906	0.833
	S1	0.858	4.007	0.830
	S2	0.815	4.101	0.810
	S3	0.827	4.080	0.799
	S4	0.783	4.159	0.735
EN1	0.812	3.848	0.932	
EN2	0.680	3.652	1.047	
EN3	0.772	3.790	0.951	
EN4	0.739	3.804	1.021	

**Table 3.** Convergent validity

Construct	Cronbach's alpha	CR	AVE	VIF
Organisational Competence	0.967	0.970	0.672	
Organisational Performance	0.940	0.948	0.604	
Strategic Planning	0.943	0.952	0.715	
OC -> OP				2.222
SP -> OC				1.000
SP -> OP				2.222

**Table 4.** Discriminant validity

Construct	OC	OP	SP
Organisational Competence	0.820		
Organisational Performance	0.831	0.777	
Strategic Planning	0.742	0.686	0.845
HTMT < 0.85			
OP <-> OC (0.859)			
SP <-> OC (0.765)			
SP <-> OP (0.706)			

### 4.3 Structural model of the study

#### 4.3.1 Collinearity

Variance Inflation Factor (VIF) is used to assess the degree of multicollinearity among independent variables in a regression model in line with the structural model assessment procedure outlined in [29]. We are assessing the structural model for collinearity issues by examining the VIF values to determine whether there is multicollinearity among the independent latent constructs that influence the dependent constructs in the model. As the VIF values of 2.222 and 1.000, there is no serious concern about multicollinearity affecting the regression model. A rule of thumb is that VIFs between 1 to 5 indicate moderate multicollinearity [36]. So, we conclude that collinearity is not at critical levels (Table 3), and the VIF values suggest that the independent variables are relatively independent of each other.

#### 4.3.2 Significant and relevance of the path coefficient

In line with [36], the bootstrapping procedure was applied in PLS path modelling (108 cases, 5,000 samples, two-tailed) to evaluate the structural model and determine the statistical significance of path coefficients. By supporting the PLS structural model assessment, different criteria are considered, including  $R^2$ , the goodness-of-fit (GoF) index, and the Stone–Geiser  $Q^2$  test for predictive relevance [14], [30], [54]. [14] described  $R^2$  values of 0.25 as acceptable. While the model fit is quite modest compared to absolute criteria [31], the model's low complexity makes it appropriate for our investigation. Furthermore, the model fit was deemed adequate since the standard root mean squared residual (SRMR) satisfied the necessary threshold of  $SRMR < 0.08$ . The goodness-of-fit criterion proposed by [37] indicates that it confirmed the data fit the theory well.

Table 5 shows the parameter estimation results, including path coefficients and significance levels that run through the bootstrapping procedure on SmartPLS. The results indicate that not all hypotheses are supported. The OC has a significant and substantial impact on OP ( $\beta = 0.715$ ,  $p < 0.001$ ). Similar results to the mediated effect of OC on the relationship between SP and OP are also significant and positive ( $\beta = 0.530$ ,  $p < 0.001$ ). Hence, both H2 and H3 are supported. On the other hand, SP does not have a direct significant effect on organisational performance ( $\beta = 0.156$ ,  $p > 0.05$ ). Nevertheless, the results suggest that while strategic planning may not directly impact organisational performance, it plays a crucial role in enhancing organisational performance indirectly through the mediation effect of organisational competence, leading to improved organisational performance.

**Table 5.** Result of bootstrapping procedures

Hypothesis	Relationship	$\beta$	SD	<i>t</i> -values	<i>p</i> -values	Significance	
H1	SP -> OP	0.156	0.107	1.457	0.145	$p > 0.05$	Not
H2	OC -> OP	0.715	0.092	7.764	0.000	$p < 0.05$	Supported
H3	SP -> OC -> OP	0.530	0.095	5.554	0.000	$p < 0.05$	Supported

### 4.3.3 Mediating effects of organisational competence

Table 6 depicts the bootstrapping results, demonstrating the organisational competence mediating effect on the relationship between strategic planning and organisational performance. Because 0 was not included between the lower and upper boundaries of the bias-corrected confidence range, the mediating effects yielded significant results after 5,000 bootstrapping runs. The relevance was especially maintained by utilizing Bootstrap approaches. The results indicate partial mediation ( $p < 0.05$ ); strategic planning  $\rightarrow$  organisational competence  $\rightarrow$  organisational performance showed moderately strong partial mediation, with an organisational competence of 77.26% between strategic planning and organisational performance of exists.

**Table 6.** Significance testing of mediating effects with bootstrap

Relationship	Direct Effect	Indirect Effect	Total Effect	VAF	Bias CI (L)	Bias CI (H)
SP -> OC -> OP	0.156	0.530	0.686	77.26%	0.006	0.019

Note (s):

Threshold limit of VAF

0 – 20%: No Mediation

20 – 80%: Partial Mediation

Above 80%: Full Mediation

[7], [73]

## 5 Conclusion

### 5.1 Summary of the research

This study extends the exploration of organisational competence by examining and testing the direct and mediating effects of strategic planning on a SE organisational performance. The findings complement existing literature by showing that implementing strategies or technologies is insufficient to achieve organisational performance. Instead, developing and utilizing innovative, dynamic, and competitive capabilities enable organizations to implement strategic planning, leading to successful outcomes effectively. The study also contributes to the organisational competence literature by identifying the importance of strategic planning to achieve organisational performance. This study provides several theoretical and practical implications.

## **5.2 Theoretical Implications**

Based on the arguments of previous studies [51], strategic planning alone may not directly influence performance. This study found that strategic planning not significantly affect organisational performance. Instead, strategic planning positively influences organisational performance through the mediating effect of organisational competence. First, these results support existing studies arguing that strategic planning, when combined with cognitive diversity, innovation positively achieves organisational performance [21], [49]. This demonstrated that strategic planning is important for organisations to achieve organisational performance by formulating strategies, developing plans, and structuring operations [19].

Second, previous studies believed that organisational competencies enable organisations to respond to complex challenges and opportunities effectively, ensuring long-term success and resilience [40]. Several studies have demonstrated the aforementioned argument using empirical data. [26], [64]. Still, some studies say that leveraging the organisational competence may not always lead to good sustainable performance, which may only sometimes negatively affect environmental performance [17]. Despite that, this study complements existing literature by examining the organisational competence towards organisational performance, and these findings are consistent with previous studies [24], [45], [55] that organisational competence positively impacts organisational performance. This stated that social enterprises should sustain organisational competence practices to enhance organisational performance.

Third, this study discovered that organizational competency considerably and positively mediates the impact of a social enterprise's organizational performance and promotes the effect of strategic planning. Given the difficulty of sustainable growth with a SE competency due to frequent business and environmental changes, it is crucial to understand how strategic planning could effect organizational competence and performance. The previous study [2], [48], [53] examined the mediating role of organisational competence that improve resource efficiency and ensure organisational goals achieved such as profit, market share, increased sales, productivity, competitiveness, customer satisfaction, quality, and competitiveness, emphasizing that the capability involved in an organisation's activities results in sustained competitiveness [65]. Along with this, [3] assert that technological changes alone do not drive sustainable performance; innovation capabilities generate new business opportunities and enhance sustainability. This study collected and analysed data from 108 social enterprise in Malaysia and confirmed the positive mediating effect of organisational competence on strategic planning and organisational performance. Based on these findings, this study adds to current literature by giving fresh insights into the mediating function of organizational competency in impacting strategic planning and organizational performance.

## **5.3 Practical Implications**

Our findings help managers improve organisational performance by using strategic planning and organisational competence. These findings suggest that managers should focus more on organisational competence in order to improve strategic planning and organisational performance. First, SE managers should recognize that employing organizational competence can help with strategy planning. Most significantly, SE should comprehend the need of properly implementing strategic planning to provide quality products and services and establish new ideas, technology, processes, and business models, resulting in improved performance.. As a

result, managers may achieve synergy by developing an organizational competency to interact between strategic planning and organizational performance. The findings of this study may help managers acquire and apply some of the organisational competencies available for controlling SE. Second, managers should be aware of the significance of acquiring new technology and knowledge from outside sources to renew and widen their organizational competency to support SE and improve organizational performance. SE may enhance their strategic efforts and achieve organisational performance improvements by developing and leveraging their organisational competence. By focusing on organisational competencies such as innovative, dynamic, and collaborative capabilities, SE be able to respond to market changes, create value, and sustain long-term growth. With this, the role between strategic planning and organisational competence is important for driving continuous improvement and enhance organisational outcomes. We have confirmed that organisational competence mediates between strategic planning and organisational performance. The findings particularly benefit policymakers and practitioners in formulating socio-economic policies to improve SE organizations' strategic planning and efficiency and lead to organisational performance.

#### **5.4 Limitation**

Despite its comprehensive contribution, our research has the following limitations. For starters, because there are so few registered SEs in Malaysia, there is insufficient evidence to describe the value of strategic planning and organisational competency in improving SE performance. Finally, because this study employs a questionnaire as a research instrument, the results are dependent on the data gathered, which may alter the correctness of the answers. As a result, the responses provided by respondents may not accurately reflect the SEs' actual practices.

#### **5.5 Future research**

On the other hand, more research on this topic using different variables could be conducted in the future. Furthermore, there are few studies that look at strategic planning and organizational competence among SEs in Malaysia. This presents several chances for further investigation.

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