

Becoming Social Entrepreneurs: A Proposal for Uplifting the Lives of Ex-convicts in Malaysia

IDA ROSNITA ISMAIL

UKM-Graduate School of Business, Universiti Kebangsaan Malaysia
idarosnita@ukm.edu.my

NOOR AZUAN HASHIM

Faculty of Economics and Management, Universiti Kebangsaan Malaysia
azuan@ukm.edu.my

WAN MOHD HIRWANI WAN HUSSAIN

UKM-Graduate School of Business, Universiti Kebangsaan Malaysia
wmhwh@ukm.edu.my

ABSTRACT

The National Entrepreneurship Policy 2030 identifies the importance of entrepreneurship as a social approach to overcome the middle income trap. Involvement of all society layers, especially the B40 groups, women, youth, and Orang Asli, will contribute to the nation's socioeconomic development particularly through increased investment and job creations. Past literatures have shown consistent interest among scholars in addressing the importance of entrepreneurship and social entrepreneurship. Interestingly, the literatures also indicate that entrepreneurship is a good venture to be embarked by ex-convicts as an alternative way to finding decent jobs. Although ex-convicts look forward to start their lives anew, the negative perception of society has made it difficult for them to get jobs. Building from the entrepreneurship and social entrepreneurship literatures, the aim of this paper is to put forth a proposal for uplifting the lives of ex-convicts through social entrepreneurship. The paper also highlights how ex-convicts could leverage on digitalization in becoming social entrepreneurs. Some individual and contextual challenges in relation to the issue are also discussed along with suggestions to overcome it.

Keywords: Social entrepreneurs, Digitalization, Entrepreneurship, Ex-convict, Social business

INTRODUCTION

There were frequent news published in the mass media as of 2019 about the over capacity of inmates in Malaysian prisons. For example, The Malay Mail on 9th March 2019 reported that the government aimed at reducing the number of prison population, which had reached over 66,000. Similarly, Berita Harian on 8th December 2019 reported that prison overcrowding was still an issue, but the Malaysian Prison Department had initiated studies on Prison Reform with the aims to solve the problem by 2030. With the pandemic outbreak of COVID-19, the need to reduce the number of prison inmates is more pressing than before. In October 2020, a large number of COVID-19 positive cases in Malaysia were recorded from the prison clusters (Ministry of Health,

2020). Thus, a call to address prison overcrowding has been made by various stakeholders (“Calls to address prison overcrowding”, 2020).

One of the earliest actions taken by the Malaysian government to solve the overcrowding problem was through the introduction of the parole system, which came to effect on 30th June 2008. According to the Ministry of Home Affairs (2020), the parole system is based on the Australian parole system, and it is implemented under the Prison Act (Amendment) 2008. Since its introduction, many non-violent prison inmates were granted the Parole Order. From 2014 until 2019, for example, the Parole Board had granted the Parole Order to 27,535 prison inmates (MAMPU, 2020). Not all inmates, however, are qualified for a Parole Order; there are conditions that they need to fulfill. One of the requirements is for the parolees to work in paid jobs. Because inmates are not able to look for job opportunities while they are still in prisons, the Parole Office plays an important role in finding paid jobs for them. Although the task is not an easy one, some business organizations especially in manufacturing, construction, and plantation show an interest to employ the potential parolees. However, the parolees are free to choose whether to continue working for the employer if given an option once the Parole period ends.

Previous scholars contended that employment is a way to reduce recidivism (Zakaria, Jaafar, & Lazim, 2018). Despite this positive approach, the ex-convicts often face challenging employment issues. Hiring discrimination has been identified as the major reason for difficulty in getting decent jobs among the ex-convicts (Sonfield & Barbato, 1994). It is a common practice in many organizations to conduct a background check on the applicants during the selection stage. When criminal records emerge, the applications are often rejected (Lam & Harcourt, 2003). Even when the ex-convicts are employed, they will still face some forms of workplace discrimination due to society stigmatization, which will eventually affect the ex-convicts’ quality of workplace relationship, job satisfaction, and job performance (Baur et al., 2018).

Given the employment difficulties, an alternative for ex-convicts to earn their living is through self-employment or becoming entrepreneurs. This idea has been long proposed based on studies involving prison inmates and ex-convicts. For example, Sonfield and Barbato (1994) found that prison inmates have high entrepreneurial propensity. Similarly, Ibrahim et al. (2016) found that majority of parolees in Peninsular Malaysia from their sample had good entrepreneurial characteristics. A recent study conducted by Irankunda et al. (2019) further affirmed that there was an increased likelihood for ex-convicts to become self-employed entrepreneur. With the emergence of social entrepreneurship, it is also possible that the ex-convicts can become successful social entrepreneurs, who will assist the nation in reducing social problems, when right strategies are formulated and implemented. Therefore, drawing from the entrepreneurship and social entrepreneurship literature, the aim of this paper is to put forth a proposal for uplifting the lives of ex-convicts through social entrepreneurship.

ENTREPRENEURSHIP AND SOCIAL ENTREPRENEURSHIP

Nowadays, entrepreneurship is viewed as an important asset of a nation. In Malaysia, the National Entrepreneurship Policy 2030 identifies the importance of entrepreneurship as a social approach to overcome the middle income trap. Involvement of all society layers, especially the B40 groups, women, youth, and Orang Asli, will contribute to the nation’s socioeconomic development particularly through increased investment and job creations.

Within the scholarly literature, discussions on entrepreneur and social entrepreneurship are vast. Several theories have been put forward by scholars to explain these concepts. These theories

have their roots in many topics such as economics, psychology, sociology, anthropology, and management. Among the earliest discussion on entrepreneurship was put forward by Cantillon in the early 1700's, who described an entrepreneur as someone who bears risk by buying at certain prices and selling at uncertain prices (Carton & Hofer, 1998). Adding to it, Stevenson and Jarillo (1990) broadened Joseph Baptiste Say's definition of entrepreneurs by including the concept of combining factors of production and also noting that the entrepreneur must have special personal qualities. These personal qualities or traits can be seen in every success entrepreneurs, but not necessarily similar.

According to Carton and Hofer (1998), entrepreneurs can be an individual or team that identifies the opportunity, gathers the necessary resources, creates and is ultimately responsible for the consequences of the organization. Among the prominent concept of entrepreneurship was introduced by Schumpeter (1934: 74) who defined entrepreneurs as follows:

“The carrying out of new combinations we call “enterprise”; the individuals whose function it is to carry them out we call “entrepreneurs.”. But whatever the type, everyone is an entrepreneur only when he actually “carries out new combinations,” and loses that character as soon as he has built up his business, when he settles down to running it as other people run their businesses”.

There are at least two types of entrepreneurship that usually been argued in literature: 1) conventional/traditional entrepreneurship, and 2) social entrepreneurship. Both the conventional and social entrepreneurs have many similar traits such as they are innovative, able to take risks, open minded, have vision, and have their own leadership style. However, they also differ in several ways; for example, the aim of a traditional or conventional entrepreneur (also known as commercial entrepreneurs) is to create a product, a service or a process for which a consumer will pay. That is, they are generating profits from the risks and opportunities they are willing to take. A business enterprise therefore would be an entity that is owned by the business entrepreneur to achieve business goals that have been set by the entrepreneur.

On the other hand, social entrepreneur aims to create a product, a service or a process from which society will benefit (Vega & Kidwell, 2007). According to Stephan and Drencheva (2017), social entrepreneurs are individuals with a big heart, huge desires and a big mission to create social value by addressing demanding societal problems. Their goal is to tackle social problems, improve communities, enhance people's life chances, or protect the environment. They make their money from selling goods and services in the open market, but they reinvest their profits back into the business or the local community. As such, when they profit, society profits too.

In essence, whereas conventional/traditional entrepreneurs aim to create commercial value, social entrepreneurs aim to create social value. While a success in the business world can mean more money for investors, success in social entrepreneurship can mean saving lives and fundamentally improving the world.

Social entrepreneurship is not a new buzzword. It has been around for more than two decades ago. However, social business and social enterprise were later introduced in the literature, rendering ambiguity in fully understanding the concepts. Although Barki et al. (2015) contended that social entrepreneurship and social business have been accepted as intertwined to each other, Yunus (2020) provided a clear description in defining social entrepreneurship, social business, social enterprise, and social business entrepreneur. Table 1 shows the definition for each concepts based on Yunus' (2020) description.

Table 1: Definition of concepts

Concept	Definition
Social entrepreneurship	<i>An initiative (non-economic, charity, or business initiative), with or without profit, of social consequences created by an entrepreneur with a social vision.</i>
Social business	<i>It is a small subset of social entrepreneurship. A business which is created solely for the purpose of solving a social or environmental problem, and it is a business from which owners don't take any dividend except to recoup their own investment.</i>
Social enterprise	<i>It relates to non-business initiatives of a person to help society overcome that solve some social or environmental problems. It ranges from non-business to businesses making attractive profit. A social enterprise may be a charity organization and/or it can be a profit-making business, producing both personal profits and social benefits.</i>
Social business entrepreneur	<i>An entrepreneur that engages in a social business.</i>

Source: Adopted from Yunus (2020)

Albeit the different definitions, both social entrepreneurship and social business carry similar mission – to diminish vulnerabilities and social inequalities in the world and also possibly to alleviate poverty. Indeed, according to Barki et al. (2015), both entities emerge due to market forces that play an integrative role in bridging sustainable business models with society needs that still exist because of opportunities arising from government gaps.

Social Entrepreneurship and Digital Technologies

The advent of technologies, such as Internet of Things (IoT), big data analytics, social media, and digitalization, have given both opportunities and challenges to social entrepreneurship. There is no doubt that digital technology has tremendous potential to value creation in every industry by reshaping their internal capabilities, business functions and services around customer experience. By challenging and restructuring business patterns in all industrial sectors, digitalization becomes an outcome and a source for innovation, while entrepreneurs and intrapreneurs are the drivers and the affected agents of digital transformations (Satalkina & Steiner, 2020). Through digital technologies, not only the need to drive organizational change such as to shift employee behaviour can be addressed; they can also enhance interaction, discover and exchange information and indeed draw inferences on the collective intelligence and cognitive analytics (Mann, 2015). In a way, social entrepreneurship can develop innovative new business methods and processes by applying social culture, social thinking, social strategy, and digital technologies to everything that organization does internally and/or externally (Satalkina & Steiner, 2020).

Previous research has shown that adoption of digital technologies within social entrepreneurship context can be supportive for the entrepreneurs in facing current business challenges (Bican & Brem, 2020; Fridgen et al., 2018; Satalkina & Steiner, 2020). Specifically, digitalization of business can provide new possibilities for entrepreneurs to expand their social businesses by transforming it into novel businesses in the digital economy (Bouwman et al. 2019;

Veselovsky et al. 2018). As such, social enterprise can gain significant benefits from business digitalization (Drake 2019; Ustundag & Cevikcan 2018).

SOCIAL ENTREPRENEURSHIP AND EX-CONVICTS: A PROPOSAL

Issues on addressing ex-convicts employment and participation in entrepreneurship have been long discussed among scholars. The basis of the discussion is similar to the government concern, which is successful reintegration of ex-convicts into the society following their release. To date, many discussion is directed towards turning ex-convicts into entrepreneurs, but little attempt has been done to take it further to suggest that they also have the potential to become social entrepreneurs.

As defined by Yunus (2020), social entrepreneurship is any economic, charity, or business initiative, with or without profit, of social consequences created by an entrepreneur with a social vision. We argue that ex-convicts should be encouraged to become social entrepreneurs for two reasons. First, ex-convicts have gone through hard times in their lives. With the dark history and hard experience, they know best how to overcome the similar social problems. Because social entrepreneurship is targeted at solving social problems, turning the ex-convicts into social entrepreneurs through proper guidance and assistance is seen as the right action that could uplift their lives. Second, it is more likely that they will be committed to the initiative taken in their social enterprises than being employed. A study by Ramakers et al. (2017) on the association between employment characteristics and recidivism among Dutch ex-prisoners using a longitudinal approach found that the effect of employment on recidivism varies according to job qualities such as higher occupational level and job stability. It is uncommon, however, as evidenced in past studies and anecdotal accounts for ex-convicts to be employed in organizations offering such job qualities. Additionally, past studies (e.g., Sonfield & Barbato, 1994; Goodstein & Petrich, 2019) have also narrated that ex-convicts were often subject to workplace discrimination. In this situation, encouraging them to become social entrepreneurs may enrich their lives, which, in turn, will reduce the recidivism rate. It is contended that they are more likely to be committed to the social entrepreneurship than being employed by others because social entrepreneurship fulfills both their source of income and assisting others in needs.

In general, scholars studying this issue agree that entrepreneurship may be a solution to this problem. For example, Sonfield and Barbato (1994) proposed that there is a need to consider establishing entrepreneurial programs not only for the released prison inmates, but also for the soon-to-be-released prison inmates. The same notion is reiterated later in local (e.g., Ibrahim, 2016) and international studies (e.g., Irankunda et al., 2020) on people on parole and ex-convict entrepreneurial propensity. Given that much discussion has been done in understanding and establishing the value of entrepreneurship for ex-convicts, it is a prime time to consider how this idea can be translated into actions.

Sonfield (2009) noted that it is important to develop a training program that is critical to ex-convicts' success, beginning from prison inmates' selection to training implementation. Throughout this output chain, however, there are several issues and challenges that require immediate actions from various stakeholders. Therefore, we intend to put up a proposal on how to assist the ex-convicts in becoming social entrepreneurs based on the Quadruple Helix Model. This model been used in explaining a network of relationships involving four important stakeholders, which are academic, government, industry, and user/society, within the entrepreneurship context (e.g., Galvão et al., 2017; Hasche, Höglund, & Linton, 2019). In line with this approach, we propose that the effort in uplifting the lives of ex-convicts through social entrepreneurship also

requires support of multiple stakeholders in providing practical assistance, financial assistance, and community acceptance.

Government

The prime driver towards social entrepreneurship creation among ex-convicts is the government. The efforts that have been initiated by the government through in-prison training programs and people on parole programs can be further enhanced. Although companies are beginning to buy in the idea of the Corporate Smart Internship (CSI), majority of them are those in construction, plantation, manufacturing, retail trade, and food services offering low wage to the ex-convicts. Therefore, we recommend that the government also include this latent workforce in the national agenda together with other minority groups that it intends to assist. In particular, the Malaysian Prison Department may work together with the Ministry of Human Resources and Ministry of Entrepreneur Development and Cooperatives in planning for strategies to uplift the lives of ex-convicts through social entrepreneurship.

Another recommendation for the government is to provide digital access to ex-convicts. Perhaps, there may be some of them who wants to embrace new digital business model. Based on the research by Hootsuite's Southeast Asia Digital Consumer Survey, there were 200 million digital consumers in the region as in 2017, and countries such as Indonesia, Vietnam and Philippines experienced the highest increases with 74 percent, 63 percent and 58 percent growth, accordingly (We Are Social & Hootsuite, 2020; We Are Social, 2018). It means that if the ex-convicts are interested and encouraged to pursue a digital social entrepreneurship, the prospect is huge even within the Southeast Asian region. Nevertheless, the government must provide a good foundation for digitalization that could benefit both the ex-convicts and the society in general. According to the World Bank (2019), the following foundation is a must have for successful Digital Economy growth:

- a. **Connectivity** – Universal access to affordable high speed broadband.
- b. **Skills** – Upskill and reskills people with the new digital skills. These range from basic computer usage to advance skills like coding and data analytic.
- c. **Payment** – Digital payments gateways are essential part of the digital economy and most of the countries want to integrate the payment gateway using mobile phone or the internet.
- d. **Logistics** – Logistics issue between the cross trade among ASEAN can be expensive and must be addressed carefully.
- e. **Digital Policy** – The policy must be related to data privacy, intellectual property and cyber security plus the consumer protection. Most of the member in ASEAN countries developed comprehensive data protection but the enforcement remains limited because of the geographic and location demography.

Even when the foundations are in place, the government should lead all the digital transformation initiatives in Malaysia. The government should streamline the digital transformation through integration with various agencies and offer digital services platform that can support social businesses and reduce the transaction process. One of the initiatives that can be taken is providing the National Digital ID. This digital ID can monitor and provide direct benefits in other areas in the digital economy. It can also ensure secure online transactions, prevent cybercrime, unlock various government online services, and manage the business transactions generated through ex-convicts.

Irakunda et al. (2020) also suggested that there is a need to eliminate barriers that restrict access to startup capital and self-employment opportunities among the ex-convicts. In Malaysia, there is no discrimination in terms of who can apply for a funding, for example, those provided by the SMECorp and MARA as long as the person who is applying it fulfills the standard requirements (N.A.Y. Ghafar, & M.F.M. Razali, personal communication, July 28, 2020). Nevertheless, this opportunity must be made known to the ex-convicts through proper medium so that they can easily look up for the information when it is needed.

Ex-Convicts and Society

All the social entrepreneurship programs initiated by the government will be wasted if these two stakeholders do not play their roles in concert with what has been planned for. That is, identifying interest to become social entrepreneurs must be done among them while they are still in the prisons. It is to make sure that only those interested can be groomed to become social entrepreneurs. Hence, a reliable and valid measure must be developed and used by the authorities.

Societal acceptance must also be widened. There are two types of societal acceptance that will determine the successful implementation of the social entrepreneurship agenda. First, the society must accept the reintegration process of the ex-convicts. In Malaysia, the introduction of the parole system is also aimed at easing the reintegration of the ex-convicts into the society. Nevertheless, a large number of members in the society are still skeptical about the ex-convicts redemption. A qualitative interview conducted by Nasir et al. (2020) on the parole officers found that negative perception did not only occur among the general society, but also among the family members. Therefore, creating awareness and educating the family and society about the ex-convicts' redemption should be done by the authorities before the social entrepreneurship agenda can be implemented. As long as negative perception and societal stigmatization are not addressed, the planned efforts will be thwarted.

Second, the society also must accept the idea that ex-convicts can become social entrepreneurs. The acceptance of this idea forms the social and psychological supports for the ex-convicts, which, in turn, will instill their confidence in establishing social enterprises. Having such confidence is important because they will be running the businesses within the proximal and distal society. Furthermore, such supports also may be interpreted as the society's trust in the legitimacy of businesses run by ex-convicts. With the supports in mind, ex-convicts may perceive that becoming social entrepreneurs is a good alternative to employment that could uplift their lives, and they can run their businesses without worrying about society's negative reaction.

Academia

The involvement of academic community in the ex-convicts' employment issue is long established. Based on empirical studies, calls had been made for entrepreneurship programs and training be provided to the ex-convicts even when they are still in the prisons. Sonfield (2009) mentioned several examples in which collegiate business schools involve in the entrepreneurship training programs targeted at prisoners. Similarly, a call to create an entrepreneurship skill management module was made by Ibrahim et al. (2016) upon finding that people on parole showed good entrepreneurship characteristics. Therefore, what the academia must do is actually to plan for and run actual training programs than to conduct more studies in identifying and understanding the entrepreneurial intention of the prison inmates, people on parole, and ex-convicts. Nevertheless, the academia must work on it by collaborating with the Malaysian Prison Department to identify whether there is existing entrepreneurship program currently running in the

prisons and see what else can be done to enhance the current practice and meet the unfulfilled needs. It is important not to reinvent the wheel; instead, improvement and extension to the existing programs should be done to make it more relevant to the current situations.

Sonfield (2009) also suggested that student teams can be utilized to work with recently released inmates in assisting them to develop business plans for self-employment endeavors. This is a plausible idea especially among MBA students who have acquired good theoretical knowledge in business management from the business school. Working with the recently released inmates will allow them to apply their business knowledge, accordingly. It will also be a useful life experience for them while assisting this latent workforce, especially among working MBA students. Not only they are trained to become good future managers and leaders, this hands-on coaching and consulting activities with the recently released inmates and ex-convicts will instill the value of social responsibility.

It is also suggested that business school alumni should be encouraged to join hand in implementing the social entrepreneurship agenda. Their different occupational backgrounds and competencies will add value to the program and be useful for the ex-convicts who may need different kind of information in setting up their own social enterprises.

Industry

Apart from the initiatives taken by the authorities to collaborate with private industries, little attempt has been done by the private sectors towards this direction. Some large and well-known companies are willing to offer job opportunities for the ex-convicts but they are mostly working for a low-wage occupation. It is well understood that offering higher level jobs may not be possible due to the hiring restrictions and ex-convicts' lack of required competencies (Goodstein & Petrich, 2019; Zakaria et al., 2018), but private sector organizations may contribute in terms of providing guidelines and expert advice to the ex-convicts who want to set up their own social enterprises. In the long run, the private sector organizations can also play important roles in the ex-convicts' social enterprises by being the suppliers or purchasers of the products or services offered if it meets the required standard of quality.

Convincing the private sector organizations to involve in this effort can be challenging. They need to see the value in investing their resources, especially time and expert knowledge, towards ex-convicts' social enterprises. Apart from that, leadership and organizational culture may be important determinants in considering its involvement in the program and agenda. Authentic leaders and servant leaders are more likely to buy in the social entrepreneurship agenda for ex-convicts than transactional leaders. The latter may be interested to be involved actively in the agenda if such involvement benefits them. Similarly, organizational culture may also determine private sector organizations' willingness to participate in the social entrepreneurship for ex-convicts agenda. For example, organizations with innovation culture and social orientation will be more likely to provide assistance to the ex-convicts than organizations without such culture. In all these scenarios, government interventions and incentives are needed to encourage private sector organizations involvement in the agenda.

Another important stakeholder that could encourage ex-convicts to pursue social entrepreneurship is the existing social entrepreneurs. A large number of people have heard about social entrepreneurship, but only a little has actually ventured in it. Therefore, the involvement of social entrepreneurs in the programs and agenda provided for the ex-convicts will showcase to them how the social enterprises are run and managed. In addition, the ex-convicts will be exposed to actual problems and solutions as experienced by the existing social entrepreneurs, and learn

invaluable input from them. It would be better if mentoring program can be created along with the social entrepreneurship programs for the ex-convicts. Through the mentoring program, the ex-convicts will learn a lot more about the business of social enterprises and be properly guided. In return, the government should provide sufficient incentives for the effort put in by the social entrepreneurs, most probably in a form of grants and funds.

CONCLUSION

The growing number of prison inmates creates a lot of issues. Overcrowding and increasing expenditure are two important factors that lead the government to seek alternative measures. The parole system, which was introduced in 2008, is a good initiative taken by the government to solve the problems. Other problems, however, emerge when prison inmates are released on parole. Getting decent jobs is not easy, and most of them work in low-wage occupations. Once they are free persons again, it is still difficult for them to get well-paid jobs. Thus, an alternative to job seeking is to be self-employed or become entrepreneurs.

Self-employment through entrepreneurship is beneficial in many ways. It can help the ex-convicts to redeem their lives, reduce government expenditure on prison-related expenses, and reduce recidivism rate. If they are properly train, the ex-convicts may also become successful social entrepreneurs who could overcome social problem. Nevertheless, a concerted effort by various stakeholders in the quadruple helix is needed before the agenda can be materialized.

References

- Barki, E., Comini, G., Cunliffe, A., Hart, S., & Rai, S. (2015). Social Entrepreneurship and social business: Retrospective and prospective research. *Revista De Administração De Empresas*, 55(4), 380-384.
- Baur, J. E., Hall, A. V., Daniels, S. R., Buckley, M. R., & Anderson, H. J. (2018). Beyond banning the box: A conceptual model of the stigmatization of ex-offenders in the workplace. *Human Resource Management Review*, 28(2), 204-219.
- Calls to address prison overcrowding. (2020, 18 May). *The Star*. <https://www.thestar.com.my/news/nation/2020/05/18/calls-to-address-prison-overcrowding>
- Carton, R. B., & Hofer, C. W. (1998). *Meeks MD: The entrepreneur and entrepreneurship: Operational definitions of their role in society*. Singapore: Paper presented at the annual International Council for Small Business Conference; 1998.
- Galvão, A., Mascarenhas, C., Rodrigues, R. G., Marques, C. S., & Leal, C. T. (2017). A quadruple helix model of entrepreneurship, innovation and stages of economic development. *Review of International Business and Strategy*, 27(2), doi: 10.1108/RIBS-01-2017-0003
- Ghafar, N.A.Y. & Razali, M.F.M. 2020. Ghafar, Noor Azzam Yaazizul & Razali, Mohd Fadli Mohd talk on *e-Training Keusahawanan 2020 – Peluang Pembiayaan dan Sokongan Perniagaan* (N.M.S.N.Ezanee, Interviewer). Retrieved from HEBAT Development Centre, Universiti Sains Malaysia, <https://bit.ly/EPICHDC2020>.
- Goodstein, J. D., & Petrich, D. M. (2019). Hiring and retaining formerly incarcerated persons: An employer-based perspective. *Journal of Offender Rehabilitation*, 58(3), 155-177.
- Hasche, N., Höglund, L., & Linton, G. (2019). Quadruple helix as a network of relationships: creating value within a Swedish regional innovation system. *Journal of Small Business & Entrepreneurship*, 1-22.

Ibrahim, F., Nen, S., Sarnon, N., Alavi, K., Mohamad, M. S., Sulaiman, W. S. W., & Zakaria, E. (2016). Ciri-ciri keusahawanan dalam kalangan banduan parol: Ke arah penyediaan modul kemahiran pengurusan keusahawanan di Jabatan Penjara Malaysia. *e-Bangi*, 11(1), 91-105.

Frankunda, A., Price, G. N., Uzamere, N. E., & Williams, M. J. (2020). Ex-incarcerated/convict status: Beneficial for self-employment and entrepreneurship?. *The American Economist*, 65(1), 144-162.

Lam, H., & Harcourt, M. (2003). The use of criminal record in employment decisions: The rights of ex-offenders, employers and the public. *Journal of Business Ethics*, 47(3), 237-252.

Lim, I. (2019, March 9). Minister: Putrajaya aims to reduce prison population, not build more jails. *The Malay Mail*. <https://www.malaymail.com/news/malaysia/2019/03/09/minister-putrajaya-aims-to-reduce-prison-population-not-build-more-jails/1730804>

MAMPU. (June 22, 2020). *Statistik Orang Diparol (ODP) Mengikut Tempoh Masa Menjalani Perintah Parol 2014 hingga 2019*. <https://www.data.gov.my/>

Ministry of Health. (2020). *Situasi terkini COVID-19 di Malaysia*. <http://covid-19.moh.gov.my/terkini>

Ministry of Home Affairs. (2020). *Introduction*. http://www.moha.gov.my/index.php?option=com_content&view=article&id=145&Itemid=621&lang=en

Ministry of Entrepreneur Development and Cooperatives. (2019). *National Entrepreneurship Policy 2030*. Putrajaya, Malaysia.

Nasir, N. C. M., Ahmad, N. A., Hamid, A. S. A., Ghani, M. A., & Jasni, M. A. (2020). Faktor risiko dinamik residivisme dalam kalangan Orang DiParol (ODP): Perspektif kakitangan Parol. *EDUCATUM Journal of Social Sciences*, 6(1), 22-32.

Ramakers, A., Nieuwebeerta, P., Van Wilsem, J., & Dirkzwager, A. (2017). Not just any job will do: A study on employment characteristics and recidivism risks after release. *International Journal of Offender Therapy and Comparative Criminology*, 61(16), 1795-1818.

Stevenson, H., & Jarillo, C. (1990). A paradigm of entrepreneurship as a field of research. *Academy of Management Review*, 3, 45-57.

Maan, Jitendra. (2015). Social business adoption and digital transformation. *International Journal of Computer Science and Communication*, 6, 87-93.

Satalkina, L. & Steiner, G. (2020). Digital entrepreneurship and its role in innovation systems: A systematic literature review as a basis for future research avenues for sustainable transitions, *Sustainability*, 12, 2764-2791.

Schumpeter, J.. (1934). *The Theory of Economic Development*. Cambridge, Harvard University Press.

Sonfield, M. C. (2009). Entrepreneurship and prison re-entry: A role of collegiate school of business. *Small Business Institute Journal*, 4(1), 66-81.

Sonfield, M. C. & Barbato, R. J. (1997). Testing prison inmates for entrepreneurial aptitude. *Journal of Small Business Strategy*, 5(2), 45-52.

Stephan, U. & Drencheva, A. (2017). The person in social entrepreneurship: A systematic review of research on the social entrepreneurial personality. G. Ahmetoglu, T. Chamorro-Premuzic, B. Klinger, and T. Karcisky (eds.) in *The Wiley Handbook of Entrepreneurship* (pp.in press), Chapter: 10, Wiley.

Vega, G., & Kidwell, R. E. (2007). Toward a typology of new venture creators: similarities and contrasts between business and social entrepreneurs. *New England Journal of Entrepreneurship*, 10(2), 4, 15-28.

Yunus, M. (January 12, 2020). A note on social business and social entrepreneurship. *Small Business Pedia*, <http://socialbusinesspedia.com/news/details/1169#:~:text=Social%20entrepreneurship%20and%20social%20enterprises%20are%20much%20broader%20concepts.&ext=Social%20Business%20is%20a%20small,than%20a%20%E2%80%9Csocial%20entrepreneur%E2%80%9D>.

Zainuddin, M.Z. (2019, December 8). Kesesakan penjara dijangka selesai tahun 2030. *Berita Harian*. <https://www.bharian.com.my/berita/nasional/2019/12/636553/kesesakan-penjara-dijangka-selesai-tahun-2030>

Zakaria, S. M., Jaafar, J. R., & Lazim, N. H. M. (2018). Employment issues among ex-offenders: Difficulties in securing employment and barriers of employment. *International Journal for Studies on Children, Women, Elderly and Disabled*, 5, 8-12.

<https://www.thestar.com.my/news/focus/2020/03/08/a-new-start-for-both-prisons-and-prisoners>

<https://www.prisonstudies.org/country/malaysia>

<https://www.forbes.com/sites/ashoka/2012/11/05/why-ex-cons-make-great-entrepreneurs/#25aa8d6a60b6>

<https://www.ilmia.gov.my/index.php/en/component/content/article/2-uncategorised/60-tableau-kilm-8?Itemid=275>

Barki, Edgard, Comini, Graziella, Cunliffe, Ann, Hart, Stuart and Rai, Sudhanshu (2015). Social Entrepreneurship and Social Business: Retrospective and Prospective Research, retrospective and Prospective Research. *Revista De Administração De Empresas*, 55(4), 380-384, <https://doi.org/10.1590/S0034-759020150402>

Carton RB, and Hofer CW (1998). Meeks MD: The Entrepreneur and Entrepreneurship: Operational Definitions of Their Role in Society. Singapore: Paper presented at the annual International Council for Small Business Conference; 1998.

Maan, Jitendra. (2015). Social Business Adoption and Digital Transformation. *International Journal of Computer Science and Communication*, 6, 87-93.

Prabu, Ganesh, N. (1999). Social entrepreneurial leadership. *Career Development International*, (3), 140-145. <https://doi.org/10.1108/13620439910262796>

Satalkina, Liliya and Steiner, Gerald (2020). Digital Entrepreneurship and its Role in Innovation Systems: A Systematic Literature Review as a Basis for Future Research Avenues for Sustainable Transitions, *Sustainability*, 12, 2764-2791.

Schumpeter, Joseph. (1934). *The Theory of Economic Development*. Cambridge, Harvard University Press.

Stephan, Ute and Drencheva, Andreana (2017). The Person in Social Entrepreneurship: A Systematic Review of Research on the Social Entrepreneurial Personality, G. Ahmetoglu, T. Chamorro-Premuzic, B. Klinger, T. Karcisky In book: *The Wiley Handbook of Entrepreneurship* (pp.in press), Chapter: 10, Wiley.

Vega, Gina and Kidwell, Roland, E. (2007). Toward a Typology of New Venture Creators: Similarities and Contrasts between Business and Social Entrepreneurs, *New England Journal of Entrepreneurship* 10(2), 15-29.

Yunus, M. (2009), "Economic security for a world in crisis", *World Policy Journal*, Vol. 26 No. 2, p. 5.

Sonfield, M. C. & Barbato, R. J. 1997. Testing prison inmates for entrepreneurial aptitude. *Journal of Small Business Strategy*, 5(2), 45-52.

- Sonfield, M.C. 2009. Entrepreneurship and prison re-entry: A role of collegiate school of business. *Small Business Institute Journal*, 4(1), 66-81.
- Ghafar, N.A.Y. & Razali, M.F.M. 2020. Ghafar, Noor Azzam Yaazizul & Razali, Mohd Fadli Mohd talk on e-Training Keusahawanan 2020 – Peluang Pembiayaan dan Sokongan Perniagaan (N.M.S.N.Ezanee, Interviewer). Retrieved from HEBAT Development Centre, Universiti Sains Malaysia, <https://bit.ly/EPICHDC2020>.
- Galloway, L., & T.M. Cooney. 2012. Introduction. *International Journal of Entrepreneurship and Innovation*, 13(2): 77–79.
- Baur, J. E., Hall, A. V., Daniels, S. R., Buckley, M. R., & Anderson, H. J. (2018). Beyond banning the box: A conceptual model of the stigmatization of ex-offenders in the workplace. *Human Resource Management Review*, 28(2), 204-219.
- Ibrahim, F., Nen, S., Sarnon, N., Alavi, K., Mohamad, M. S., Sulaiman, W. S. W., & Zakaria, E. (2016). CIRI-CIRI KEUSAHAWANAN DALAM KALANGAN BANDUAN PAROL: KE ARAH PENYEDIAAN MODUL KEMAHIRAN PENGURUSAN KEUSAHAWANAN DI JABATAN PENJARA MALAYSIA (Entrepreneurship Characteristics among the Prisoners on Parole: Towards the Development of Entrepreneurship Skill. *e-Bangi*, 13(1).
- Ministry of Health. (2020). *Situasi terkini COVID-19 di Malaysia*. <http://covid-19.moh.gov.my/terkini>
- Ministry of Home Affairs. (2020). *Introduction*. http://www.moha.gov.my/index.php?option=com_content&view=article&id=145&Itemid=621&lang=en
- Calls to address prison overcrowding. (2020, 18 May). *The Star*. <https://www.thestar.com.my/news/nation/2020/05/18/calls-to-address-prison-overcrowding>
- Lim, I. (2019, March 9). Minister: Putrajaya aims to reduce prison population, not build more jails. *The Malay Mail*. <https://www.malaymail.com/news/malaysia/2019/03/09/minister-putrajaya-aims-to-reduce-prison-population-not-build-more-jails/1730804>
- Zainuddin, M.Z. (2019, December 8). Kesesakan penjara dijangka selesai tahun 2030. *Berita Harian*. <https://www.bharian.com.my/berita/nasional/2019/12/636553/kesesakan-penjara-dijangka-selesai-tahun-2030>
- National Entrepreneurship Policy 2030.
- Yunus, M. (January 12, 2020). A note on social business and social entrepreneurship. *Small Business Pedia*, <http://socialbusinesspedia.com/news/details/1169#:~:text=Social%20entrepneurship%20and%20social%20enterprises%20are%20much%20broader%20concepts.&text=Social%20Business%20is%20a%20small,than%20a%20%E2%80%9Csocial%20entrepneur%E2%80%9D>.
- Jerry D. Goodstein & Damon M. Petrich (2019): Hiring and retaining formerly incarcerated persons: An employer-based perspective, *Journal of Offender Rehabilitation*, DOI: 10.1080/10509674.2019.1582572
- Zakaria, S. M., Jaafar, J. R., & Lazim, N. H. M. (2018). Employment issues among ex-offenders: Difficulties in securing employment and barriers of employment. *International Journal for Studies on Children, Women, Elderly and Disabled*, 5, 8-12.
- Hasche, N., Höglund, L., & Linton, G. (2019). Quadruple helix as a network of relationships: creating value within a Swedish regional innovation system. *Journal of Small Business & Entrepreneurship*, 1-22.

- Galvão, A., Mascarenhas, C., Rodrigues, R. G., Marques, C. S., & Leal, C. T. (2017). A quadruple helix model of entrepreneurship, innovation and stages of economic development. *Review of International Business and Strategy*, 27(2), doi: 10.1108/RIBS-01-2017-0003
- Irakunda, A., Price, G. N., Uzamere, N. E., & Williams, M. J. (2020). Ex-Incarcerated/Convict Status: Beneficial for Self-Employment and Entrepreneurship?. *The American Economist*, 65(1), 144-162.
- Goodstein, J. D., & Petrich, D. M. (2019). Hiring and retaining formerly incarcerated persons: An employer-based perspective. *Journal of Offender Rehabilitation*, 58(3), 155-177.
- Ramakers, A., Nieuwebeerta, P., Van Wilsem, J., & Dirkzwager, A. (2017). Not just any job will do: A study on employment characteristics and recidivism risks after release. *International journal of offender therapy and comparative criminology*, 61(16), 1795-1818.
- Nasir, N. C. M., Ahmad, N. A., Hamid, A. S. A., Ghani, M. A., & Jasni, M. A. (2020). Faktor risiko dinamik residivisme dalam kalangan Orang DiParol (ODP): Perspektif kakitangan Parol. *EDUCATUM Journal of Social Sciences*, 6(1), 22-32.
- Bouwman, H., Nikou, S., & de Reuver, M. (2019). Digitalization, business models, and SMEs: How do business model innovation practices improve performance of digitalizing SMEs? *Telecommunications Policy*. doi:10.1016/j.telpol.2019.101828
- Drake, E. (2019). Digital transformation. In *IT3/HWC 2019 - 37th International Conference on Thermal Treatment Technologies and Hazardous Waste Combustors*. doi:10.1353/jvc.0.0011
- Fridgen, G., Regner, F., Schweizer, A., & Urbach, N. (2018). Don't slip on the initial coin offering (ICO) -a taxonomy for a blockchain-enabled form of crowdfunding. In F. U., K. K., & B. P.M. (Eds.), *26th European Conference on Information Systems, ECIS 2018*. FIM Research Center, University of Bayreuth, Germany: Association for Information Systems. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85061317359&partnerID=40&md5=53ea439d4905b68c5b33e1f2ff0f44e7>
- Hu, M., Liu, Y., & Wang, W. (2019). Socially beneficial rationality: The value of strategic farmers, social entrepreneurs, and for-profit firms in crop planting decisions. *Management Science*. doi:10.1287/mnsc.2018.3133
- Iglesias-Sánchez, P. P., Jambrino-Maldonado, C., Velasco, A. P., & Kokash, H. (2016). Impact of entrepreneurship programmes on university students. *Education and Training*. doi:10.1108/ET-01-2015-0004
- Satalkina, L., & Steiner, G. (2020). Digital entrepreneurship and its role in innovation systems: A systematic literature review as a basis for future research avenues for sustainable transitions. *Sustainability (Switzerland)*. doi:10.3390/su12072764
- Smith, B. R., Knapp, J. R., & Cannatelli, B. L. (2020). Entrepreneurship at the Base of the Pyramid: The Moderating Role of Person-Facilitator Fit and Poverty Alleviation. *Journal of Social Entrepreneurship*. doi:10.1080/19420676.2020.1779789
- The World Bank. (2019). *Doing Business 2019 Training for Reform*. World Bank. doi:10.1596/978-1-4648-1326-9
- Urban, B., & Kujinga, L. (2017). The institutional environment and social entrepreneurship intentions. *International Journal of Entrepreneurial Behaviour and Research*. doi:10.1108/IJEER-07-2016-0218
- Ustundag, A., & Cevikcan, E. (2018). *Industry 4.0: Managing The Digital Transformation*. Springer Series in Advanced Manufacturing.

- Veselovsky, M. Y., Pogodina, T. V., Ilyukhina, R. V., Sigunova, T. A., & Kuzovleva, N. F. (2018). Financial and economic mechanisms of promoting innovative activity in the context of the digital economy formation. *Entrepreneurship and Sustainability Issues*. doi:10.9770/jesi.2018.5.3(19)
- We Are Social & Hootsuite. (2020). *Digital 2020 :Global Digital Overview*. *Global Digital Insights*. doi:https://datareportal.com/reports/digital-2020-global-digital-overview
- we are social, H. (2018). Indonesia Digital Landscape. *Special reports digital in 2018: world's internet users pass the 4 billion mark*.
- Zahra, S. A., & Wright, M. (2016). Understanding the Social Role of Entrepreneurship. *Journal of Management Studies*. doi:10.1111/joms.12149
- " Bican, P. M., & Brem, A. (2020). Digital Business Model, Digital Transformation, Digital entrepreneurship: Is there a sustainable "digital"? *Sustainability (Switzerland)*. doi:10.3390/su12135239
- Bouwman, H., Nikou, S., & de Reuver, M. (2019). Digitalization, business models, and SMEs: How do business model innovation practices improve performance of digitalizing SMEs? *Telecommunications Policy*. doi:10.1016/j.telpol.2019.101828
- Drake, E. (2019). Digital transformation. In *IT3/HWC 2019 - 37th International Conference on Thermal Treatment Technologies and Hazardous Waste Combustors*. doi:10.1353/jvc.0.0011
- Fridgen, G., Regner, F., Schweizer, A., & Urbach, N. (2018). Don't slip on the initial coin offering (ICO) -a taxonomy for a blockchain-enabled form of crowdfunding. In F. U., K. K., & B. P.M. (Eds.), *26th European Conference on Information Systems, ECIS 2018*. FIM Research Center, University of Bayreuth, Germany: Association for Information Systems. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85061317359&partnerID=40&md5=53ea439d4905b68c5b33e1f2ff0f44e7>
- Hu, M., Liu, Y., & Wang, W. (2019). Socially beneficial rationality: The value of strategic farmers, social entrepreneurs, and for-profit firms in crop planting decisions. *Management Science*. doi:10.1287/mnsc.2018.3133
- Iglesias-Sánchez, P. P., Jambrino-Maldonado, C., Velasco, A. P., & Kokash, H. (2016). Impact of entrepreneurship programmes on university students. *Education and Training*. doi:10.1108/ET-01-2015-0004
- Satalkina, L., & Steiner, G. (2020). Digital entrepreneurship and its role in innovation systems: A systematic literature review as a basis for future research avenues for sustainable transitions. *Sustainability (Switzerland)*. doi:10.3390/su12072764
- Smith, B. R., Knapp, J. R., & Cannatelli, B. L. (2020). Entrepreneurship at the Base of the Pyramid: The Moderating Role of Person-Facilitator Fit and Poverty Alleviation. *Journal of Social Entrepreneurship*. doi:10.1080/19420676.2020.1779789
- The World Bank. (2019). *Doing Business 2019 Training for Reform*. World Bank. doi:10.1596/978-1-4648-1326-9
- Urban, B., & Kujinga, L. (2017). The institutional environment and social entrepreneurship intentions. *International Journal of Entrepreneurial Behaviour and Research*. doi:10.1108/IJEBR-07-2016-0218
- Ustundag, A., & Cevikcan, E. (2018). *Industry 4.0: Managing The Digital Transformation*. *Springer Series in Advanced Manufacturing*.
- Veselovsky, M. Y., Pogodina, T. V., Ilyukhina, R. V., Sigunova, T. A., & Kuzovleva, N. F. (2018). Financial and economic mechanisms of promoting innovative activity in the context of the

- digital economy formation. *Entrepreneurship and Sustainability Issues*. doi:10.9770/jesi.2018.5.3(19)
- We Are Social & Hootsuite. (2020). *Digital 2020 :Global Digital Overview. Global Digital Insights*. doi:https://datareportal.com/reports/digital-2020-global-digital-overview
- we are social, H. (2018). Indonesia Digital Landscape. *Special reports digital in 2018: world's internet users pass the 4 billion mark*.
- Zahra, S. A., & Wright, M. (2016). Understanding the Social Role of Entrepreneurship. *Journal of Management Studies*. doi:10.1111/joms.12149
- <https://www.thestar.com.my/news/nation/2019/04/29/kula-urges-employers-to-hire-exconvicts/>
- <https://hrasiamedia.com/featured/2019/destigmatising-the-hiring-of-ex-convicts/>
- <https://www.nst.com.my/news/nation/2019/07/503783/more-ex-convicts-gaining-acceptance-among-employers>
- <https://hacros.org.uk/ex-offender-success-stories-prison-entrepreneurship/>
- <https://hacros.org.uk/ex-offender-success-stories-derek-jones-from-prison-to-entrepreneur/>
- <https://www.fourgoods.co/ex-offenders-and-enterprise/>