

IMPACT OF KNOWLEDGE MANAGEMENT ON RESULTS OF SOCIAL
ENTERPRISES IN VIETNAM^a Phan Dang Son

ABSTRACT

Purpose: The article focuses on analyzing how knowledge management affects the utilization and development of knowledge resources in social enterprises, which in turn can create positive results in implementing social and business goals.

Method: Based on the statistical results of samples with 2 main characteristics: Characteristics of survey samples according to characteristics of Social Enterprise owners and Characteristics of survey samples according to characteristics of Social Enterprises to conduct an assessment of knowledge Management capacity, discovery factor to provide discussions and discuss the impact of knowledge management on social enterprise models.

Results: The article confirms that Knowledge management is becoming important and a competitive advantage in Social Enterprises in particular and the business environment in general. All Enterprise activities revolve around Knowledge Management, so this is a key factor in the competitive advantage and sustainable development of all businesses, especially in the era of the 4.0 Technology Revolution.

Conclusion: The study provides recommendations and directions so that interested researchers continue to improve and develop new research models and that administrators in social enterprises in Vietnam have more grounds to make recommendations. management decisions.

Keywords: impact, knowledge management, social enterprise, Vietnam.

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IMPACTO DO GERENCIAMENTO DE CONHECIMENTO NOS
RESULTADOS DE EMPRESAS SOCIAIS NO VIETNÃ

RESUMO

Objetivo: O artigo se concentra em analisar como a gestão do conhecimento afeta a utilização e o desenvolvimento de recursos de conhecimento em empresas sociais, o que, por sua vez, pode criar resultados positivos na implementação de metas sociais e empresariais.

Método: Com base nos resultados estatísticos de amostras com 2 características principais: Características de amostras de pesquisa de acordo com as características dos proprietários de

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empresas sociais e Características de amostras de pesquisa de acordo com as características de empresas sociais para realizar uma avaliação da capacidade de gestão do conhecimento, fator de descoberta para fornecer discussões e discutir o impacto da gestão do conhecimento em modelos de empresas sociais.

Resultados: O artigo confirma que a gestão do conhecimento está se tornando importante e uma vantagem competitiva nas Empresas Sociais em particular e no ambiente empresarial em geral. Todas as atividades empresariais giram em torno do gerenciamento de conhecimento, portanto, esse é um fator-chave na vantagem competitiva e no desenvolvimento sustentável de todos os negócios, especialmente na era da revolução tecnológica 4.0.

Conclusão: O estudo fornece recomendações e orientações para que os pesquisadores interessados continuem a melhorar e desenvolver novos modelos de pesquisa e que os administradores de empresas sociais no Vietnã tenham mais motivos para fazer recomendações.

Palavras-chave: impacto, gestão do conhecimento, empreendimento social, Vietnã.

1 INTRODUCTION

In recent years, the concept of knowledge in organizations has become increasingly popular in research around the world (Alvesson, M. & Karreman, D., 2001). Knowledge is recognized as the most important resource of organizations (Spender, 1996), (Grant, R., 2006), (Nahapiet, J. & Ghoshal, S., 1998). Over the past decade, knowledge has been considered a major source of competitive advantage (Stewart, 1997) and important for the sustainability and success of organizations (Nonaka, I. & Takeuchi, H., 1995). . Processes for creating, sharing and leveraging individual and collective knowledge are increasingly emphasized (Becerra-Fernandez, I. & Sabherwal, R., 2001), (Drucker, 1993). At the same time, more and more businesses are trying to establish knowledge management systems and practices to make more effective use of the knowledge they have, and many publications have discussed the importance of knowledge management. knowledge in businesses including social enterprises. Despite this, there is much to be learned and understood about how knowledge is created, shared and used in organizations (Davenport, T.H. and Grover, V., 2001); Tsoukas & Vladimirou, 2001).

Knowledge management is important because it is a bridge between individuals and organizations by circulating and using the internal knowledge in each person that constitutes the organization's knowledge, where it will be used. converted into economic and competitive value for the business (Hendriks, 1999). Knowledge management helps disseminate and facilitate innovative ideas and is seriously considered as a source of creativity and the resulting innovation in business (Armbrecht, F.M.R., Jr., Chapas, R.B.,



Chappelow, C.C., & Farris, G.F., 2001)). Currently, businesses around the world have realized the advantages of the Knowledge Management process. They invest a lot of time and finance into knowledge management systems with the hope and expectation that they will improve the overall competitiveness of their businesses.

Knowledge management is considered a method to help convert individual knowledge into enterprise knowledge, innovate and improve enterprise efficiency (Foss, J.N et al., 2009)). Innovation according to Luecke & Katz (cited in Jim Downey, 2007,3) is the creation of a new thing or new method, the expression, combination or synthesis of knowledge into products, processes new process or service more effectively. At the enterprise level, according to Ngo & O'Cass (2009), innovation is a systematic process of applying knowledge, skills and company resources to the implementation of activities. innovation to create technical innovations and non-technical innovations.

For businesses, Knowledge Management aims to give organizations and businesses flexibility, which Kogut and Zander (1992) believe is the cause of innovation in an organization. From there, it can be seen that Knowledge Management associated with business innovation is one of the important outputs that knowledge sharing brings to the organization (Chen and Huang, 2009; Donate and Guadmillas 2010).

The social enterprise model has been proving to be an active and increasingly effective support partner for the State in solving social and environmental problems in a sustainable way. However, currently social enterprises are still facing difficulties in operating and developing sustainably, partly because most current social enterprises in Vietnam are small enterprises (accounting for nearly 70% of the total number of social enterprises in Vietnam).), Weak management methods and lack of innovation have led to some social enterprises facing difficulties, especially during the recent Covid 19 pandemic leading to the dissolution of the Enterprise. This leads to the need for current social enterprises to change the way they manage resources, including knowledge management as a competitive advantage for social enterprises. The article delves into the impact of knowledge management on the results of social enterprises in Vietnam.

2 THEORETICAL FRAMEWORK

Knowledge management must start from knowledge. According to Davenport and Prusak (1998) definition: “Knowledge is a set of experiences, values, information, and wisdom that can help evaluate and acquire additional experiences and information. new.



Knowledge is created and applied in the minds of those who possess it. In an organization, knowledge is not only contained in texts and documents, but also in the procedures, processes, practices, and principles of that organization" (Davenport, Prusak, 1998). Thus, Knowledge is drawn from reality, knowledge is human understanding and knowledge. Raw data is summarized by humans and becomes knowledge, and knowledge is used specifically for a certain purpose to create value for humans.

In addition, Nonaka (Nonaka, 1991) and the works of Nonaka and Takeuchi (Nonaka, I. & Takeuchi, 1995) show that the definition of knowledge has a broader scope and is said to be a permanent human process. in justifying personal belief in truth. According to these scholars, information is a flow of messages, and knowledge is created when this flow of messages interacts with the beliefs and commitments of the owners of the information. Nonaka (2009) (Nonaka, I. and Von Krogh, 2009) defines Knowledge as: "A process of continuous learning by acquiring a new context, a new view of the world and knowledge new in overcoming the personal boundaries and constraints imposed by existing information parameters. To learn and acquire new knowledge, individuals should interact and share tacit and explicit knowledge with each other." Thinking along with Nonaka and Takeuchi, authors Sternberg and Lubart (Sternberg, R.J. & Lubart, T.I., 1999) argue that Knowledge can be divided into formal and informal knowledge. Knowledge is a complex flow attribute that can be used to guide thinking, human behavior, and communication (Van der Spek & Spijkervet, 1997). Some scholars show that Knowledge is linked to Innovation, Beckman (1999) argues that Knowledge is a type of human logical reasoning about data and information that can improve human performance at work, during decision making, problem solving and learning; therefore, innovation and creativity require new knowledge (Afuah, 1998). Creativity itself is the result of knowledge creation (Wang, 2010). Thus, Knowledge can be considered as a type of asset of individuals and organizations that can be used, stored, exchanged and used, and to optimize this knowledge asset, it is necessary to manage it. knowledge effectively to bring maximum efficiency to individuals and organizations.

Knowledge management has become a topic studied by scholars around the world. Skyrme (2001) defines Knowledge Management as "the explicit and systematic management of knowledge". important knowledge, and its related processes of creation, organization, dissemination and exploitation." From today's practical activities, companies and organizations are gradually realizing the importance of management.



knowledge if they want to remain competitive (Zack, 1999) and grow (Salojärvi, Furu, & Sveiby, 2005).

Beckman (1999) argues that MRM “involves the formalization and access to experience, knowledge and expertise that creates new capabilities, generates superior performance, stimulates innovation and enhances value.” customer service”. Coleman (1999) defines “Marketing management is a term for a variety of interdependent and interlocking functions including: knowledge creation; Understanding pricing and measurement; knowledge mapping and indexing; knowledge transportation, storage, and distribution; and share knowledge”.

Definition by Van Den Hooff and De Ridder (2004), “Knowledge management has two aspects; collect or receive, and disseminate or donate (share) knowledge.” which states that “knowledge donation is communication based on an individual's own desire to transfer intellectual capital and gain knowledge while trying to persuade others to share what they know. These two distinct processes are processes that operate in the sense that either is engaged in active communication with others for the purpose of transferring knowledge, or consulting others. to gain access to intellectual capital”.

According to Chawla and Joshi (2010), “Marketing management is the process of identifying and analyzing the knowledge necessary to achieve organizational goals.” According to this definition, QLT is operationally defined differently because of its multidimensional nature.

According to Friesl et al. (2011), “knowledge management is considered a process in which one unit is influenced by the knowledge and expertise of another unit”. This definition is based on research into the extent to which units use and build on each other's knowledge. An important part of knowledge management can occur through formal collaboration or within informal daily interactions.

Research by scholars around the world after studying Knowledge Management all said that knowledge sharing is the most important factor in Knowledge Management (Lin, H.F. (2007); (Wang, S., & Noe, R. A. (2010).

Becerra-Fernandez and Sabherwal (2010) defined “knowledge management as doing what is necessary to make the most of knowledge resources” and “Knowledge management is seen as a discipline that promotes the creation of , sharing and leveraging knowledge”. Furthermore, knowledge management performs several activities such as conducting, discovering, capturing, sharing, and applying knowledge. Indeed,



“knowledge management is defined as the process by which explicit or tacit knowledge can flow between individuals, or be used by others as a group, department or organization.” position”,

Overviewing the concepts of previous research authors, the author believes that the concept of knowledge management can be given as follows: "Knowledge management is a closed process of organizations including activities of creating knowledge, collecting and disseminating knowledge, storing knowledge, sharing knowledge, using and applying knowledge to achieve the organization's goals (including tacit knowledge and knowledge). consciousness appears).”

In Vietnam, in Party and state documents, the concepts of "knowledge economy" and "innovation" have begun to appear in socio-economic development plans of ministries and branches. and locality. Typically, the Hanoi People's Committee has implemented a research project on "Development of knowledge economy in Hanoi in the period 2011 - 2020" (Nguyen Dinh Duong, Nguyen Thanh Cong). In addition, in the plan Cooperation between the Government of Finland and the Ministry of Science and Technology of Vietnam includes the implementation of a project to improve the innovation capacity of Vietnamese businesses through knowledge management experiences.

From theoretical and practical research, it can be seen that Knowledge Management helps social enterprises thoroughly organize and arrange internally, enhance management efficiency, thereby innovating to come up with initiatives that contribute to solve current social and environmental problems as well as increase the operational efficiency of the Enterprise

3 METHODOLOGY

The article uses a combination of qualitative and quantitative research methods. In particular, qualitative research method is used to consolidate the theory and scale of market management as well as learn more about the current status of market management in social enterprises. For Quantitative Research Method, we use popular data processing tools: Descriptive statistical analysis, scale reliability analysis (Cronbach's Alpha), factor



discovery analysis. (EFA), confirmatory factor analysis (CFA) and structural modeling (SEM) to test research hypotheses

4 RESULTS AND DISCUSSION

Statistics of results

Characteristics of statistical samples

The statistical sample includes 2 main characteristics including Survey sample characteristics according to characteristics of Social Enterprise owners and Survey sample characteristics according to characteristics of Social Enterprises. Specifically includes:

Table 1: Characteristics of the survey sample according to characteristics of social enterprise owners

Firm characteristics	Quantity	Ratio (%)
Sex		
Male	128	50.2
Female	127	49.8
Age		
20 – 30	48	18.8
30 – 40	129	50.6
40 – 50	57	22.4
50 – 60	21	8.2
Level		
Intermediate, college	20	7.8
University	157	61.6
Postgraduate	78	30.6

(Source: Author's data analysis results, 2021)

Based on the data table, we can see the quality of survey participants of social enterprises specifically as follows:

* Regarding gender: The number of men and women answering the socialization questionnaire is relatively balanced: 128 men account for 50.2% and 127 women account for 49.8%. (see table 1)

* Regarding Age: The number of people in the age group (30-40) answered the socialization questionnaire the most with 129 people, accounting for 50.6%, followed by the number of people in the age group (40-50) with 57 people, accounting for 22.4%. From 20-30 years old accounts for 18.8% with 48 people and finally From 50-60 years old accounts for 8.2% with 21 people.

* Regarding qualifications: People with university degrees who answered the questionnaire accounted for the highest proportion (61.6%) with 157 people, followed by people with postgraduate degrees (30.6%) with 78 people and lastly



people with There are 20 people with intermediate or college degrees (accounting for 7.8%).

Thus, it can be seen that the participants who answered the questionnaire were all highly qualified people, in the age group with a lot of practical experience to answer the questionnaire.

Table 2: Characteristics of the survey sample according to characteristics of Social Enterprises

Firm characteristics	Quantity	Ratio (%)	Firm characteristics	Quantity	Ratio (%)
Labor average income			Labor scale		
< 5 m VND	22	8.6	< 10 laborers	85	33.3
5 - 10	96	37.6	10 - 50	84	32.9
10 - 15	72	28.2	50 - 100	25	9.8
>= 15 m VND	65	25.5	>=100	61	23.9
Firm ownership			NO of operatin years		
Private	49	19.2	< 1 yr	17	6.7
Join stock	107	42.0	1 - 5	81	31.8
Limited	70	27.5	5 - 10	64	25.1
With foreign capital	29	11.4	>=10 yrs	93	36.5
Types of socal firms			Region		
nonprofit	25	9.8	NOrth	166	65.1
Not for profit	65	25.5	Middle	25	9.8
Have a social orientation	165	64.7	South	64	25.1
Using disadvantaged workers					
No	210	82.4			
Yes	45	17.6			

(Source: Author's data analysis results, 2021)

Regarding the form of ownership, Joint stock companies account for the majority of 107 enterprises (42%), LLCs have 70 companies (27.5%), Private companies are 49 companies accounting for 19.2%, Capital companies are There are 29 foreign companies accounting for 11.4%. (see table 2)

For the type of social enterprise: Social enterprises with 100% of profits contributing to society (non-profit) have 25 enterprises, accounting for 9.8%; Social Enterprises that contribute 51% or more of their profits to society (Not for profit) account for 25.5% and the remaining 25.5% are Enterprises that create social impact and are socially oriented (less than 49% of their profits contribute). for society is 165 companies, accounting for (64.7%).

Regarding labor scale: Labor scale under 10 employees has the highest number, accounting for 33.3% with 85 enterprises; From 10-50 employees account for 32.9% with



84 enterprises; From 50-100 employees, there are 25 enterprises accounting for 9.8% and from 100 employees or more accounting for 23.9% with 61 enterprises.

For enterprises that employ disadvantaged workers: The number of social enterprises that employ workers in disadvantaged groups includes 45 enterprises, accounting for 17.6% and social enterprises that do not employ workers in disadvantaged groups, accounting for 82.4% with 210 enterprises.

Regarding operating areas: The North accounts for the majority with 166 active enterprises (65.1%), followed by the South with 64 enterprises (accounting for 25.1%) and finally the Central region accounts for 9.8% with 25 enterprises.

4.1 ASSESSING THE KNOWLEDGE MANAGEMENT CAPACITY OF SOCIAL ENTERPRISES

To evaluate the current state of knowledge management capacity in social enterprises, the author uses the average method to calculate the overall level of agreement for each observed variable (using a scale, Likert scale). Accordingly, the average value of an observed variable calculated from the answers of all businesses in a representative sample will be the basis for a general assessment of knowledge management capacity in all aspects of current social enterprises.

Table 3 - Acquire knowledge

Observed variables	N	Mean	Std. Deviation
Enterprises have a process for receiving information/knowledge from customers using products/services (TN1)	255	3.47	.963
Enterprises have a process for receiving information/knowledge from suppliers, partners or other enterprises with similar products/services (TN2)	255	3.42	.918
Enterprises have a process for acquiring information/knowledge between employees, colleagues, and between departments of the enterprise (TN3)	255	3.50	.882

(Source: Author's data analysis results, 2021)



Table 4 -Share knowledge

Observed variables	N	Mean	Std. Deviation
Enterprises have processes for receiving feedback between enterprise leaders and employees to find the best products/services for society (CS1)	255	3.62	.923
Enterprises have processes for absorbing information/knowledge feedback among colleagues in the enterprise to find the best products/services for society (CS2)	255	3.61	.928
Enterprises have processes for absorbing information/knowledge feedback between departments within the enterprise to find the best products/services for society (CS3)	255	3.64	.907

(Source: Author's data analysis results, 2021)

Table 5-Application of knowledge

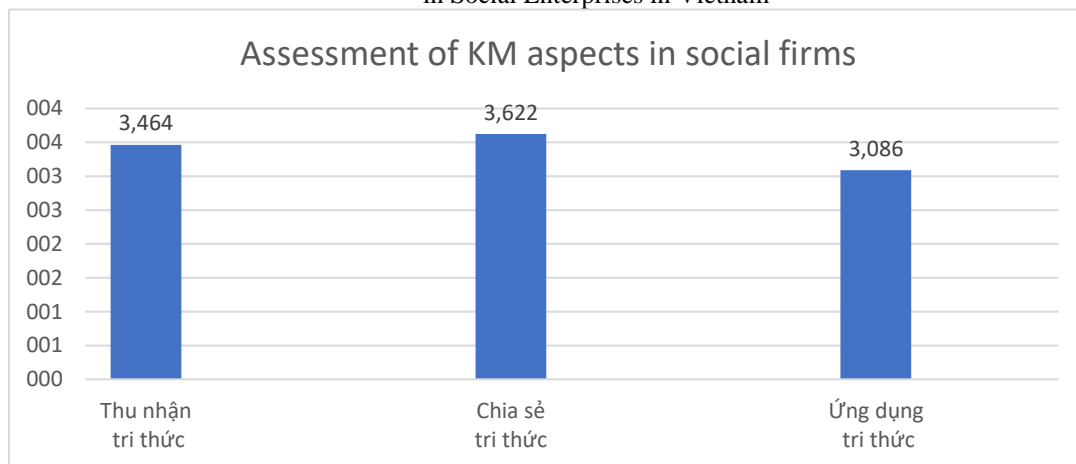
Observed variables	N	Mean	Std. Deviation
Enterprises have a process for managing new information/knowledge from the information/knowledge that the enterprise currently owns (UD1)	255	3.12	.948
Enterprises have a process of researching and applying new information/knowledge to increase operational efficiency, improve production processes and sales methods to create new products/new services for society (UD2)	255	3.05	.966

(Source: Author's data analysis results, 2021)

We see means of TN1 is 3.47 (table 3) and means of UD1 is 3.12 (table 4).

4.1.1 Comments:

Figure 1: General assessment of aspects of knowledge management in Social Enterprises in Vietnam



(Source: author compiled and analyzed)

Through the summary table above, it can be seen that all three aspects of knowledge management are performed relatively well by social enterprises. In which, Social Enterprises perform the knowledge sharing activities best. (see fig 1)

Analyze scales and impact models

Analyze the reliability of the scale factors in the model



As mentioned in the research model, the author uses 8 scales to measure the concepts in the model: (1) Knowledge acquisition (TN); (2) Knowledge sharing (CS); (3) Application of knowledge (3); Product Innovation (PRO_INNO); Technological process innovation (TECH_INNO); Organizational Innovation (ORG_INNO); Marketing Innovation (MAR_INNO); Results of innovation (KQ). With data collected from the official survey (sample size $n = 255$ businesses), the conceptual scales in the research model are first evaluated for reliability using Cronbach's Alpha coefficient and then using the Cronbach's Alpha coefficient. EFA exploratory factor analysis to evaluate the validity and convergence of the scales. The author summarizes the results of scale reliability analysis using Cronbach's Alpha coefficient and presents a summary of the results in Table 5 below.

Table 5: Summary of scale reliability assessment using cronbach's alpha coefficiente

Scale	Sign	Cronbach's alpha	No of variables
Acquire knowledge	TN	0.903	3
Share knowledge	CS	0.940	3
Knowledge application	UD	0.935	2
Product innovation	PRO_INNO	0.933	4
Process, tech innovation	TECH_INNO	0.833	3
Organizational innovation	ORG_INNO	0.947	5
Marketing innovation	MAR_INNO	0.936	3
Results of innovation	KQ	0.915	5

(Source: author's calculations and synthesis based on SPSS22 software)

The Cronbach's alpha coefficient results in Table 3 show that the conceptual scales all have very high Cronbach's alpha coefficients (> 0.7). The total variable correlation coefficients at each scale are greater than 0.3 (for details, see Appendix 1a). According to prescribed standards, a scale with a Cronbach coefficient greater than 0.7 is satisfactory (Nunaly 1978), and the total correlation coefficient of each observed variable in the scale must be greater than 0.3 (Hair et al., 2010).). Thus, the conceptual scales in the model all ensure reliability requirements. Can be used in subsequent analytical procedures.

4.1.2 Exploratory factor analysis

4.1.2.1 Exploratory factor analysis with observed variables to measure knowledge management capacity

Before testing the validity of the scales, the author checked the conditions to ensure compatibility between the data and the EFA exploratory factor analysis method



according to *KMO* and the *Barlett* test results. *KMO* is known as an index that shows the appropriateness of the *EFA* method. This index is said to need a value between 0.5 and 1 for factor analysis to be considered reasonable. In addition, according to the research of *Hoang Trong* and *Chu Nguyen Mong Ngoc* (2008), the *Barlett* test hypothesizes that the variables are not correlated in the population. If $\text{Sig} < 0.5$, then this test is statistically significant and the observations are correlated with each other in the population. This is one of the conditions for conducting *EFA* exploratory factor analysis.

Table 6: *KMO* coefficient and *Bartlett's* test (Knowledge management scale)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.775
Bartlett's Test of Approx. Chi-Square	1679.032
Sphericity df	28
Sig.	0.000

(Source: Author's data analysis results, 2021)

The results of the *KMO* coefficient and *Barlett* test presented in Table 6 show that $KMO=0.775$, satisfying the condition that the *KMO* value is between 0.5 and 1 (*Kaiser*, 1974). This shows that exploratory factor analysis is appropriate for the data. Next, *Barlett's* value shows $p = 0.000 < 0.05$, so there is a basis to conclude that the observed variables are correlated with each other and are eligible for factor analysis using the factor analysis method. Explore *EFA*. The extracted variances (*Communalities*) of the observed variables (see Appendix 1b) all have values above 0.3, which shows that the observed variables all have a significant contribution in explaining the variation of factors in the model. image.

Table 7: Total explained variance (Knowledge management scale)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.153	51.906	51.906	4.153	51.906	51.906	2.672	33.401	33.401
2	1.827	22.832	74.738	1.827	22.832	74.738	2.525	31.558	64.959
3	1.104	13.795	88.533	1.104	13.795	88.533	1.886	23.574	88.533
4	.302	3.779	92.312						
5	.213	2.657	94.969						
6	.172	2.147	97.116						
7	.120	1.500	98.616						
8	.111	1.384	100.000						

(Source: author's data processing with SPSS 22)

The table of total explained variance results shows that the observed variables converge on 3 factors and these factors explain 88.53% of the variation in the data (see



table 7). The factor loading matrix of observed variables on the factors is presented in Table 8 below.

Table 8: Factor loading matrix (knowledge management scale)

	Factors		
	CS	TN	UD
CS1	.917		
CS2	.907		
CS3	.904		
TN2		.917	
TN1		.899	
TN3		.877	
UD1			.932
UD2			.913

Source: Prepared by Authors

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Analyze the impact of control variables on knowledge management capacity in social enterprises

To clarify the impact of control factors on knowledge management capacity in social enterprises, the author uses analysis of variance (ANOVA) with scale mean variables. The results of analyzing the differences in knowledge management and innovation capacity according to the characteristics of the owner and the characteristics of social enterprises will show the impact of control variables on knowledge management of social enterprises.

Table 9: Statistical table of control variables

Control variable	F stat		
	Acquire knowledge	Share knowledge	Knowledge application
Owner characteristics			
Sex	0.02	0.514	0.017
Age	1.806	2.900**	1.124
Trình độ	0.360	0.682	0.611
Enterprise characteristics			
Owning	1.850	1.495	2.952**
Size	3.445**	1.871	4.180***
Operation years	0.847	0.150	0.150
Employing disadvantaged workers	1.468	0.063	0.908
Region	11.277***	14.112***	3.793**

(Note: “*”, “**”, “***” are statistically significant at the 10%, 5% and 1% levels)

(Source: author's data processing with SPSS 22)

This result shows that business size and region have an impact on most aspects of Knowledge Management. In addition, the age of the business owner has an impact on knowledge sharing, and the form of business ownership has an impact on knowledge application. (see table 9)

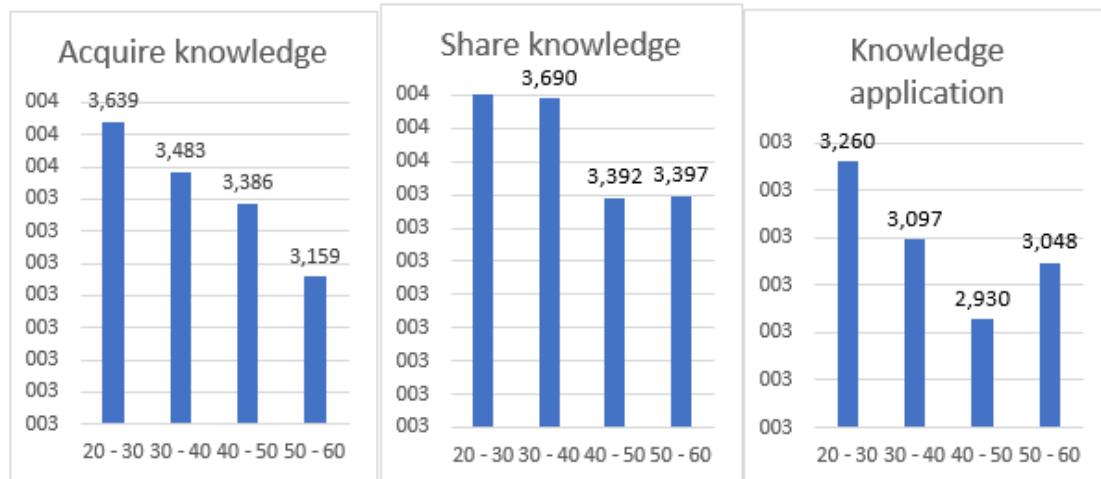


For detailed results of testing the impact of control variables on aspects of knowledge management capacity in social enterprises, see Appendix 3.

* Detailed analysis according to influential control variables:

Comparing knowledge management capacity among social enterprises according to the age of social enterprise owners (Founder, CEO)

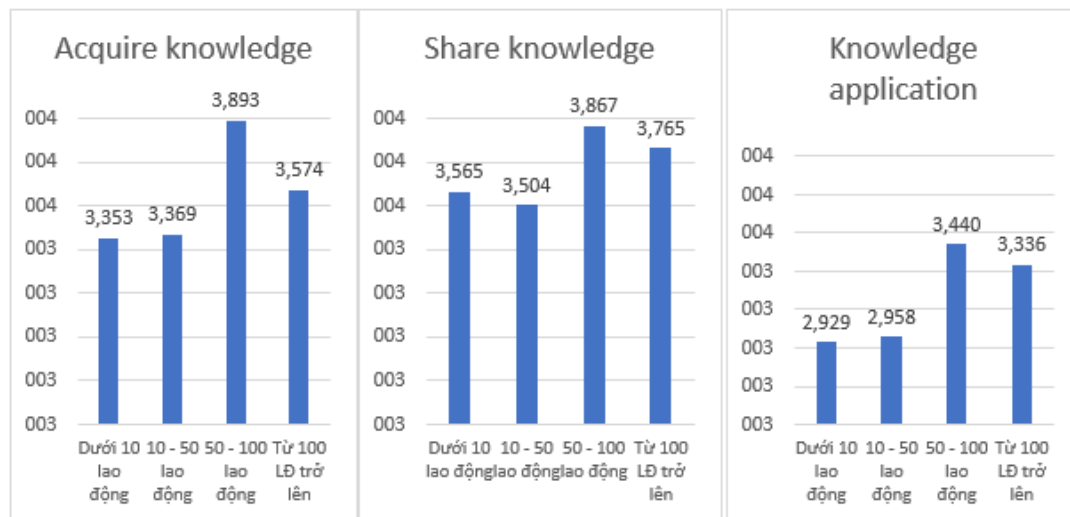
Figure 2: Comparison of market management capacity among social enterprises according to the age of the business owner



(source: author analysis)

* Compare knowledge management capacity among social enterprises according to labor size

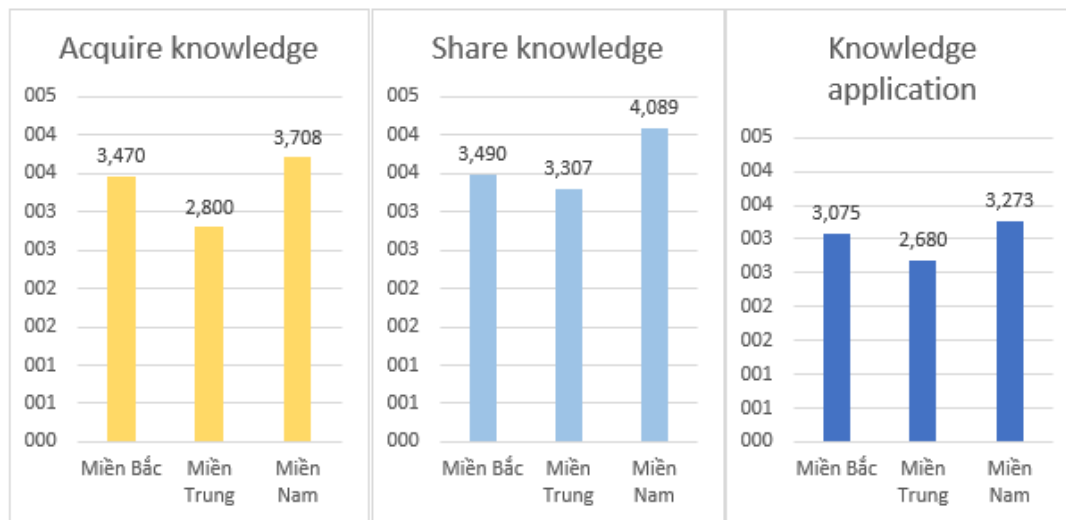
Figure 3: Comparison of knowledge management capacity among social enterprises according to labor size



(source: author analysis)

* Compare knowledge management capacity between businesses by region

Figure 4: Comparison of knowledge management capacity aspects by region



(source: author analysis)

We can see different regions have various levels of Km (acquire, share, apply) (see fig 4) as well as based on labor scale (see fig 3) or according to the age of the business owner (see fig 2).

5 DISCUSSION

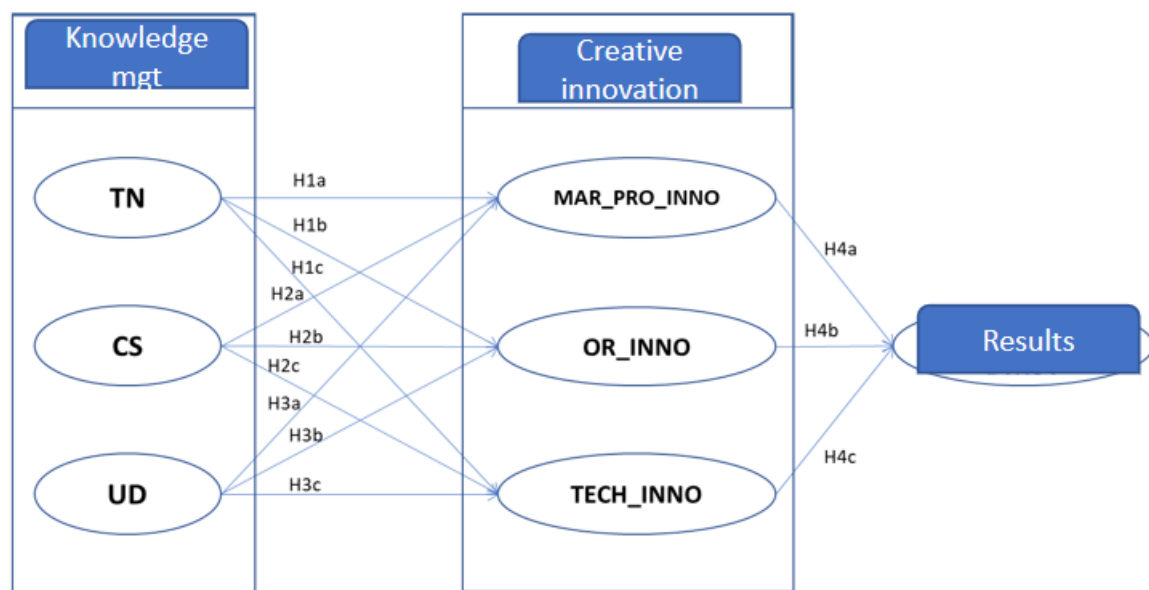
The impact of Knowledge Management on Businesses has been researched in a number of developed countries around the world, however, in developing countries like Vietnam, it has received little research and advocacy attention. use. Therefore, the article tested the model and research hypotheses to evaluate the correlation and relationship between Knowledge Management and Innovation of 255 social enterprises in 27 provinces/cities nationwide. three regions: North, Central, and South of Vietnam. The research model of the article is explained on the basis of the model of (1) Knowledge Management in Enterprises (KM) of Chen and Huang (2009), (2) Innovation results of Social enterprises in Vietnam (author construction, 2021). The article uses a combination of first order constructs and representative variables (synthetic variables) to test research models. The use of control variables to clarify the impacts of Knowledge Management on the Innovation of Social Enterprises, thereby creating the Performance Results of Social Enterprises.

Analyze hypotheses between variables in the model

Based on exploratory factor analysis methods EFA, confirmatory factor method CFA and structural model (SEM), the following conclusions about the model are drawn:

(1) The author's research model has been changed compared to the first research model based on the theories of Chen and Huang (2009) and Murat Atalay (2013) (see fig 5)

Figure 5: The author's new research model after analyzing the factors



(Source: proposed by the author based on data analysis)

(2). Based on the research results, it shows that there is a convergence between Product Innovation and Marketing Innovation in the author's research model. This is quite consistent with the reality of Social Enterprises in Vietnam. Social enterprises in Vietnam are using their own products/services/solutions as a story to spread to the community and society. From there, more consumers will know them better and use their products not only because they are a social enterprise but because the quality of their products/services/solutions is really good and effective. meaning for society. This is also a new point compared to the studies of Murat Atalay (2013), Brouweer (1991); Higgins, (1995);

At the same time, to further clarify the results of this convergence in practice for Social Enterprises, the author sent these results to 2/3 of the Social Enterprises interviewed in depth above, including the Support Center. Community Initiative (CSIP) and Imagtor Company Limited.

(2) After analyzing the results based on EFA, CFA and SEM methods for the research model, the author's hypotheses include (03) unsupported hypotheses and (09) supported hypotheses. (see table 10). As follows:



Table 10: Conclusions about the main hypotheses in the model

No	Hypothesis	Content	Conclude
1	H1a	Knowledge acquisition has a positive impact on product innovation and Marketing	Support
2	H1b	Knowledge acquisition has a positive impact on organizational innovation	Support
3	H1c	Knowledge acquisition has a positive impact on technological innovation	Support
4	H2a	Knowledge sharing has a positive impact on product innovation and Marketing	Support
5	H2b	Knowledge sharing has a positive impact on organizational innovation	Support
6	H2c	Knowledge sharing has a positive impact on technological innovation	Not support
7	H3a	Applying knowledge has a positive impact on product innovation and Marketing	Support
8	H3b	Applying knowledge has a positive impact on organizational innovation	Not support
9	H3c	Knowledge application has a positive impact on technological innovation	Support
10	H4a	Product innovation and Marketing have a positive impact on business results	Support
11	H4b	Organizational innovation has a positive impact on business results	Not support
12	H4c	Technological innovation has a positive impact on business results	Not support

(source: made by author)

According to the results drawn, We will eliminate 04 inappropriate hypotheses and retain 8 hypotheses that are suitable for the model including:

* Hypotheses not supported:

(H2c) Knowledge sharing has a positive impact on technological innovation

This hypothesis is not consistent with the studies of (Liao et al., 2007; Lin, 2007; Chen and Huang (2009); Wang and Wang, 2012; Aboelmaged, 2014; Marmadin (2020). However, this quite similar to current reality because social enterprises mainly produce products that require little use of technology but focus on simple, easy-to-make products, services that are close to life and meaningful. solutions that are easy to use and apply to society.

(H3b) Knowledge application impacts organizational innovation

This result is not consistent with the studies of Chen and Huang, 2009; Dahiyat and Al – Zu'bi, 2012; Lopez and Esteves, 2013. However, this is quite similar to the current situation of social enterprises, which are mostly small enterprises, mainly with less than 10 employees, analyzed by the author in chapter 3. Therefore, , most social enterprises do not organize their businesses according to the departmental structure but



according to the tasks assigned to individuals to perform. This leads to social enterprises not applying the results for organizational innovation.

(H4b) Organizational innovation does not impact the performance of social enterprises in Vietnam

This hypothesis is not consistent with the studies of Ganter and Hecker, 2013; Garcia - Zamora et al., 2013; Saunila (2014; Tavassoli and Karlsson, 2016). This hypothesis is linked to hypothesis (H3b) Applying unconscious knowledge promotes organizational innovation, leading to organizational innovation that does not affect the performance of social enterprises.

(H4c) Technological process innovation does not impact the performance of social enterprises

This hypothesis is not consistent with the studies of Evangelista and Vezzani, 2010); Gunday et al., 2011; Rosli and Sidek, 2013. As known in theory, Knowledge Management is a closed process from Knowledge Collection, Knowledge Sharing and Knowledge Application. Therefore, this hypothesis is related to hypothesis (H2c) Knowledge sharing does not affect technological process innovation in Social Enterprises, which leads to Technological process innovation does not affect technological process innovation. Performance results of Social Enterprises. In addition, this also gives teachers the ability to apply knowledge to innovate the technological process of social enterprises, which is still weak and impractical in social enterprise operations. Therefore, social enterprises further promote technological innovation, especially during the Digital Revolution 4.0.

5.1 ANALYZE MODERATING VARIABLES THAT IMPACT THE MODEL

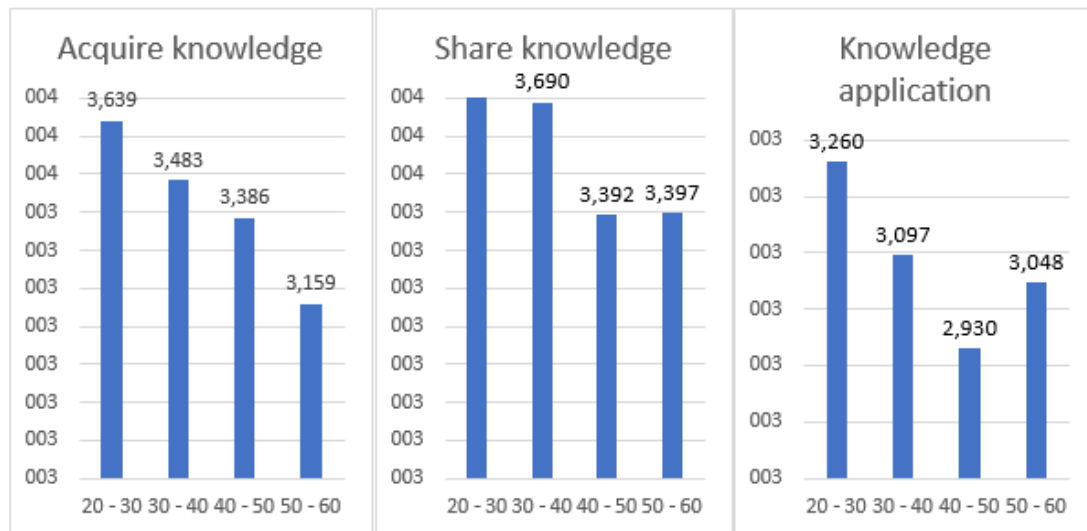
5.1.1 Analyze moderating variables that impact Control Variables

* Compare knowledge management capacity among social enterprises according to the age of social enterprise owners (Founder, CEO)

Figure 5 shows that with the factors of Knowledge Collection, Knowledge Sharing and Knowledge Application, the 20-30 age group has the highest ability. CEOs and Founders of social enterprises in this age group have health, enthusiasm and the ability to apply high-tech processes to change products/services/solutions for society. They are sharp and ready to make their decisions regardless of possible risks, as long as they can make the best contribution to society and the community. The rest, these factors gradually decrease with age until 50 - 60 years old.



Figure 6: Comparison of market management capacity among social enterprises according to the age of the business owner

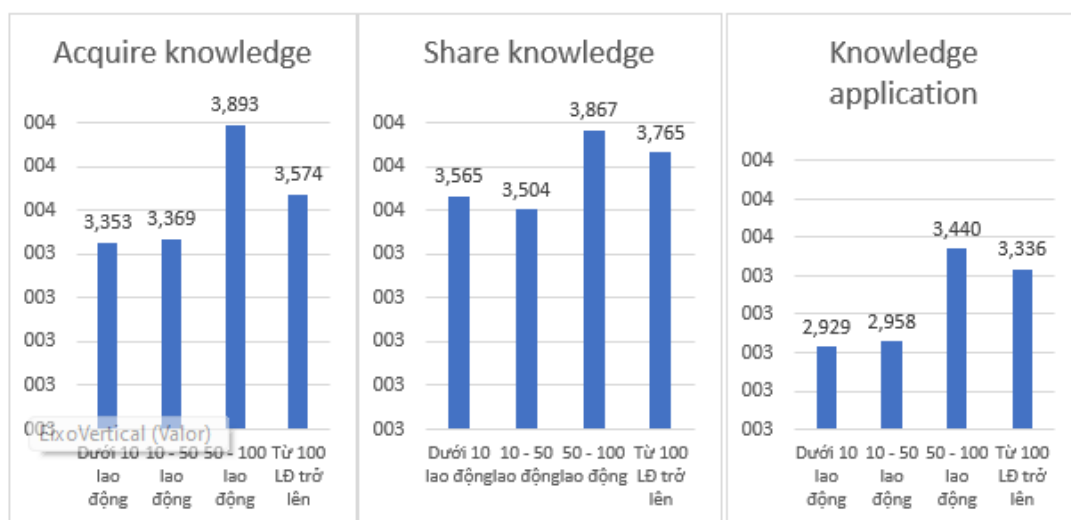


(source: author analysis)

Figure 6 shows that the knowledge management capacity of Social Enterprises vary according to labor scale.

* Compare knowledge management capacity between social enterprises according to labor scale

Figure 7: Comparison of knowledge management capacity among social enterprises according to labor size



(source: author analysis)

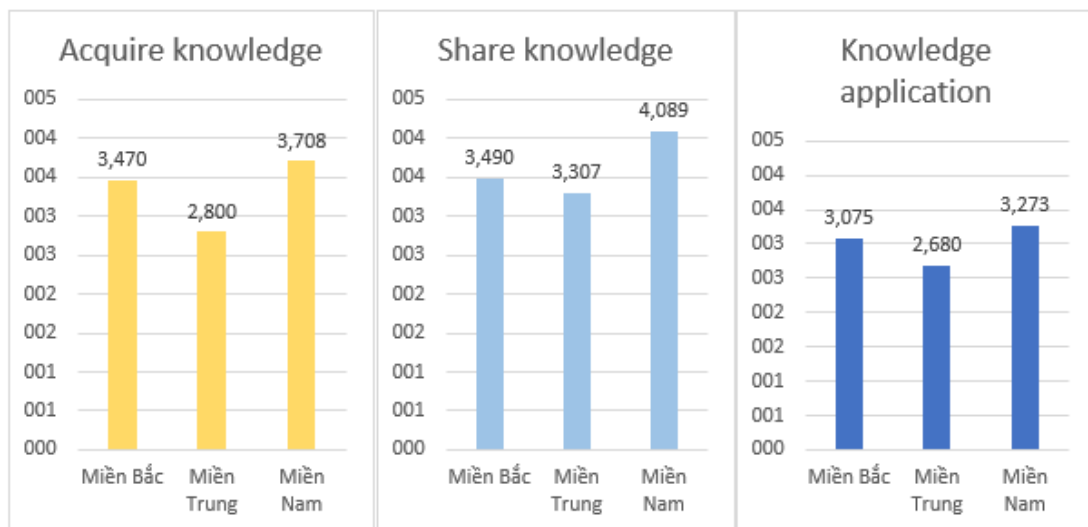
Figure 7 shows that the knowledge management capacity according to labor size of social enterprises with 50 - 100 employees is higher than the knowledge management capacity of small and medium sized social enterprises with 50 people or less. Indeed, for



large-scale social enterprises, they often have economic potential, financial management capabilities and corporate assets (including knowledge). Therefore, large-scale businesses often have better processes for acquiring, sharing and applying knowledge. Small-scale social enterprises often manage knowledge in a spontaneous, small group form.

* Compare knowledge management capabilities between businesses by region

Figure 8: Comparison of knowledge management capacity aspects by region



(source: author analysis)

Figure 8 shows that the knowledge management capacity of Social Enterprises in the North and South is higher than in the Central provinces. In fact, social enterprises in the North are mainly Hanoi, in the South mainly Ho Chi Minh City account for more than 50% of the total number of social enterprises in the country. These are large cities, the economic engine of the country, and have access to advanced management methods from countries around the world. Therefore, the knowledge management method of social enterprises in these areas is also higher than in the remaining areas.

5.2 POLICY SUGGESTIONS FOR SOCIAL ENTERPRISES IN VIETNAM

This research has implications for managers of social enterprises in Vietnam. Through the model proposed by the author and proven hypotheses, managers of social enterprises in Vietnam can generally grasp the impact of Knowledge Management (including Knowledge Collection, Knowledge Sharing, Knowledge Application) to Innovation and Innovation affects the performance of Social Enterprises.



Knowledge management is gradually becoming important and a competitive advantage in today's business environment, in which Social Enterprises are no exception if they want to develop sustainably.

Knowledge management has been studied a lot in many developed countries around the world for a long time, but in Vietnam, a developing country, there are very few scholars researching this issue. However, the results of this study show that Knowledge Management **positively impacts Innovation, which in turn impacts innovation results.**

Collect/acquire knowledge

Research results show that Knowledge Acquisition impacts Product Innovation/Marketing and Technology Innovation. In particular, the subjects that need to collect knowledge from Social Enterprises are (1) customers; (2) partners and suppliers; (3) employees and units in Social Enterprises. Therefore, social enterprises should:

First, there are clear and effective processes for collecting information and knowledge such as sales history, recording all customer feedback about the product, and meetings with partners about the product. product...

Second, use a number of systems such as content management systems (CMS), annotation tools (Annotation Tools), data mining and knowledge discovery software (Data mining and Knowledge Discovery - DKD) to maximize the ability to acquire knowledge

Third, offer short-term or long-term training programs for employees to help employees consolidate old knowledge and acquire new knowledge about products and technology.

Fourth, there are forms of association and coordination with scientific and technological research units to introduce new products and new technologies in accordance with the goals that social enterprises are aiming for.

5.2.1 Share knowledge

Research results show that Knowledge Sharing has the strongest impact on Product Innovation/Marketing and Technology Innovation. Therefore, social enterprises should:

Firstly, create a truly comfortable knowledge sharing environment between leaders and employees, between individuals, between units and departments in Social



Enterprises. Encourage knowledge sharing in official working sessions such as internal meetings, seminars, written reports or informal knowledge sharing such as in canteens and cafes outside the enterprise to create a comfortable atmosphere. time, time.

Second, there are processes for evaluating good knowledge, consistent with the practical operations of Social Enterprises. From there, there are appropriate forms of rewards and commendations to encourage and motivate individuals in Social Enterprises to increase knowledge sharing.

Third, there are collective and social activities to create internal solidarity. In addition, social enterprises also need to create a culture of knowledge sharing to help individuals avoid the thought of losing their position in the Enterprise when sharing knowledge, all for the purpose of supporting society. community.

Fourth, organize or encourage employees in social enterprises to participate in training classes on the content that social enterprises want to target, thereby increasing knowledge, experience and knowledge sharing.

Fifth, leaders in social enterprises are not only the ones who transmit experience, fire and knowledge to employees, but also the ones who create trust in the operational goals of social enterprises, and at the same time listen to comments. contributions from members of social enterprises.

Sixth, apply social networking platforms, digital technology... in sharing knowledge

Seventh, promote technology experimentation (testing) activities to create new products/services or solutions that meet society's needs.

Knowledge application

Research results show that Knowledge Application has the strongest impact on Product Innovation/Marketing and Technology Innovation. Therefore, social enterprises should:

First, social enterprises need to promote organizational restructuring, scale expansion, and recruitment of additional personnel to effectively meet the requirements of new knowledge.

Second, provide mechanisms to apply technology in a manner appropriate to the capabilities and goals of social enterprises

Third, increase the application of technological knowledge in the production/creation of new solutions of social enterprises.



Based on the research results of the thesis, the author has made a number of recommendations and proposals related to improving Knowledge Management to help social enterprises improve their operating results, contributing to improving knowledge management. better support for society. In addition, the author also pointed out some limitations and pointed out further research directions for this field in the future. Therefore, authors and researchers interested in the knowledge management relationship of social enterprises can continue to improve and develop new research models, contributing to additional works. Valuable scientific research also helps managers in social enterprises in Vietnam have more grounds to make management decisions.

6 CONCLUSION

This study used a combination of qualitative and quantitative research methods to deeply study the impact of knowledge management on statistical samples with two main characteristics including: Characteristics of survey samples according to characteristics. Points of Social Enterprise owners and Characteristics of the survey sample according to the characteristics of Social Enterprises. From the results of sample analysis, the study has shown the quality of survey participants, characteristics of average income, type of social enterprise, ...

Based on above analysis, The article asserts: Knowledge management is becoming important and a competitive advantage in Social Enterprises in particular and the business environment in general. All Enterprise activities revolve around Knowledge Management, so this is a key factor in the competitive advantage and sustainable development of all businesses, especially in the era of the current 4.0 Technology Revolution.

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