


# A Comparative Content Analysis on the Determinants of Social and Commercial Entrepreneurs: A qualitative approach on Nvivo

**Salima Hafeez<sup>1</sup>, Dr. Muhammad Waqas Raja<sup>2</sup>**

<sup>1</sup>PhD Scholar, IQRA University, Islamabad, & Lecturer, COMSATS University, Islamabad,  
salimahafeez26511@iqraisb.edu.pk

<sup>2</sup>Assistant Professor, Business Administration, IQRA University, Islamabad,  
waqas.raja@iqraisb.edu.pk

ARTICLE DETAILS	ABSTRACT
<p><b>History</b> Received: October 2022 Available online: December 2022</p> <hr/> <p><b>Keywords</b> <i>Social Entrepreneurship</i> <i>Commercial entrepreneurs</i> <i>Social mission</i> <i>Social innovation</i> <i>Social value</i> <i>Economic development</i> <i>Sustainability</i></p>	<p><b>Purpose:</b> This article configures the determinants of social and commercial entrepreneurs by applying comparative content analysis and individual interview methods.</p> <p><b>Methodology:</b> Comparative content analysis qualitative techniques are used to analyze the data. The analysis highlights determinants through the Venn diagram cluster analysis, and word cloud methods to analyze qualitative techniques in Nvivo. Researchers reviewed 170 articles, 35 case studies, and 16 reports comparing social and commercial ventures in this study</p> <p><b>Findings:</b> The analyses confined findings in three layers firstly, distinguish components of commercial entrepreneurs, and second distinguish components of commercial entrepreneurs. Thirdly, this article clarifies the similar overlapping components. The distinct components of social entrepreneurs are having a social mission, addressing a social problem, bringing social innovation and social awareness, and creating social value.</p> <p><b>Conclusions:</b> The current study has contributed while opening up some exploratory avenues for developing a piece of literature by offering theoretical comparative content to describe applicability towards social aspects. This study generate theory that support the social context in all business. Every business should have the social in nature that identify the societal needs, and solve the social problems and enhance the well-being of individual's life. Every business owner would have the social soul for the well-being of society.</p>
<p>This is an open-access article distributed under the <a href="https://creativecommons.org/licenses/by/4.0/">Creative Commons Attribution License4.0</a></p> 	

# 1. Introduction

## 1.1. Background of the Study

Social entrepreneurship is a holistic approach, and a particular form of personality deserves this term. The business phenomena extended from the individual level to the societal context. There is a need to understand the concept of social context, and every business has to meet the societal need within its capacity. In our developing countries, there are multiple issues arise day by day. Here is the intensive need for individuals who identify and solve social issues to keep sustainability in their venture. The person who solves societal problems and wants to improve this world is a great disposition.

The word entrepreneur is firstly introduced in French economics, which interprets an individual taking an assignment, a project, or an activity (Dees, 1998). Schumpeter (1942) identifies entrepreneurs as game changers in society who carry the process of entrepreneurship. Stevenson (1983) says that entrepreneurs go for the change and convert it into an opportunity and have the competency to acquire resources and achieve objectives. Leadbeater (1997) described entrepreneurs as individuals involved in profit-maximizing enterprises. Drucker (1999) defined the entrepreneur who comes up with the transformation and converts that change into an opportunity. Entrepreneurs dare make bold decisions to complete their projects or activities using new ideas and thinking (Mulgan & Landry, 1995).

Commercial entrepreneurship is a process of bringing new designs and starting unique to make wealth and improve society (OECD & Eurostat, 2018). Nicholls (2006) identifies that commercial entrepreneurs benefit society through new and valuable goods, services, and professions and can produce transformative social impacts. However, business management has a different point of view about entrepreneurs (Monllor & Attaran, 2000). The entrepreneurs were exclusively those who took risks and started something new to maximize their returns.

Social entrepreneurship is a way forward that tries to provide products and services that directly meet the basic human needs that are still unhappy with the assistance of private enterprises (Zahra, Neubaum, & Shulman, 2009). Many studies have been conducted on entrepreneurship, but still, there is a need to work on more research to compare similarities and differences due to the controversy in the concept of social and commercial entrepreneurs (Betts, Laud, & Kretinin, 2018). Social entrepreneurs want to create social value in people's lives (Thake & Zadek, 1997). Social entrepreneurship fulfils and eases social problems not typically considered in the Government sector.

This study aims to ferret out the components of social and commercial entrepreneurs. Through qualitative research, this study will theorize the similarities and differences between commercial and social entrepreneurs. This study has three main objectives. First, to identify the main determinants of social entrepreneurs. Second to theorize the determinants of commercial entrepreneurs, and third to identify the common and different determinants of social and commercial entrepreneurs. This study covered the questions of personal span and contextual nature. The significant phenomena revolved around in mind. What kind of individuals become entrepreneurs? What are the traits and qualities they acquire? In this context, they differ from commercial entrepreneurs. This study's main research questions entailed three layers to consider all these aspects. The first is about the determinants of social entrepreneurs, the second is about commercial entrepreneurs, and the third highlights the main determinants of the similarities and differences of social entrepreneurs. What are the determinants of social entrepreneurs?

What are the determinants of commercial entrepreneurs? What are the main determinants that identify the common and different determinants of social and commercial entrepreneurs?

Social entrepreneurs are the catalyst to deal with social and environmental needs that help to develop a sustainable community. Multiple studies on unconventional qualitative research methods were conducted with theoretical addition to forming a theory-building approach (Van Burg et al., 2022). The foremost aim of this section is to subsidize the social entrepreneurship body of knowledge and research literature by highlighting the determinants to segregate the social and commercial facets of entrepreneurship (Cagarman et al., 2020). The literature by real-life descriptions and subsequent thematic extractions using stated software and analysis tools discussed in the upcoming piece and bits of explanation in the chapter ahead (Xie, Wang, & Lee, 2021).

## **2. Literature Review**

### **2.1. Social Entrepreneurship (SE) and Commercial Entrepreneurship (CE)**

The phenomena of social entrepreneurship have extended awareness and earned importance, but there is still controversy in understanding the prevalence and functions of this entrepreneurial venture (Trivedi & Stokols, 2011). Social entrepreneurs have a social mission and innovative ideas to identify unmet needs and solve societal problems (Qamar et al., 2020). Social entrepreneurs compact with multiple forces to balance heart and brain, emotions and logic, and outcomes and values (Alvarez de Mon et al., 2021). Social entrepreneurs grip the area where government and traditional businesses have failed to gratify the social problems (Mair, Powell, & Bromley, 2020).

The phenomena of social and commercial entrepreneurs with multiple facets have become vibrant. Similarly, the evaluation of social entrepreneurship is beneficial not only for societies but also for the Government. Social entrepreneurs create employment opportunities and offer innovative solutions to societal problems (Brock, 2011). They assist Government and civil societies with utilizing youth dynamism and give innovative solutions. Social entrepreneurship is growing rapidly in Pakistan, India, and China. The large population drives overall growth (Monllor & Attaran, 2008).

Social mission. The significance of social mission to SE has identified the practitioners and researchers (Lynch & Walls, 2009). A definition of social entrepreneurship's essential element is "To align social mission with innovation to solve the economic and social problems" (Dees, 1998). The research also emphasizes the social mission with innovative ideas and the inclusion of resources. The study aims to describe the mediating role of social networks and the moderating effect of government regulation (Jiatong et al., 2021). SE are committed to serving the fundamental needs and facilitating the standard of living and substantial collective development in society (Portales, 2019).

Social entrepreneurs sustain social operations with mission versus margin (Navis, 2011). Researchers theorized the concept with both terms profit and mission (Swanson & Zhang, 2010). The researchers shed light on how and why enterprises change their mission. Sustainability is vital to meet the expenditure of social ventures. Similarly, passion is the leading source for social entrepreneurial ventures. Social entrepreneurs look for other satisfaction in their work (Weerawardena & Mort, 2006). Social entrepreneurship's primary objective is to focus on social missions with value creation. In commercial entrepreneurship, the main goal is the maximization of profit. (Estrin,

Mickiewicz, & Stephan, 2016)) Social entrepreneurs create value propositions through risk-taking, Innovativeness, and sustainability. Social entrepreneurs' primary purpose is to serve the need of society; commercial entrepreneurs are market-driven.

**Profit Motives.** The various researchers differentiated the phenomena of a social entrepreneurial venture. Researchers classified and distinguished between two types of commercial and social entrepreneurship. Commercial entrepreneurs usually exploit the opportunity and focus more on profitability. Social entrepreneurship refers to identifying opportunities associated with social values. Austin et al., (2006) state that social and commercial entrepreneurship, i.e., profitable and non-profitable, are different in three ways. First, new commercial and social ventures differ in the overall mission. While commercial entrepreneurs are associated with private gains, and social entrepreneurs are related to social benefits (Smith, Bell, & Watts, 2014). This venture shows that two organizations may have other missions while performing the processes and can change themselves dramatically while measured by working and performance (Bikse, Rivza, & Riemere, 2015). This study supports that non-profit organizations alleviate social problems with innovative solutions. Social enterprises develop new rules and policies to take several other actions to mitigate the issues (Ko & Kim, 2020).

**Resource mobilization** is the third and most crucial factor distinguishing social and commercial entrepreneurship. The importance of this distinction is the primary source of availability of finance. Human and financial resources both are equally important in business. Commercial entrepreneurs most likely employ human services as they earn a profit after engaging a well-experienced workforce. When investors invest in such individual Commercial entrepreneurs, they hope that a time will come when they return on their investment (LeCrom & Smith, 2019).

**Social and human capital.** Social and human networks are also a vital part of the success of social and commercial entrepreneurs. Both consider employees, managers, investors/funders, and financial institutions. They want to effectively utilize all the available resources in their capacity (Estrin et al., 2016). Both entrepreneurs will be successful if they know the industry in which they harvest their resources and effectively use human skills, knowledge, and expertise to gear in the market (Sahlman, 1996).

Kim, Roh, & Son (2020) identify the presence of a robust linkage that will make access to funding easier. Sometimes social entrepreneurs rely on commercial entrepreneurs if they have a robust and trustworthy relationship and a willingness to invest in social enterprises. Despite having many similarities, social ventures are different in acquiring resources. If facing sustainability issues, social entrepreneurs face more challenges in taking advances from financial institution and are more reluctant to provide advances or credit (Lekovic et al., 2021).

Subsequently, social capital plays a very vital role in the startup of business venture commercial as well as social ventures. In a business market, the main inspiration for investors is to invest in a money-making company and earn an eye-catching return on investment (Gandhi & Raina, 2018). Social capital starts with the immediate family, friends, and relatives. Social entrepreneurs rely more on individual investors, foundations, donations, and government funding (Marjerison, Chen, & Lin, 2021). Commercial entrepreneurs reach more quickly on the breakeven point without donor support. To overcome the sustainability constraints usually, social entrepreneurs choose for-profit enterprises to get easy access to the capital market and to achieve competitive advantages (Chandra & Kerlin, 2021).

In addition, these social entrepreneurs cannot easily switch from one product or market to another. The capacity to inspire and motivate people is associated with addressing a particular problem. In social ventures, behavioural and psychological strategic stickiness is concerned (Iqbal, Kousar, & ul Hameed, 2018). Social entrepreneurs connect with diverse networks such as peers, relatives, public and private sectors, and financial institutions to acquire relevant resources (Dufays & Huybrechts, 2014).

Social Innovation (SI). SI brings innovative ideas, activities, structures, models, rules, procedures, services, and forms to the new organization (Cagarman, Kratzer, Arnim et al., 2020). All innovations are not social innovations. In social innovation, society's social mission and well-being create the necessary value at the economic and social levels (Hubert et al., 2010). Social innovations can address unmet social needs (Mulgan et al., 2007). The innovation phenomena can be a product, an outcome of the process, a principle, an idea or repercussion of any social movement, or an intervention (OECD & Eurostat, 2018).

Supportively, SI conceptualizes processes and other social outputs and outcomes (Nicholls, Simon, and Gabriel, 2015). Max Webber is the first to bring social innovation in the late 19th century. The idea of social innovation varies from the nature of the social venture. It differs in education, health, and the environment from climate change (Ali & Darko, 2015). Social enterprises' phenomena were described as "innovative and social value-creating activity that can happen within or across the non-profit, business, or government sectors." The concept identifies two significant components (Van Rijn et al., 2021). Firstly, it reveals innovation. Social entrepreneurs most probably involve new techniques to create social values. The Schumpeterian emphasizes the practical application of innovation in social ventures (Chun, & Birks, 2019).

Dees (1998) states that social entrepreneurs play a vital role in innovation by engaging in continuous innovation, adaptation, and learning. The second definition reveals that social entrepreneurship may take place in various situations. Social entrepreneurs may be involved individual young entrepreneurs, a new or existing organization, or profitable or non-profitable or governmental. Past studies also emphasize supportive leadership's creativity and innovative aspects in an innovative work environment (Ali & Choudhary, 2020).

Social value creation. Social entrepreneurship is a behavioural phenomenon. Social entrepreneurs' motives create a synergetic impact to integrate and enhance social, environmental, and economic contexts (Kurucz et al., 2008). Social entrepreneurs have faced various challenges in the marketplace and opportunities and threats. Despite constraining, social entrepreneurs strive to craft social value by creating competitive advantages and fulfilling social missions (Weerewardena & Mort, 2006). The social, economic and environmental factors foster social value creation and social innovation and intervention in the social entrepreneurship context (Fernandes, Moreira, & Daniel, 2017).

Extensively, commercial entrepreneurs may create social values and private gain. Social entrepreneurs may produce personal growth while creating social values with a social purpose (Estrin et al., 2016). Mair & Schoen (2007) analyze the term social. The main distinction between social and non-social is that social entrepreneurs create value. In contrast, commercial or non-social businesses create economic value here "necessary condition to ensure financial viability" (Mair & Marti, 2006). Social enterprise business models are different from commercial businesses. Social entrepreneurs are keen on

measurably creating economic and social value (Prieto & Pérez-Santana, 2014). In continuation, social entrepreneurs are individuals who bring innovative solutions to societal social issues (Xie et al., 2021). They identify the unmet societal need and find the answer to those problems. Social entrepreneurs are motivated to succeed and pursue the concept of helping others (Prasetyo, Setyadharma, & Kistanti, 2021).

Performance measurement. The performance of commercial entrepreneurship has determined by the income gained. The commercially based entrepreneurship performance indicator includes profitability (Tirta et al., 2018). The performance measurement indicators of commercial entrepreneurship are standardized and can easily be assessable (Certo & Miller, 2008). However, in social entrepreneurship, the measurement indicators are less standardized.

Similarly, Social entrepreneurs face more difficulty acquiring financial resources because investors are reluctant to invest in a social entrepreneurial venture. The expectation of financial returns is low compared to commercial entrepreneurs. Investors are more interested in economic value than social value (Muchiri, McMurray, Nkhoma, & Pham, 2020). However, trends are changing now, with more venture capital transforming into a more social entrepreneurial venture. It is impossible to assess a social venture's performance; there is a need to develop mechanisms that help measure social value (Young, 2006). Our understanding of social value measurement is deficient, yet new technologies can make social value accessible.

The famous social entrepreneurial venture capital companies provide financial recourses, consult, and develop international contacts for fresh experiences. The forming and developing of an organization for society's social purpose and well-being is known as a social enterprise (Defourny & Nyssens et al., 2008). If a person has a right to speak and express an idea is also an act of social innovation in a behavioural context. Research evidence shows that social entrepreneurship and social enterprises are alternatives or synonyms (Garcia-Gonzalez & Ramirez-Montoya, 2021).

### **3. Research Methodology**

The content analysis techniques used to analyze the data. The content analysis employs a research framework with a wide range of techniques and puts them into context. This research method is a flexible analysis method in quantitative, qualitative, and sometimes mixed methods (White & Marsh, 2006). The underlying methodology of the given study is justified by emerging literature. The facet of the commercial entrepreneurship perspective has been studied heavily and substantiated by the literature, but its nature needs further exploration qualitatively with the comparison as the determinants of social entrepreneurs' context in content analysis (Cukier & Trenholm, 2011)

Social entrepreneurial research still needs to involve qualitative exploration because it has broader meanings in a social context. Particularly in the context of social (innovation, mission, value creation) when it comes to potential entrepreneurs, the generations are emerging as entrepreneurs driven and motivated by innovators deploying market-based slants to resolve social hitches (Knezovic & Drkic, 2021). Both phenomena have been reviewed, explored, and evaluated that varied and somehow similar in context and perceptive inceptions (Pangriya, 2019).

It can be understood that social entrepreneurship is progressing as an innovative approach to deal with complex social issues and subsequent business ecological needs to contribute to the sustainable expansion of societies (Bechir, 2021). Research on social

entrepreneurship and its related contribution is a gradually advancing phenomenon still considerably driven. One can consider it as still in its infancy stage, for which it can be concluded that it needs in-depth analysis to elaborate its conceptual meanings (Khalid & Amir Zada, 2019). Hence, the study deployed methodological choice is supported by justifying the research's methodological stance. Furthermore, the literature abundantly supports stated needs from global and developed contexts, including evidence from the United States of America and Scandinavian countries (Choudhary et al., 2020).

### **3.1. Research Design**

The first step involved finding articles on social and commercial entrepreneurship. The standardized research data based used to extract articles. The search term used was “social entrepreneur and “commercial entrepreneurs”. The researcher also searched all social and commercial entrepreneurship articles, and analyzed and contrasted them with similar searches for various databases. The significant problem was that there were duplicated articles. The time frame of the search was around eight months. The Mendeley Desktop referencing was used to analyze systematically and allowed us to eliminate duplicate articles. Researchers reviewed 170 articles, 35 case studies, and 16 reports comparing social and commercial ventures in this study. The most relevant articles were 27, 6 case studies, and four reports. The method used in this study is comparative content analysis. In this method, the researcher wanted to compare, organize and analyze two main concepts from the existing literature. Theoretical concepts are essential in this study to better understand the topic.

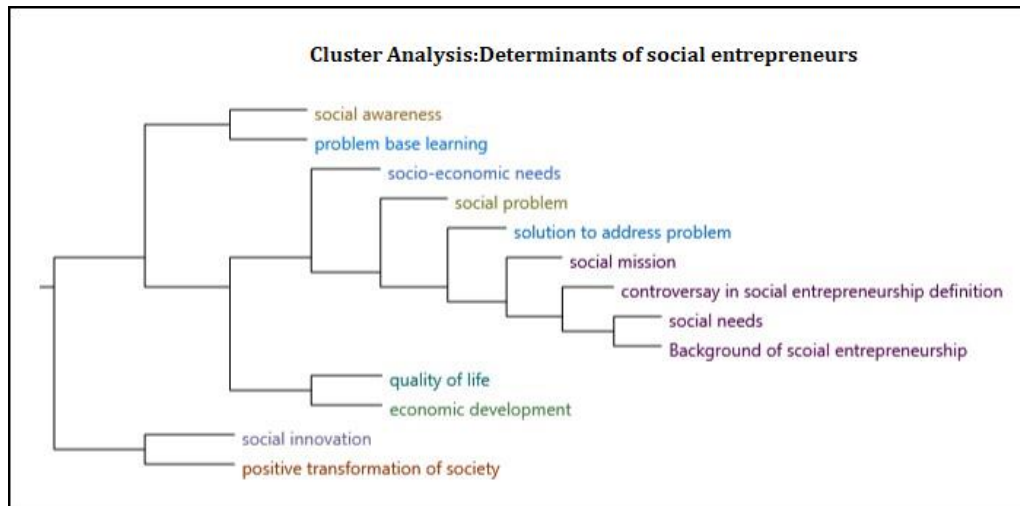
This research highlights the similarities and distinctions between both forms of entrepreneurs and presents a unique theoretical framework in the national context. In the present study, individual interviews were also conducted, applying a qualitative approach to getting in-depth knowledge about the subject. The participants have engaged in social and commercial ventures from Twin city Islamabad, Rawalpindi, and Lahore. All participants were associated with private-sector entrepreneurial ventures and University incubator centers. A total of 20 officials were approached for interviews. Out of 20, only 12 entrepreneurs were selected to participate in interviews. The researchers analyze literature and interviews with the application of NVIVO-12. This software brings comprehensive development with a broader view of cluster analysis and word cloud.

## **4. Visualization of Qualitative Analysis**

The study analyzed the academic literature that perceives the gradually growing social and commercial entrepreneurship phenomenon. The articles, reports, and case studies all literature is used to analyze the coding of their nodes followed by the content analyses. This methodological choice concerns developing, progressing nations and developed countries' contexts.

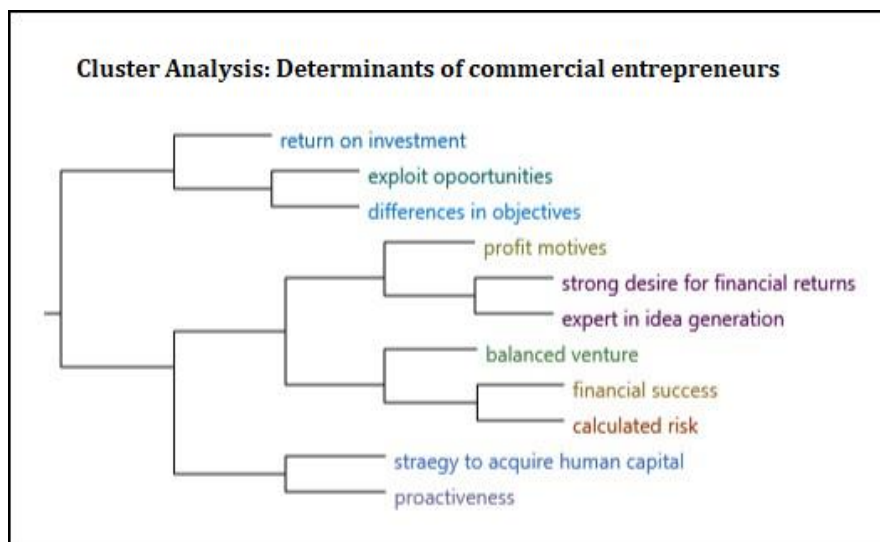
The figure of cluster analysis created determinants of social entrepreneurs used with coding data. The determinants of social entrepreneurs are explored and evaluated from a broader perspective in light of the literature. The diagram shows three facets highlighted in this coding material first one is about the fundamental components of social entrepreneurs: social awareness and problem-based learning.

The second facet has two sub-facets: socio-economic needs, social problems, and the solution to address the problem. Similarly, the other side gives an outcome which significantly contributes to the quality of life and economic development. The third part represents the overall outcome of societal transformation and social innovation.



**Figure 4.1. Cluster Analysis extracted from Nvivo based on Coding**  
**Source: Author's own elaboration**

The figure of cluster analysis created determinants of social entrepreneurs used with coding data. The determinants of social entrepreneurs are explored and evaluated from a broader perspective in light of the literature. The diagram shows three facets highlighted in this coded material first one is about the fundamental components of social entrepreneurs: social awareness and problem-based learning. The second facet has two sub-facets: socio-economic needs, social problems, and the solution to address the problem. Similarly, the other side gives an outcome which significantly contributes to the quality of life and economic development. The third part represents the overall outcome of social innovation and positive societal transformation.

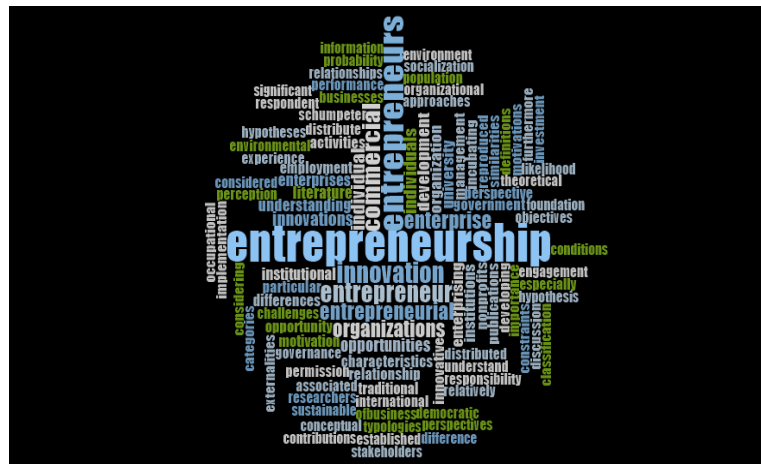


**Figure 4.2. Cluster Analysis extracted from Nvivo based on Coding**  
**Source: Author's own elaboration**

The cluster analysis figure about commercial entrepreneurs' determinants is shaped with the help of coding data. The cluster analysis delivers a fast and visual interpretation of the concepts (Guest & McLellan, 2003: 189). The initial elements demonstrate that commercial entrepreneurs are more concerned about monetary benefits and financial success, such as profit motives and return on investment. They have different objectives, and sometimes commercial entrepreneurs exploit opportunities to gain financial returns. Commercial entrepreneurs are more energetic in idea generation as they are more concerned about financial success; therefore, their behaviour to take risks is moderate nor



risk-averse or risk taker. It means they take calculated risks to invest in any new venture. This behaviour can be called a rational attitude towards taking risks. They take calculated risks, are more proactive, and have the resources to hire more expert employees. Commercial entrepreneurs use financial resources to hire and retain expertise, and relevant talent, whereas social entrepreneurs face difficulty or rarely pay attractive salary packages for hiring (Ulalh & Sharmin, 2018).



**Figure 4.3. Word Cloud extracted from Nvivo 12**  
Source: Author's own elaboration

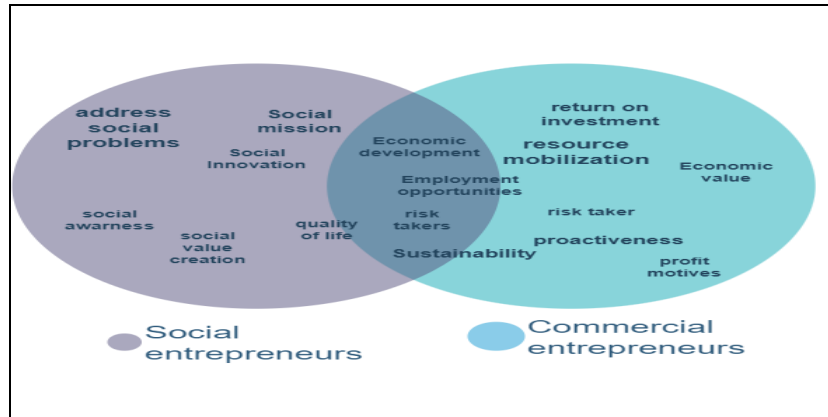
The graphic depiction gives the notion of both phenomena entrepreneurship in social and commercial contexts, the central prominence specified to individual context, sustainability, innovation, performance, profit, success, and stakeholders. The content analysis data represents enormous literature rapidly and evidently. The above word cloud gives a collective impression on commercial entrepreneurs that are very easy to understand as an overall summarized aspect of the assigned literature. In the above diagram, the words entrepreneurship and commercial entrepreneurs have represented in the center point with a bold highlighted text. The essential facets of innovation, sustainability, opportunities, development, stakeholders, and business performance are fully aligned and relevant, as explored in the extensive literature and summarized in this phenomenon.



**Figure 4.4. Word Cloud extracted from Nvivo 12**  
Source: Author's own elaboration

As shown in the diagram, the word social gained significant importance in social entrepreneurship research. Here facets are social innovation, social value creation, social problems, and social mission, demonstrating that the study of social entrepreneurs is

societal. A social entrepreneurial endeavour is the same as a conventional business. "Every business should be social in nature"(Mills-Scofield, 2013). The previous statements show that the legacy of social features should be alive in all business types. The research on social entrepreneurship textual emphasis is on social context, social innovation, social networks, social and environmental change and opportunity recognition with the notion of economic development. The analysis also evaluated the theme of knowledge, education, development, and human problems. All these determinants are societal.



**Figure 4.5. Venn diagram Author's own elaboration**  
**Source: Author's own elaboration**

The Venn diagram shows the relationship between social and commercial entrepreneurs. The circles that overlap have commonalities, whereas circles that do not overlap are differences between social and commercial entrepreneurs. The similar components between social and commercial entrepreneurs are economic development, employment opportunities, risk-taking, sustainability, and quality of life. Every entrepreneur creates economic activity once they sell goods and services in the market. Every entrepreneur wants quality of life and a desire for sustainability to survive in the long run. That is another debate that creates a direct or indirect impact on the life of human beings.

Similarly, every entrepreneur creates employment opportunities for others. Despite social and commercial aspects related to their mission and objectives. The differences between social entrepreneurs are social mission, social innovation, social awareness, address social problems. Social entrepreneurial ventures are more concerned about society's social aspects and well-being to address the social problem and work on social innovation projects. Social entrepreneurs' knowledge and social awareness to identify and solve social problems. The different facets of commercial entrepreneurs are risk takers, proactiveness, return on investment, economic value, profit motives, and resource mobilization.

## 5. Discussion

The given study has significantly added by demystifying, elaborating and adding to the concept of entrepreneurship in social and commercial facets. As the literature is abundant with discussion and explanations about entrepreneurship in its commercial aspects, there still exists scope for further extensions in the social entrepreneurship domain, and its relevant debate has been on the rise in recent decades. Continuously growing non-profit organizations reveal a fractional indicator of this wobble. However, the dynamic is even more robust. The constantly booming social entrepreneurial activities demand

clarification in making distinctions and conducting a comparative analysis between commercial and social entrepreneurship (Nweke Prince Onyemaechi et al., 2021).

Literature has established that innovation is impulsively linked to technology-based innovation in its social and commercial composition (Muchiri et al., 2020). The phenomenon of entrepreneurship in its social context is a paradigm that contains value creation and intervention to address social risks or may serve as a change agent (Iqbal et al., 2018). There have been varying natures of social mission as a phenomenon for which researchers deployed varying methodological stances to study and explore it (Cardella et al., 2021). It is noteworthy to justify the methodological choice in a proposed study before elaborating on the mechanisms of analysis of social and commercial entrepreneurial ventures in a given study.

Evidently, this study will theorize the elements of commercial and social aspects as the concept of social entrepreneurs is still a blurred representation in a national context and added novel contribution that brings more clarity in the body of knowledge. The gap remains in the qualitative approach to social entrepreneurship that allowed us to work in this field and recommend future consideration. (Javadian et al., 2020). Researchers have established that noticeable differences exist in the perceptual formation of individuals belonging to varied progressive backgrounds due to circumstances and contextual factors (Ataeva, 2021). Hence, social mission and social innovation are the relevant foundations to help society with sustainable development solutions is the necessity of the present era (Marjerison, Chen, & Lin, 2021). The study from phenomenological stances and qualitative approaches enables better insight into processes. It is significant that pre-existing internationally formulated theoretical frameworks may not fit well into the national context, followed by differences in perception, subsequent historical and political foundations, sociocultural constituents and cultural constraints (Cardella et al., 2021). The prospective entrepreneurs in social and commercial domains add to the themes from diverse backing missions, visions and philosophies for social and commercial entrepreneurship (LeCrom & Smith, 2019).

Similarly, social entrepreneurship is emerging as an area for academic inquiry. Its theoretical foundations have not been passably explored and pressed, with a need for further theoretical and practical extensions in the literature that has been sufficiently touched on in the given study (Jones & Phillips, 2021). From a narrower perspective, the given study explored the reverse relevance of and suggested ways to develop an insight for contributing to the phenomenon of entrepreneurship in social and commercial contexts. The present study also explains the degree to which study elements have relevance to business entrepreneurship and transfer potential to social entrepreneurship.

This research offers a comparative analysis that identifies similarities and commonalities across both commercial and social entrepreneurs. This exploration substantiates the literature and paves a pathway to develop new insights about social entrepreneurship and flourishes with opportunities for additional amplification by researchers, along with practical insinuations for social entrepreneurs to advance systematically and effectively (Ahmad & Bajwa, 2021). Researchers have differently detailed entrepreneurship. For instance, Mills-Scofield (2013) has described social and non-social business differently. Social belongs to societal development, and the non-social business goes to income/profit generation. Here a question arises whether pursuing business from a social point of view. What kind of structure requires for business? Does it need something unique?

Social business with a social mission is essential to being financially sustainable (Yunus & Weber, 2010; Yunus, 2007). Furthermore, social business has a positive impact through the innovative business model. All businesses have made to meet societal needs. Every business has customers, retailer suppliers, and employees. They decide how to engage the workforce and get the right product into users' hands. Continuously improving these experiences enhances the outcome for the company. (Mills-Scofield, 2013) strongly discouraged talking about and making a difference between social and non-social business. Still, the researcher encourages all entrepreneurs to focus on the impactful business model. Every business should focus on value creation and impact, and all businesses should be social (Moss, Lumpkin, & Short, 2009).

The contextual determinants differ in commercial and social entrepreneurs' reasons behind the mission of entrepreneurial ventures. Commercial entrepreneurs were strongly following the entrepreneurial orientation facets, risk-taking, proactiveness, and innovativeness but social entrepreneurs have more intensively focused on social innovation. Performance measurement indicators are also different regarding monetary and social value creation (Austin, Stevenson, & Wei-Skillern 2012).

### **5.1. Theoretical and Managerial Implication**

Santos (2012) refines the concept of social entrepreneurship as creating value, not capturing value, and focusing on the sustainable solution to the ignored problems with positive externalities and government and market failure. Social entrepreneurs develop products and services that satisfy human needs that economic institutions do not tackle. In other words, social value creation is essential to social entrepreneurs' ventures (Portales, 2019). The present study will also take the concept of value creation, not value capturing. There is logic in Santos's theory that if we capture value, staying in the market for a long would be challenging. Value creation is, in fact, the value appropriation for the long-term success of any social venture.

This research article will significantly contribute to the phenomena of social entrepreneurship. The theoretical contributions add more clarity to social and commercial entrepreneurship and will also encourage commercial entrepreneurs to broaden their perspectives and become a part of economic development. Social entrepreneurship benefits society, and this field would be helpful to the community to become a panacea to poverty, stimulate institutional change, empower women, help guard the environment, and solve societal problems through innovation. This research will be helpful for practitioners, policy-makers, researchers, and entrepreneurs. It will clarify the overlapping and controversial aspects of commercial and social entrepreneurs. The three layers of determinants will be helpful for further qualitative research with the large sample size for interviews in comparing social and commercial enterprises. Future research can be conducted on social entrepreneurial personality and behavior traits. It is essential to explore; How the emotion may vary among commercial entrepreneurs? What determinants bring social entrepreneurs to be a part of social ventures?

## **6. Conclusion**

Social entrepreneurs convey a positive transformation of society and provide valuable goods to solve social problems and transform tremendous societal impact. Commercial entrepreneurs recognize avail opportunities from an economic perspective. Social and commercial entrepreneurs both have more differences as compared to similarities. Both have different motives and missions. Social entrepreneurs want to earn money for the survival of their venture, whereas commercial entrepreneurs are more focused on making

income for their own sake. Social entrepreneurs are more focused on the welfare side. Both have sustainability issues. The commercial entrepreneurs' primary concern is to get a return on investment. Both types of entrepreneurs fulfil society's needs. Hence social entrepreneurs help the community and want to make this world a better place, whereas commercial entrepreneurs create employment opportunities somehow. They exploit opportunities and wish to attain a quality of life. Marvellous qualities are the best part of social entrepreneurs' behavioral context. However, their motivation they are doing is different. The question is this, is every social entrepreneur performing as the best individual all the time? No one can say one is the best person than the other.

Generating revenue for sustainability is considered the lifeblood of every business venture in the real world. Whether for profit or non-profit venture. However, many successful endeavors believe in social value creation. As a result, they get economic value. The concept of social entrepreneurs' overlaps when the researcher talks about the societal benefit, such as employment generation, economic development, innovation, opportunity identification, risk-taking, and change catalyst. Here is the multitude of facets linked with both kinds of entrepreneurs (Schmitz, 2017). Conclusively, social entrepreneurs distinguish determinants from the social mission to address a social problem, bring social innovation and awareness, and create social value. They have different hearts, empathy, enthusiasm, and circumstances that bring them to serve the social mission. Their enthusiastic, hard-working nature brings them to social innovation. They are market-driven and aware as they do the social purpose and create social value.

Similarly, the distinguishing determinants of commercials are a return on investment, the ability to mobilize resources, proactiveness, and a strong desire to maximize profit. Commercial entrepreneurs frequently desire the return of whatever they have invested in their venture. Usually, they earn for the sake of their bread and butter. They wanted to enhance their quality of life. They have an individualistic approach rather than collective wisdom. They are more proactive toward gaining monetary benefits.

This study concluded that the common determinants that prevailed similarly in social and commercial entrepreneurs are economic development, employment generation, risk-takers, and sustainability. Entrepreneurs contribute to economic development regardless of their mission, whether it is social or commercial. Both create employment opportunities for others. All entrepreneurs are risk-takers, captivating the characteristics of entrepreneurial orientation, risk-taking, proactiveness, and social innovation. Social entrepreneurs are risk-taking and innovative; hence commercial entrepreneurs are more proactive and risk-takers. These common determinants can be increased if the policy maker, business enterprises, and institutions consider the social perspective in their business as core values. Future research might be on profit and non-profit social enterprises in the appearance of funding, philanthropic, and economic aspects. Simultaneously, the nature of operations of profit and non-profit might be different in terms of structure, strategies, human resources, efficiency and effectiveness.

Future research can also be conducted on the specific ground of social mission, social innovation, and value creation that gives the message to create a business that benefits society in a social context. The ultimate focus is to promote social entrepreneurial phenomena among the PhD scholars, researchers, editors, business community, and policy-makers to work in this context theoretically and practically. Despite the time limitation hope this research can add constructively and refresh the existing literature in the social and commercial entrepreneurial context.

The current study has contributed while opening up some exploratory avenues for developing a piece of literature by offering a theoretical comparative analysis element of entrepreneurship in social and commercial domains to describe applicability towards business entrepreneurship. This study generates a theory that supports the social context in all businesses and that all businesses should have a social nature that identifies the societal needs and problems that solve the social problems and enhance the well-being of individual's life. The concluding remarks are that every business owner would have a social soul for the well-being of society.

**Author Contributions:** Salima Hafeez designed and wrote the paper, conducted theoretical themes, analyzed coding and concluded this article. Dr. Muhammad Waqas Raja supervised and helped in the introduction and overall structuring of the paper.

**Funding:** This research received no external funding.

**Conflicts of Interest:** The authors declare no conflicts of interest.

## References

- Ahmad, S., & Bajwa, I. A. (2021). The role of social entrepreneurship in socio-economic development: a meta-analysis of the nascent field. *Journal of Entrepreneurship in Emerging Economies*. <https://doi.org/10.1108/JEEE-04-2021-0165>.
- Ali, B., & Darko, E. (2015). Grants, incubators and innovation: a snapshot of social enterprise activity in Pakistan. *Overseas Development Institute, UK, December* 35.
- Ali, Rabia, & Ali Iftikhar Choudhary. 2020. "The Art of Making Workplace Innovative, *Journal of Management and Research* ,146." 7(2):146–65.
- Ataeva, M. A. 2021. "Determining the Influence of Economic Factors on Reproductive Plans of the Population." *III All-Russian Demographic Forum with International Participation : Materials of the Forum (Moscow, December 3-4, 2021)* 15(3):11–14. doi: 10.19181/forum.978-5-89697-373-7.2021.2.
- Alvarez de Mon, I., Merladet, J., & Núñez-Canal, M. (2021). Social entrepreneurs as role models for innovative professional career developments. *Sustainability (Switzerland)*, 13(23), 1–19. <https://doi.org/10.3390/su132313044>
- Austin, J., H. Stevenson, & J. Wei-Skillern: 2006, 'Social and Commercial Entrepreneurship: Same, Different or Both?', *Entrepreneurship Theory and Practice* 30(1), 1–22.
- Austin, J., Stevenson, H., & Wei-Skillern, J. (2012). Social and commercial entrepreneurship: same, different, or both? *Revista de Administração*, 47(3), 370–384. <https://doi.org/10.5700/rausp1055>
- Barendsen, L. and H. Gardner: 2004, 'Is the Social Entrepreneur New Type of Leader?' *Leader to Leader* 34, 43–50.
- Bansal, S., Garg I., & Sharma. G.D., (2019) Social Entrepreneurship as a Path for Social Change and Driver of Sustainable development: A Systematic Review and Research Agenda., *Sustainability* 11, 1091; doi:10.3390/su11041091.
- Betts, S. C., Laud, R., & Kretinin, A. (2018). Social Entrepreneurship : a Contemporary Approach To Solving Social Problems. *Global Journal of Entrepreneurship*, 2(1), 31–40. <http://content-1ebSCOhost-1com-002dcd7i091d.han.amu.edu.pl>
- Bechir, F. (2021). Social entrepreneurship and social enterprise phenomenon: toward a collective approach to social innovation in Tunisia. *Journal of Innovation and Entrepreneurship*, 6, 1–6. <https://doi.org/10.1080/03056244.2018.1546429>.

- Bikse, V., Rivza, B., & Riemere, I. (2015). The Social Entrepreneur as a Promoter of Social Advancement. *Procedia - Social and Behavioral Sciences*, 185, 469–478. <https://doi.org/10.1016/j.sbspro.2015.03.405>
- Brock, D. (2011). *Social Entrepreneurship Education Resource*. [http://ashokau.org/wp-content/uploads/2011/04/AshokaU\\_Handbook\\_Preview.pdf](http://ashokau.org/wp-content/uploads/2011/04/AshokaU_Handbook_Preview.pdf)
- Cagarman, Karina, Jan Kratzer, Laura Helen von Arnim, Kristina Fajga, and Michaela Jacqueline Gieseke. 2020. “Social Entrepreneurship on Its Way to Significance: The Case of Germany.” *Sustainability (Switzerland)* 12(21):1–13. doi: 10.3390/su12218954.
- Cardella, Giuseppina Maria, Brizeida Raquel Hernández-Sánchez, Alcides Almeida Monteiro, and José Carlos Sánchez-García. 2021. “Social Entrepreneurship Research: Intellectual Structures and Future Perspectives.” *Sustainability (Switzerland)* 13(14). doi: 10.3390/su13147532.
- Choudhary, Jyoti, Haslinda Hashim, Ho Jo Ann, and Murali Sambasivan. 2020. “The Mediating Role of Opportunity Recognition Between Education, Experience and Venture Creation by Women Entrepreneurs in India.” *International Journal of Academic Research in Business and Social Sciences* 10(3):131–43. doi: 10.6007/ijarbss/v10-i3/7030.
- Certo, S.T. & Miller, T. (2008), Social entrepreneurship: Key issues and concepts, *Business Horizons*, Vol. 51, No. 4, pp. 267-271.
- Chandra, Y., & Kerlin, J. A. (2021). Social entrepreneurship in context: pathways for new contributions in the field. *Journal of Asian Public Policy*, 14(2), 135–151. <https://doi.org/10.1080/17516234.2020.1845472>.
- Chell, E., Spence, L. J., Perrini, F., & Harris, J. D. (2016). Social Entrepreneurship and Business Ethics: Does Social Equal Ethical? *Journal of Business Ethics*, 133(4), 619–625. <https://doi.org/10.1007/s10551-014-2439-6>
- Chun Tie, Y. Birks, M. & Francis, K. (2019) Grounded theory research A design framework for novice researchers. *SAGE Open Med.* 2019; 7:2050312118822927. Published 2019 Jan 2. doi:10.1177/2050312118822927.
- Cukier, Wendy, & Susan Trenholm. 2011. “Social Entrepreneurship: A Content Analysis.” *Journal of Strategic ...* 7(123):99–119. Dees, J. G. (1998). ‘The meaning of “Social Entrepreneurship.”’, *In Comments and Suggestions In Kauffman Center for Entrepreneurial Leadership* (pp. 1–5). <https://doi.org/10.2307/2261721>
- Defourny, J. & Nyssens, M. (2008b), “Social Enterprise in Europe: Recent Trends and Developments”, *EMES Working Paper*.
- Dufays, F., & Huybrechts, B. (2014). Connecting the Dots for Social Value: A Review on Social Networks and Social Entrepreneurship. *Journal of Social Entrepreneurship*, 5(2), 214–237. <https://doi.org/10.1080/19420676.2014.918052>
- Drucker, P. (1999), *Innovation and Entrepreneurship*, Butterworth-Heinemann, Oxford
- Gandhi, T., & Raina, R. (2018). Social entrepreneurship: the need, relevance, facets, and constraints. *Journal of Global Entrepreneurship Research*, 8(1), 0–13. <https://doi.org/10.1186/s40497-018-0094-6>
- Estrin, S., Mickiewicz, T., & Stephan, U. (2016). Human capital in social and commercial entrepreneurship. *Journal of Business Venturing*, 31(4), 449–467. <https://doi.org/10.1016/j.jbusvent.2016.05.003>
- Fernandes, Vera, António Moreira, & Ana Isabel Daniel. 2017. “A Qualitative Analysis of Social Entrepreneurship Involving Social Innovation and Intervention.” (January 2018):417–38. doi: 10.4018/978-1-5225-1978-2.ch018.
- Shane, S., 2001. Technological opportunities and new firm creation. *Manag. Sci.* 47 (2), 205–220, [http://refhub.elsevier.com/S0883-9026\(15\)00013-0/rf0355](http://refhub.elsevier.com/S0883-9026(15)00013-0/rf0355)

- Gandhi & Raina (2018), Social entrepreneurship: the need, relevance, facets, and constraints, *Journal of Global Entrepreneurship Research* (2018), <https://doi.org/10.1186/s40497-018-0094-6>.
- Garcia-González, Abel, Maria Soledad Ramirez-Montoya, Luis Miguel Romero-Rodriguez, & José Maria Romero-Rodríguez (2020). "Validation of Instruments to Measure Social Entrepreneurship Competence. The Open SocialLab Project." In IEEE EDUCON 2020. Porto, Portugal.
- Hubert, A. et al. 2010, Empowering people, driving change: Social innovation in the European Union, BEPA (Bureau of European Policy Advisers) (Ed.), Brussels [http://ec.europa.eu/bepa/pdf/publications\\_pdf/social\\_innovation.pdf](http://ec.europa.eu/bepa/pdf/publications_pdf/social_innovation.pdf).
- Iqbal, J., Kousar, S., & ul Hameed, W. (2018). Antecedents of sustainable social entrepreneurship initiatives in Pakistan and Outcomes: Collaboration between quadruple helix sectors. *Sustainability (Switzerland)*, 10(12). <https://doi.org/10.3390/su10124539>.
- Javadian, Golshan, Crystal Dobratz, Alka Gupta, Vishal K. Gupta, & Jeffrey A. Martin. 2020. "Qualitative Research in Entrepreneurship Studies: A State-of-Science." *Journal of Entrepreneurship* 29(2):223–58. doi: 10.1177/0971355720930564.
- Jiatong, Wang, Cai Li, Majid Murad, Fakhar Shahzad, & Sheikh Farhan Ashraf. 2021. "Impact of Social Entrepreneurial Factors on Sustainable Enterprise Development: Mediating Role of Social Network and Moderating Effect of Government Regulations." *SAGE Open* 11(3). doi: 10.1177/21582440211030636.
- Jones, Michael S., & Robert A. Phillips. 2021. "A Qualitative Study of the Inclusion of Social Enterprise in the Entrepreneurial Education Curriculum." 1097–1104. doi: 10.4995/head21.2021.12402.
- Kao, R. W. (1993). 'Defining entrepreneurship: past, present and?', *Creativity and Innovation Management*, 2(1), 69-70.
- Kim, M., Lee, Roh and Son (2020), Social Entrepreneurship Education as an Innovation Hub for Building an Entrepreneurial Ecosystem: The Case of the KAIST Social entrepreneurship MBA Program. *Sustainability* 2020, 12, 9736, MDPI.
- Khalid, Aliya, & Asad Amir Zada. 2019. "Social Entrepreneurship Is One of the Way Forward to Youth Empowerment in Pakistan." *Pakistan Vision* 20(1):1–7.
- Korab, P., (2021). Guide to Using Word Clouds for Applied Research Design. <https://towardsdatascience.com/guide-to-using-word-clouds-for-applied-research-design-2e07a6a1a513>.
- Ko, E. J., & Kim, K. (2020). Connecting founder social identity with social entrepreneurial intentions. *Social Enterprise Journal*, 16(4), 403–429. <https://doi.org/10.1108/SEJ-02-2020-0012>
- Knezović, Emil, and Amina Drkić. 2021. "Innovative Work Behavior in SMEs: The Role of Transformational Leadership." *Employee Relations* 43(2):398–415. doi: 10.1108/ER-03-2020-0124.
- Kurucz, E. C., B. A. Colbert, and D. C. Wheeler. (2008), 'The Business Case for Corporate Social Responsibility in A. Crane, A. McWilliams, D. Matten, J. Moon and D. Seigel (eds.), *The Oxford Handbook on Corporate Social Responsibility* (Oxford University Press, Oxford, In Press: March 2008).
- Leadbeater, C. (1997), *The Rise of the Social Entrepreneur*, Demos, London. Lehner, M., Kaniskas, J (2012). Opportunity Recognition in Social Entrepreneurship: A Thematic Meta-Analysis, *The Journal of Entrepreneurship* 21 (1) 25–58, DOI: .1177/097135571102100102, <http://joe.sagepub.com>
- LeCrom, C. W., & Smith, A. B. (2019). Social entrepreneurship. *Routledge Handbook of the Business of Women's Sport*, 228–238. <https://doi.org/10.35120/kij34010241s>
- Lehner, M., Kaniskas, J (2012). Opportunity Recognition in Social Entrepreneurship: A Thematic Meta-Analysis, *The Journal of Entrepreneurship* 21 (1) 25–58, DOI:



- .1177/097135571102100102, <http://joe.sagepub.com>.
- Lekovic, B., Uzelac, O., Fazekas, T., Horvat, A. M., & Vrgović, P. (2021). Determinants of social entrepreneurs in southeast Europe: Gem data analysis. *Sustainability (Switzerland)*, *13*(20). <https://doi.org/10.3390/su132011513>.
- Levie, J., & Hart, M. (2011). What Distinguishes Social Entrepreneurs From Business Entrepreneurs? Insights From GEM. *International Journal of Gender and Entrepreneurship*, *3*(3), 200–217
- Lynch, K., & Walls, J. (2009). *Mission, Inc.: The Practitioner's Guide to Social Enterprise* (1st ed.). San Francisco: Berrett-Koehler Publishers, Inc
- Nweke, P Onyemaechi, Micheal Temitope Elesho, Imo Onyeodiri Charity, Matthias U Agboeze, Igwe Ngozi Justina, Eze Georgina Chinagorom, Okengwu Mary Chinyere, and Nwankwo Benedict Chimezie. 2021. "Influence of Social Entrepreneurs on Community Development in Enugu West Senatorial District of Enugu State, Nigeria." *World Journal of Advanced Research and Reviews* *11*(1):001–007. doi: 10.30574/wjarr.2021.11.1.0304.
- Nicholls, A. (ed.) (2006). *Social Entrepreneurship. New Models of Sustainable Change*, Oxford University Press
- Nicolas Martínez, C., Rubio Bañón, A., & Fernández Laviada, A. (2019). Social Entrepreneur: Same or Different from the Rest? *Voluntas*, *30*(3), 443–459. <https://doi.org/10.1007/s11266-018-00053-9>.
- Nicholls, A., Simon, J., & Gabriel, M.,(2015). Introduction: Dimensions of Social Innovation. <https://www.researchgate.net/publication/304881856>.
- Monllor, J., & Attaran, S. (2008). Opportunity recognition of social entrepreneurs: An application of the creation model. *International Journal of Entrepreneurship and Small Business*, *6*(1), 54–67. <https://doi.org/10.1504/IJESB.2008.017389>.
- Mair, J., & Scheon, O (2007).Successful Social Entrepreneurial Business Models in the Context of Developing Economies: An Explorative Study.*International Journal of Emerging Markets* *2*(1):54-68
- Mair, J. & Marti, I. (2006), "Social entrepreneurship research: A source of explanation, prediction, and delight", *Journal of World Business*, *41*, 1, pp. 36-44.
- Mair, J., Powell, W. W., & Bromley, P. (2020). Social entrepreneurship: Research as disciplined exploration. SSRN Website. Retrieved from [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=35689](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=35689) 55
- Miller, T. L., & Wesley II, C. L. (2010). Assessing Mission and Resources for Social Change: An Organizational Identity Perspective on Social Venture Capitalists' Decision Criteria. *Entrepreneurship Theory and Practice*, Vol.34, No.4, pp. 705-733, ISSN 1540- 6520
- Marjerison, R. K., Chen, R., & Lin, Y. (2021). The nexus of social cause interest and entrepreneurial mindset: Driving socioeconomic sustainability. *Sustainability (Switzerland)*, *13*(24), 1–19. <https://doi.org/10.3390/su132413558>
- Muchiri, Michael K., Adela J. McMurray, Mathews Nkhoma, and Hiep C. Pham. 2020. "Mapping Antecedents of Innovative Work Behavior: A Conceptual Review." *The Journal of Developing Areas* *54*(4). doi: 10.1353/jda.2020.0047.
- Mulgan, G. & Landry, L. (1995), *The Other Invisible Hand: Remaking Charity for the 21st Century*, Demos/Comedia, London.
- Mulgan, G., Tucker, S., Ali, R. & Sanders, B. (2007) *Social Innovation: What it is, why it matters and how it can be accelerated*. Oxford: Skill Centre for Social Entrepreneurship.
- M., & Perez-Santana, M. P. (2014). Managing innovative work behavior: The role of human resource practices. *Personnel Review*, *43*(2), 184–208. <https://doi.org/10.1108/PR-11-2012-0199>.

- Navis, C., & Glynn, M.A., 2011. Legitimate distinctiveness and the entrepreneurial identity: influence on investor judgments of new venture plausibility. *Acad. Manag. Rev.* 36 (3), 479–499.
- Nicholls, A., Simon, J., & Gabriel, M., (2015). Introduction: Dimensions of Social Innovation. <https://www.researchgate.net/publication/304881856>.
- OECD, & Eurostat. (2018). Oslo Manual 2018. In *Handbook of Innovation Indicators and Measurement*. <https://doi.org/10.1787/9789264304604-en> [https://www.oecd-ilibrary.org/science-and-technology/oslo-manual-2018\\_9789264304604-en](https://www.oecd-ilibrary.org/science-and-technology/oslo-manual-2018_9789264304604-en)
- Pangriya, Ruchita. 2019. “Hidden Aspects of Social Entrepreneurs’ Life: A Content Analysis.” *Journal of Global Entrepreneurship Research* 9(1):0–19. doi: 10.1186/s40497-019-0199-6.
- Peredo, A. M., & Chrisman, J. J. (2005) Toward a Theory of Community-Based Enterprise. *Academy of Management Review*, forthcoming.
- Peterson, Portales, L. (2019). Social Innovation and Social Entrepreneurship. In *Social Innovation and Social Entrepreneurship* (Issue April 2019). <https://doi.org/10.1007/978-3-030-13456-3>
- Portales, L. (2019). Social Innovation and Social Entrepreneurship. In *Social Innovation and Social Entrepreneurship* (Issue April 2019). <https://doi.org/10.1007/978-3-030-13456-3>
- Prasetyo, P. E., Setyadharma, A., & Kistanti, N. R. (2021). The Collaboration of Social Entrepreneurship and Institution for Sustainable Regional Development Security. *Open Journal of Business and Management*, 09(05), 2566–2590. <https://doi.org/10.4236/ojbm.2021.95141>
- Qamar, U., Ansari, N., Tanveer, F., & Qamar, N. (2020). Social Entrepreneurship in Pakistan: Challenges and Prospects. *Journal of Management and Research*, 7(2), 1–41. <https://doi.org/10.29145/jmr/72/070201>
- Robinson, S. & S tubberud, H.A. (2009). Sources of advice in entrepreneurship: Gender differences in business owners’ social networks. *International Journal of Entrepreneurship*, 13, 83-101.
- Santos, M., (2012), A Positive Theory of Social Entrepreneurship, *Journal of Business Ethics* 111(3), DOI: [10.2139/ssrn.1553072](https://doi.org/10.2139/ssrn.1553072).
- Smiciklas, M. (2012). *The Power of Infographics: Using Pictures to Communicate and Connect with Your Audience*. Pearson/Que Publishing: Indianapolis, IN.
- Smith, R., Bell, R., & Watts, H. (2014). Personality trait differences between traditional and social entrepreneurs. *Social Enterprise Journal*, 10(3), 200–221. <https://doi.org/10.1108/sej-08-2013-0033>.
- Stevenson, H.H. (1983). A perspective on entrepreneurship. Harvard Business School Working Paper No. 9-384-131. Boston: Harvard Business School.
- Stevenson, & Schumpeter, J.A. (1942) *Capitalism, Socialism and Democracy*, New York: Harper & Row. (Dees, 1998).
- Stryker, S., & Serpe, R.T., 1982. Commitment, identity salience, and role behavior: theory and research example. In: Ickes, W., Knowles, E.S. (Eds.), *Personality, Roles, and Social Behavior*. Springer, New York, NY, pp. 199–218.
- Swanson, L. A., & Zhang, D. D. (2010). The Social Entrepreneurship Zone. *Journal of Nonprofit & Public Sector Marketing*, Vol.22, No.2, pp. 71-88, ISSN 1049-5142
- Thake, S., & Zadek, S. (1997). *Practical people, noble causes. How to support community based social entrepreneurs*. New Economic Foundation.
- Tirta, Adrianus, Agus Gunawan, Jol Stoffers, Dewa Gede Ngurah Byomantara, & Dewa Ketut Sujatha. 2018. “Characteristics of Social Entrepreneurs and How to Foster Them.” *Asian Journal of Business and Management* 6(5):53–57. DOI:

10.24203/ajbm.v6i5.5488.

- Trivedi, C. (2010). A social entrepreneurship bibliography. *Journal of Entrepreneurship*, 19(1), 81–85. <https://doi.org/10.1177/097135570901900105>
- Trivedi, C., & Stokols, D. (2011). Social enterprises and corporate enterprises: Fundamental differences and defining features. *Journal of Entrepreneurship*, 20(1), 1–32. <https://doi.org/10.1177/097135571002000101>
- Uhlig, D., (2019). Differences Between Social Entrepreneurs & Business Entrepreneurs. <https://smallbusiness.chron.com/differences-between-social-entrepreneurs-business-entrepreneurs-36624.html>
- Zubair, D. S. S., & Khan, M. A. (2021). Orientation of Youth towards Social Entrepreneurship: An Empirical Study from Pakistan. ... *of Youth towards Social Entrepreneurship* ..., 8(9), 67–77. <https://doi.org/10.13106/jafeb.2021.vol8.no9.0067>
- Van Rijn, M., Raab, J., Roosma, F., & Achterberg, P. (2021). To Prove and Improve: An Empirical Study on Why Social Entrepreneurs Measure Their Social Impact. *Journal of Social Entrepreneurship*, 0(0), 1–23. <https://doi.org/10.1080/19420676.2021.1975797>
- Van Burg, Elco, Joep Cornelissen, Wouter Stam, & Sarah Jack. 2022. “Advancing Qualitative Entrepreneurship Research: Leveraging Methodological Plurality for Achieving Scholarly Impact.” *Entrepreneurship: Theory and Practice* 46(1):3–20. doi: 10.1177/1042258720943051.
- Weerawardena, J., & Sullivan Mort, G., (2006). Investigating social entrepreneurship: A multidimensional model. *Journal of World Business* 41 (2006) 21–35. doi: 10.1016/j.jwb.2005.09.001.
- White, Marilyn Domas, & Emily E. Marsh. 2006. “Content Analysis: A Flexible Methodology.” *Library Trends* 55(1):22–45. doi: 10.1353/lib.2006.0053.
- Xie, G. H., Wang, L. P., & Lee, B. F. (2021). Understanding the Impact of Social Capital on Entrepreneurship Performance: The Moderation Effects of Opportunity Recognition and Operational Competency. *Frontiers in Psychology*, 12(June). <https://doi.org/10.3389/fpsyg.2021.687205>
- Young, R. (2006). For what it is worth: Social value and the future of social entrepreneurship. In A. Nicholls (Ed.), *Social entrepreneurship: New models of sustainable social change* (pp. 56–73). Oxford, UK: Oxford University Press.
- Yunus, M. (2007). *Creating a World Without Poverty. How Social Business Can Transform Our Lives: Social Business and the Future of Capitalism*. New York: Public Affairs.
- Yunus, M., & Weber, K. (2010). *Building social business. The new kind of capitalism serves humanity’s most pressing needs*. New York: Public Affairs
- Zahra, S., Gedajlovic, E., Neubaum, D., & Shulman, J., (2009). A typology of social entrepreneurs: Motives, search processes, and ethical challenges. *Journal of Business Venturing*, 24, (5), 519–532.
- Zubair, D. S. S., & Khan, M. A. (2021). Orientation of Youth towards Social Entrepreneurship: An Empirical Study from Pakistan. ... *of Youth towards Social Entrepreneurship* ..., 8(9), 67–77. <https://doi.org/10.13106/jafeb.2021.vol8.no9.0067>