Contextualizing Social Entrepreneurships: Challenges for Current Paradigm and Future Agenda

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ABSTRACT

This study tried to deal with some current ambiguity regarding social entrepreneurship ranging from conceptual definition, potential antecedents and the model. The three problems have been addressed carefully through grounded theory and explanatory approach. The study compiled all published academic paper from late 80's until early 2016. For the first questions, the triggering point to all unarguable opinion was found starting from the way scholars tried to appointing the initiator for social entrepreneurship. Acknowledging personal dimension of entrepreneur would somewhat misguided due to human behavior factor. More studies need to addressed this point before continue on developing firmly framework based on the factors. One possible solution is by linking personal aspect of entrepreneur to the community whom to be served. This study proposed a new perspective to define the term social entrepreneurship by introducing five schools of thoughts. Secondly, having mentioned the importance of community behavior toward social movement, the study highlighted several possible antecedents, consists of (1) local-knowledge and wisdom, (2) local resources, (3) local leadership, (4) social motivation, (5) community-resilience, and (6) clear mission-vision. All those six antecedents were then combined into comprehensive proposed model – as the final conclusion and future agenda for social entrepreneurships.

Keywords: social entrepreneurships, social enterprise, social context, social resource

I. INTRODUCTION

Social entrepreneurship has now become interesting topics for discussion. Apart from its multidimensional point of view, the concept also shared some possibilities for practical precisions, especially for emerging market. Known as balancing factors for capitalism, today, more efforts had shown to develop social entrepreneurship as new management theory (Prasetyo, 2016; Weerawerdena and Mort, 2006; Thompson et al., 2000; Wallace, 1999; Waddock and Post, 1991). Towards that goal, many scholars tried to construct firmly framework using

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grounded theory, explanatory or even case-study approach. One of the most commonly used was addressed by Weerawerdena and Mort (2006) entitled bounded multidimensional mode of social entrepreneurship.

The model stated that the ultimate outcome from social entrepreneurship was social value creation in which the function of three important variables such as innovativeness, pro-activeness and risk management. Though the model has provide systematic point of thoughts on relating innovative and pro-activeness as ways to deal with risk management, but scholars believe that the model contain indecision points specially since the paradigm used to define social entrepreneurships are quite different between American and European perspective. For most American perspectives, social entrepreneurship is the product of individual innovativeness that further is converting into systematic strategy in order to create bigger impact to the society. This is why the term social value creation mostly used as the ultimate measure. Moreover, European perspective emphasized more on community collaboration as the origin, which later provided innovativeness to the movement. Thus, distinguished clearly between social-oriented organization, hybrid forms and social entrepreneurship which focused more on community based economy (Bacq and Janssen, 2011; Vasi, 2009; Steyaert, 2007).

Along the years, the debate seems unsolved. Each perspective tends to be developed according to their respective pathways and belief, therefore creating huge hollow which might debilitate the power of new knowledge. This paper tried to provide alternative to deal with the existing phenomenon. Through the study, we focused on three pivotal questions; (1) what would be the ideal definition for social entrepreneurship, (2) what are the antecedents for social entrepreneurship and (3) what would be the appropriate model to explain social entrepreneurship.

The rest of the paper was organized as follows. Section two will provide theoretical building using grounded theory from several published paper to provide clear explanation regarding the first questions. Section three explained research method used in the study. Section four tried to explored potential antecedents for social entrepreneurship which later will be accommodates in the model. Section five provides discussion regarding theoretical and practical implication from the study while section six provide conclusion.

II. LITERATURE REVIEW

1. Raising objections

Study on the true definition of social entrepreneurship has been done for more than two decades, began with Boschee in 1995 up to Bacq and Janssen in 2011. Most of them concentrated on using the term innovation (Sharir and Lerner, 2006; Thompson, et al., 2000; Bornstein, 1998; Dees, 1998), behavior (Sulivan Mort et al., 2003; De Leeuw, 1999; Catford, 1998), strategic (Nicholls, 2008; Peredo and McLean, 2006; Schuyler, 1998), process (Tracey and Phillips, 2007; Roberts and Woods, 2005; Alvord et al., 2004; Mair and Marti, 2004) and community-economy (Stryjan, 2006; Thompson and Doherty, 2006).

Instead of its multidimensional perspective, all current definition had categorized social entrepreneurship as series of action initiated by individual or group of people with similar ideas and strong social motives. Though it has been widely adopted, positioning personal idea on the origin was believed to stash several future ambiguity; first, they acknowledged the existence of risk and ideal trade-off between threats and return (Drucker, 1970), the point where our discussion point had begun. Without renouncing the needs for enterprise to earn financial-independency, social entrepreneurship should be developed on the basis of fairness and impactful – not just mere financial indicators, thus relying the concept on human as the starter point should accommodate some behavior perspective. Furthermore, this study deployed some studies on behavior dimension to find the clues.

The second point of our objection must be found on the theme 'social'. We believe that this is the right time to redefine the term social on entrepreneurship. The virtue of social is its society. Therefore ontologically, the society has the rights to determine the spirits of social entrepreneurship. Seems that this was the very-basic dissent among scholars who setting-up individual entrepreneur as the subject.

Our third objection should be addressed on how each scholar proposed their definition, since current terminology tends to develop strong proposition of theory in the future. Referring to Wecker (1998), Bacharach (1989) and Eisenhardt (1989), a good theory must satisfy four criteria; conceptual definitions, domain limitations,

relationship-building and predictions. Thus, in proposing conceptual definitions for social entrepreneurship, we need to bring-in the four criteria simultaneously. Most of former research seems to overlook the last point – predictions.

2. Revisiting current findings on antecedents

Former research had drawn the antecedents from perspective of traditional entrepreneurship (see. Arend, 2013; Miller et al., 2012; Dempsey and Sanders, 2010; Hoogendoorn et al., 2010). Some variables had justified such as locus of control, public service motivation, innovativeness and tenacity. As well as the previous concern, from the four commonly adopted antecedents for social enterprise, only public-service motivation which contain social-motives meanwhile the rest are also apply for non-social based enterprise.

Drawing back the concept of social constructionist introduced by Kirzner (1973), social entrepreneur began their work by carefully addressed the basic needs of the society. Though on most cases, becoming social entrepreneur is one of the actualization from locus of control, but tenacity might be the most influential power especially at the early stage of movement. Moreover, Baker and Nelson (2005) imposed the role of knowledge upon identification process. They tried to fill in the fabric of social systems with their subsets of knowledge and local wisdom. This is how one social-idea might trigger the awareness of the community thus sharing control mechanism to local stakeholder. In terms of objectivity, this system is plausible compared to relying all process into single individual person called social entrepreneur.

Known as social constructionist, social entrepreneurs must emphasized more on the outcome by looking at process as learning mechanism to sharpen the knowledge for local conditions and resources. All of this effort will determine the level of acceptance from the community (Novogratz, 2005; Pearce and Doh, 2005). The role of collective-action tends to juxtapose the initiator and the collaborator on a single theme.

III. RESEARCH METHOD

The study used two qualitative approaches: (1) grounded theory in which researcher tried to find linkage among existence works. Due to its plethora of

studies, we decided not to derive the concept from traditional entrepreneurship point of view, but more to sociology and behavior perspective which believes to share more insight to social entrepreneurships. We refer to Strauss and Corbin (1997) to emphasize that grounded theory will be useful to pose new paradigm as encounter to the current thoughts. Having understood that social entrepreneurship needs new thoughts then we hope that our first method will lead us to a clear framework. (2) Explanatory approach in which researcher tried to propose their idea to provide better explanation regarding social entrepreneurships. As complimentary to grounded research, the study deploy an explanatory to give relevant reasoning on how the framework must be applied in the general practice. All generated idea was then modeled to become firmly framework for future research agenda.

Having considered the essence of providing updates-knowledge building process, we used social entrepreneurship – relating research work from early 90's up to present. First, we set criteria to justify the novelty of each proposed-concept including the requirement to have the conclusion to be used on more than five extended works. Secondly, each concept was then analyzed as subject to the actor, core motives, key words upon proposed definition and the four elements of theory building process. The result of this process would be new definition of social entrepreneurship and its antecedents. Furthermore, these antecedents were then included to our model as new propositions.

IV. ANALYSIS AND DISCUSSION

1. New definitions proposed

Our grounded theory approach had carefully analyzed prior research-works especially to those who explored the definition of social entrepreneurship for both implicit and explicitly – as seen on table 1. We decided to categorize all proposed definition into five schools of thoughts, which consists of entrepreneurial school, behavior school, strategic entrepreneur school, operational management school, and socio-economy school of thoughts.

Table 1 Schools of thoughts in social entrepreneurship

Author	Year	Definition
Entrepreneurial school		
Sharir and Lerner	2006	The social entrepreneur is acting as a change agent to create and sustain social value without being limited to resources currently at hand.
Thompson et al.,	2000	People who realize where there is an opportunity to satisfy some unmet need that the state welfare system will not or cannot meet, and who gather together the necessary resources (generally people, often volunteers, money and premises) and use these to make a difference.
Bornstein	1998	Ashoka's social entrepreneur is a pathbreaker with a powerful new idea, who combines visionary and real-world problem-solving creativity who has strong ethical fiber and who is totally possessed by his or her vision for change.
Dees	1998	Social entrepreneurs play the role of change agents in the social sector
Behavior school		
Sulivan Mort et al.,	2003	Social entrepreneurs are first driven by the social mission of creating better social value. They exhibit a balanced judgement to deal with complexity. They display innovativeness and the importance of pro-activeness in the decision making process.
De Leeuw	1999	Rare individuals with the ability to analyze, envision, communicate and mediate wide range of disparate individuals and organizations.
Catford	1998	Social entrepreneurs combined visionary insights with professional skills to overlook the opportunities to improve the life of the society.
Strategic entrepreneur school		
Nicholls	2008	Social entrepreneurs should be motivated by their social moral and mission to conduct their entrepreneurial activity and ambition.
Peredo and McLean	2006	Social entrepreneurship is exercised where people might find prominent way to create social value of some kind while pursuing that goal towards systematic procedures.
Schuyler	1998	Social entrepreneur is individuals who have strong vision for social change and has some financial resources to support the mission.
Operational management school		
Tracey and Phillips	2007	Individual who combined social and commercial objectives by developing systematic economic mechanism for the entire society.
Roberts and Woods	2005	Social entrepreneurs encompasses the process of construction, evaluation and pursuit for opportunities as means for social transformation.
Alvord et al.,	2004	Social entrepreneurship underlined all process on innovativeness as solution to society's problem by mobilizing ideas and converted it to practical terms.
Mair and Marti	2004	Social entrepreneurship is process which consists of innovative use and combination of some local resources in order to provide the needs to un-meet demand by the state.

Community-economy school		
Stryjan	2006	Social entrepreneurship can be viewed as collective actors who involves in a central role in undertaking social embeddedness resources for the good of the society.
Thompson and Doherty	2006	Social enterprise should share social purpose to create benefits for the community in fulfilling their un-meet demand supplied by the state.

Source: Compiled from several former research

　　Having gone through several definitions, one might see clear-similarity among them. First, most of scholars agree that social entrepreneurship consists of series of actions. Second, even though it has been said that social entrepreneurship is one of branches from traditional point of view, but the use of strong social motivation in dealing with un-meet demand should addressed one strong-unique point as differences. Third, most of them agree that social entrepreneurship was made for the good of the society.

　　On the other hands, all proposed definition seems forgoing the importance of (1) the key player for the concept and (2) the final outcome from entrepreneurship process. If we pay attention to each stated definition, some scholars tend to position social entrepreneurship as individual action at the very first stage while others seems to appointing the role of community. Though the final outcome should direct to the community, but the initiator is really important actors.

　　We firmly suggest the use of the term community as the key player in social entrepreneurship. At any reasons, individual initiator might be the one who disseminate the original idea. But at the second stage, the community should give emphasized to the movement since all of the ideas are heading to their un-meet needs. Therefore it would be good if the initiator also come from the community as object of the movement.

　　Regarding the important of inserting the ultimate goals from social entrepreneurship, we think that social impact should not be the only targets, especially for long-term periods. Scholar needs to address quantifiable measurement as point of agreement within short run. Therefore elevating the quality of living index from one community would be a fairly measure.

　　After considering the two factors carefully, we tend to proposed a new definition for social entrepreneurships as sets of strategical thinking process started from envisioning, analyzing the local needs, influencing the idea to the community while creating collaborative movement with them to explore any local resources to

fulfill their unsatisfactory needs. Thus, over the long-run, they are going to share the ability to elevating the quality of human living index as stated by the United Nations – as common measurement.

2. Antecedents

Our conceptual definition consists of four important elements: (1) the key actors, (2) preliminary approach to core-problems, (3) stages along the process, and (4) the outcome. Hereinafter we will describe each element to address all possible antecedents. We started with proposing the first questions: how key actors might obtain social-ideas? One way to find out would be using Leadbeater (2001) framework. Mostly, idea generation for social entrepreneurship was coming from dialectics between formal knowledge and social values from each actor. Apprehension would become the initial idea which further strengthened by the support from society. Therefore, the first outcome at early stage should be found on the acceptance level from society's perspectives.

The role of knowledge on early stage of social entrepreneurship signaled the source of social motivation and awareness. Respective stakeholder might use multi-dimension promotional tools to improve the level of social awareness from the society.

Analyzing on how to make acceptancy become higher from one time to another, idea initiator need firmly methodology to explore the root of the problem addressed by the society. The use of in depth interview and exploratory approaches would be advantageous. As Seelos and Mair (2005) explained that cultivating the idea for social entrepreneurship must began with eagerness from entrepreneur to mingle with their local community. Moreover, the same pattern also plausible to promote the social spirit to other traditional entrepreneur.

The next critical stage can be found at the implementation phase. Using Vietnam and Kenya as samples, Smith and Darko (2014) highlighted the importance of leadership and effective communication process as vital elements to carry-out the mission. Unsupportive leader and ineffective process of communication tend to be major obstacle for social entrepreneurship. Up to certain point, there is possibility that social enterprise might shift to become pure-profit oriented company due to the absence of strong leadership.

Meanwhile, research on the ideal type of leadership for social entrepreneurship is still limited and inconclusive. But recalling the basic concept of leadership style, there is signal that transformational leadership, follower-leadership and servant leader can be use as benchmark to ideal style for social entrepreneurs (Heinecke et al., 2014; Below and Tripp, 2010). Moreover, as the social movement needs more leaders, then another possible type would be community-leadership – type of leadership who is based on collaborative spirits and actions which can inspired others.

The last elements should be the ongoing outcome from social entrepreneurship. Though plethora of studies has appointed social impact as commonly accepted objectives, but it hasn't yet proven. Some scholars notice that awarding might performed as effective encouragement, but unconsciously, this policy tend to bring the enterprise to wrong directions. They might see the physical medal as the triggering factor thus blurring the essence of true social-economy movement.

Another skepticism addressed by quantitative followers. Scholars should use more commonly measurement approach. One of the quantifiable measurements is human living quality index. Thus, increasing the number of index would be plausible for long-run objective, while social impact should be one of short-run targets.

3. Proposed model

The previous section declared several antecedents which consist of (1) local-knowledge and wisdom, (2) local resources, (3) local leadership, (4) social motivation, (5) community-resilience, and (6) clear mission-vision. Combining all antecedents together in one model (as seen on figure 1), we can see the whole picture of social entrepreneurship. Our proposed model suggested to emphasize the role of community started from the initiation stage up to performance evaluation. Every idea should address the local knowledge and wisdom to cultivate all local resource through local leadership to bring in the spirit of social motivation among society. These efforts will perform strong fundamental basis to build resilience community for a clear mission and vision.

Up to that point, the next homework would be to duplicate the success story from one community to other communities. This is very important since the power

of social economy can be acknowledged through its massive development and rapidity to expand the ideas. Looking back from the last five years, all social economy ideas had been justified as borderless product of human knowledge. All ideas had bear any traditional spirits of marketing, ranging from label, brand-name, promotion and communication process up to the dimension of place. This might proof that social entrepreneurship has the power to be future global business language. Thus, developing the concept from another angle should benefits the affirmation of the theory. Having maintained the model as dynamic pattern, we hope that future research might expand current perspective in order to make social entrepreneurship become one of global acceptance idea.
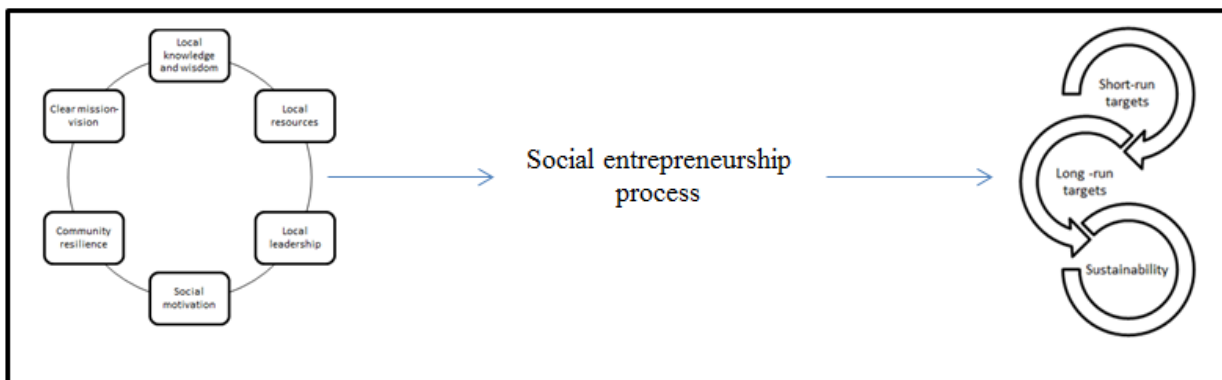

Figure 1 Proposed model

Sources: author own-works

4. Theoretical implications

Our study has contributes three important findings to strengthen social entrepreneurship theory. First, we emphasized that the main actors on social enterprise is the community itself. This was chosen to enhance the term 'social' become more meaningful. We highlighted the important of deploying local knowledge and wisdom to draw attention from the community as well as increasing their level of awareness. Social spirit needs to be induced instead of to be taught. Therefore our study gave strong logical-form on how knowledge dissemination should be performed. Local embeddedness tends to direct the overall performance.

Second, the study succeeded on addressing the six potential antecedents for social entrepreneurship. The distinctive point can be found on how we use community as origin, thus relieving ourselves from traditional perspective. This

might be the strong point from this study. Future studies shared responsibilities to validate the concept in order to provide firmly theoretical framework.

Third, this study strides to expand the model comprehensively. Departing from our conceptual definition for social entrepreneurship, the proposed model has accommodate three important considerations: (1) all six antecedents, (2) the process of implementing social entrepreneurship concepts and (3) the ultimate outcome which covered short-run, long-run and the essence of sustainability.

5. Practical implications

Our findings showed that major stakeholder such as government or individual entrepreneur who act as the first initiator might use the model for practical benchmark. Two important points should be taken into considerations. First regarding the key role of the community; whoever become initiator for the movement needs to convince the society regarding the ideas. If an individual entrepreneur is acting as an initiator, then he/she needs to mingle with the targeted society to analyze the local needs using local knowledge and wisdom objectively. At the same time, the will be able to explore all potential local-resources that should be use upon the next process.

Secondly, it is good to portray the mission and vision with the community since they are the one who is willing to carry-on the project along the journeys. Due to its difficulties, it is plausible to draw the dreams while social entrepreneur undertake their actions. We need to remember that social entrepreneurship is an ongoing process. Both parties – entrepreneur and the community are the two actors who shares responsibility to grow together, thus redefining the origin mission and vision would be one important thing. Similar things should also be applied to our proposed model. As the community becomes more mature, new possible antecedents should be address to enhance the validity of the model.

V. CONCLUSION

Our study has departed from three ambiguities: (1) regarding the firmly definition for social entrepreneurship, (2) the possible antecedents and (3) the model. From grounded research and explanatory approach, this study proposed a new comprehensive definition. Social entrepreneurship should be seen as sets of

strategical thinking process started from envisioning, analyzing the local needs, influencing the idea to the community while creating collaborative movement with them to explore any local resources to fulfill their unsatisfactory needs, thus elevating its living quality index.

Referring to our conceptual definition, the study addressed six potential antecedents for social entrepreneurship which consists of (1) local-knowledge and wisdom, (2) local resources, (3) local leadership, (4) social motivation, (5) community-resilience, and (6) clear mission-vision. Meanwhile, putting all together, we enclosed the paper with proposing firmly-comprehensive framework while stating clearly the theoretical and practical implication from the results.

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社會創業發展脈絡－ 典範知識當前挑戰與議題發展

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摘要

　　近年來，社會創業的概念與定義、潛在的社會創業議題與社會創業模式持續且廣泛地被討論，其中，許多學者從被實踐社會創業的理論與模式中探討社會創業家的創業初衷，卻引發一些爭議，因為社會創業家的個人層面會因為人的行為因素而被誤導。雖然社會創業初衷可讓研究議題更具多樣性，但卻也不易形成學術共識或理論基礎。

　　本文爬梳 1980 至 2016 年間關於社會創業的學術文獻，逐一檢視與個人初衷與社會創業的關聯與解釋概念後，認為若要將個人意圖與社會創業行為區隔，必須將社會創業與所在社區緊密結合。同時提出六大驅使社會創業的元素：(1)在地知識(local-knowledge and wisdom)、(2)在地資源(local resources)、(3)當地領導(local leadership)、(4)社會動機(social motivation)、(5)社區復原力(community-resilience)，以及(6)清楚的使命願景(clear mission-vision)，提供研究人員後續在研究社會創業參考方向。

關鍵詞彙：社會創業，社會企業，社會脈絡，社會資源

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