



PEOPLE'S DEMOCRATIC REPUBLIC  
OF ALGERIA MINISTRY OF  
HIGHER EDUCATION AND SCIENTIFIC RESEARCH  
UNIVERSITY OF MOHAMED BOUDIAF - M'SILA



**FACULTY OF: Economic, Management,  
and Financial Sciences**  
**DEPARTMENT OF: Management Sciences**  
N°:.....

**DOMAIN: Management Sciences**  
**STREAM: Management Sciences**  
**OPTION: Strategic Management**

**Dissertation Submitted to the Department of  
Management in Partial Fulfilment of the  
requirements for the Degree of Master**

## **Titled**

**The Motivations of Social Entrepreneurship in the Developing  
Countries: Case of Social Entrepreneurs in the MENA Region**

**PRESENTED BY: Sarra Messili**

**SUPERVISED BY: Dr. Hamza AIB**

### **Committee**

Dr. Boudjemaa Amroune	Mouhamed Boudiaf University, M'sila	President
Dr. Hamza AIB	Mouhamed Boudiaf University, M'sila	Supervisor
Pr. Kamel Gasmi	Mouhamed Boudiaf University, M'sila	Examiner

**ACADEMIC YEAR : 2020/2021**

**Abstract:**

Social entrepreneurship has been recognized as a tool to create social values, impact, and changes to solve the community issues, however, its motivations remain under-theorized, and since it's important in today's economic growth, in the present research, we want to explore the motivations of social entrepreneurship in developing countries, particularly in relation to what motivates entrepreneurs to start a social venture in the developing countries. Thus, in this research, we will discuss the motivations of social entrepreneurship in developing countries by understanding the perspectives of social entrepreneurs from the MENA countries.

**Keywords:** Social entrepreneurship, Motivations, Developing countries, Social entrepreneurs, Entrepreneurship, Social changes



**Table of content**

# Table of content

<b>Table of content</b> .....	<b>II</b>
<b>List of Tables</b> .....	<b>VI</b>
<b>List of Figures</b> .....	<b>VII</b>
1. Introduction .....	1
1.1. Background .....	1
1.2. Problem Statement and Research Questions .....	1
1.3. Study Propositions.....	2
1.4. Research Objectives .....	2
1.5. Research Design .....	2
1.6. Structure of The Thesis .....	3

## Literature Review

2. Literature Review .....	5
2.2. The Concept of Social Entrepreneurship .....	5
2.2.1. Social Entrepreneurship Background .....	5
2.1.2. Introduction to Social Entrepreneurship.....	5
2.1.3. Type of Social Entrepreneurship.....	6
2.1.4. The Functions and Significance of Social Entrepreneurship .....	7
2.1.5. Boundaries of Social Entrepreneurship .....	9
2.1.6. The Challenges of Social Entrepreneurship .....	9
2.1.7. Other Important Aspects .....	9
2.2. Concept of Motivations .....	11
2.2.1. The Definition of Motivation .....	11
2.2.2. Theories of Motivation.....	11
2.2.2.1. Maslow’s Need Hierarchy Theory .....	11

2.2.2.2. McClelland’s Acquired Needs Theory .....	11
2.3. The Motivations of Social Entrepreneurship.....	12
2.3.1. Innovation & Profits Motives.....	12
2.3.2. Sentimental Motives.....	13
2.3.2.1. The Theory of Moral Sentiments .....	13
2.3.2.2. Moral Sentiments Driven by an Entrepreneur’s Personal Distressful Experiences	14
2.3.3. Social Entrepreneur Motives .....	15
2.3.3.1. The Social Entrepreneur: Character and Motivation.....	15
2.3.4. Sustainable Development Motives.....	17
2.3.5. Political Ideology Motives .....	17
2.3.6. Economic Motives.....	18
2.3.7. Cultural and Lifestyle Motives.....	19
2.3.8. Migration and Diversity Motives .....	19
2.3.9. COVID-19 Motives.....	20
2.3.10. The Legacy Motives .....	20
2.4. Social Entrepreneurship in Developing Aspects .....	21
2.4.1. Social Entrepreneurship in Developing Economies.....	21
2.4.2. Social Entrepreneurship in Empowering Women .....	21
2.4.3. Social Entrepreneurship in Developing countries .....	22
2.5. Chapter Conclusion .....	24

## Research Design

3. Research Design .....	26
3.1. Research Epistemology .....	26
3.2. Research Methodology.....	27
3.2.1. Research Design.....	27
3.2.2. Research Methods .....	27
3.2.3. Sampling definition .....	27

3.2.4. Data collection.....	27
3.2.4.1 Sample Data .....	27
3.2.4.2 Nvivo Program .....	28
3.2.4.3 Steps of Using Nvivo .....	28
3.2.6. Analyzing The Interviews Data.....	32
3.2.7. Nvivo Output.....	33
3.2.7.1. The Lexical Approach Results .....	33
3.2.7.2. The Linguistic Approach Results .....	36
3.2.8 Propositions Study.....	37
3.2.8.1 Personal Motives .....	37
3.2.8.2. Social Motives.....	39
3.2.8.3. Economic Motives.....	42
3.2.9. Discussion .....	45
4. Conclusion.....	48
4.1. Research Summary.....	48
4.2. Answers to The Research Questions .....	48
4.3. Research Contributions .....	48
4.3.1. Theoretical Contributions.....	48
4.3.2. Methodological Contributions.....	49
4.4. Research Limitations and Perspectives .....	49
References: .....	51



**List of Tables**  
**List of Figures**

# List of Tables

number	Content	page
01	Structure of the research	3
02	Situated practice of social economies	21
03	Linking the propositions with the nodes in Nvivo	28
04	The interview atmosphere of the Sparknuit Project Owner	29
05	The interview atmosphere of the Build Up Project Owner	30
06	The interview atmosphere of the Future Compass Project Owner	31
07	The interview atmosphere of the ResCom Project Owner	32
08	All Source Results Word Frequency Query Table	35
09	Pearson Correlation Coefficient Between Sources	36
10	Result Word Frequency Query Table	38
11	Framing by Elements	38
12	Pearson Correlation Coefficient Between Personal Motives and Social Motives.	39
13	Result Word Frequency Query Table	40
14	Framing by elements table	41
15	Pearson Correlation Coefficient Between Social Motives and Economic Motives	42
16	Result Word Frequency Query Table	43
17	Framing by elements table	43
18	Pearson Correlation Coefficient Between Economic Motives and Personal Motives	44

# List of Figures

number	Content	page
01	Characteristics of social enterprises.	6
02	The Functions of Social entrepreneurship in Business.	7
03	Pure forms of social engagement.	10
04	Sentimental drivers of social entrepreneurship.	15
05	The Social Entrepreneurs Characteristics	16
06	Social Entrepreneurs and their Motivations	17
07	Words Cloud	36
08	Encoding by Element Graphically for Personal Motives	38
09	Textual Search Query	39
10	Graphic Framing by the Motivational Social Elements	41
11	Textual Search Query	42
12	Encoding by Element Graphically for Economic Motives	44
13	Textual Search Query	45



# **Introduction**

# **1. Introduction**

## **1.1. Background**

In the last decades, social entrepreneurship (SE) has grown to be a path for entrepreneurs who want to make a remarkable change in their communities. As Wolk, (2008) describes “it is a combination of business principles with a passion for social impact” (A., L., & D., D. (2012)). However, Schumpeter (1934) assumed that entrepreneurship has long been acknowledged as a major force for economic development, only recently has the important role social entrepreneurship plays in contributing toward both economic and social wellbeing been recognized.

According to the researchers, Mair and Marti (2006), Social entrepreneurs aim to promote social causes through cross-boundary and interdisciplinary work, bridging diverse stakeholders and resources. The choice of an entrepreneur’s career can be understood as the result of a combination of personal and situational factors (Cohen, H., Kaspi-Baruch, O., & Katz, H. (2019)).

Moreover, Thompson, Alvy, and Lees (2000) describe social entrepreneurs as opportunity-seeking individuals who aim to match unsatisfied needs and resources in order to influence and achieve sustainable and systemic social change Cohen, H., Kaspi-Baruch, O., & Katz, H. (2019).

On the other hand, we can consider social entrepreneurship as a process that seeks out innovative solutions to outstanding social problems. This involves, amongst other things, entrepreneurs’ pursuit of opportunities that allow them to accomplish such solutions, which, in turn, requires a process of continuous adaptation and learning on the part of the entrepreneur (Picazo, M. T. M., Soriano, D. R., & Martín, M. Á. G. (2015)). However, in order for them to keep maintaining successful solutions, they must be motivated toward one goal it could be personal, social, or economic, or all three. In this study, we will discuss the motivations of social entrepreneurship in developing countries to understand what might be the motive behind creative social projects.

## **1.2. Problem Statement and Research Questions**

Social entrepreneurship plays a key role in developing countries and making the world a better place with their agents' help, "motivated entrepreneurs" who have the passion of accomplishing an outstanding social outcome. However, the motives of social entrepreneurship still not determined yet, as we are aware that all the social entrepreneurs' goal is to solve a social issue and provide better solutions and maintain the community growth but the reason behind

them choosing to do so is still blurry that's why we set the problem statement of this research as:

### **What are the motivations that affect social entrepreneurship in developing countries?**

To answer the problem statement question, we came up with three sub-questions and they are as following:

- I. Do personal motives affect social entrepreneurship in developing countries?
- II. Do social motives affect social entrepreneurship in developing countries?
- III. Do economic motives affect social entrepreneurship in developing countries?

### **1.3. Study Propositions**

In this study, we propose the following:

- I. Personal motives have an effect on the social entrepreneurs to make a social change.
- II. Social motives have an effect on the social entrepreneurs to make a social change.
- III. Economic motives have an effect on the social entrepreneurs to make a social change.

### **1.4. Research Objectives**

This research aims to find the main motive of adopting social entrepreneurship in developing countries. Our study will focus on the MENA countries due to their recent interest in social entrepreneurship. Moreover, to better understand our study we list the following objectives:

- I. To identify the social entrepreneurship concept, background, and other important aspects.
- II. To explore all the motives that drive social entrepreneurs to accomplish outstanding social outcomes for the community.
- III. To explain the impact that social entrepreneurship leave in developing countries.

### **1.5. Research Design**

In this thesis, we follow interpretivism philosophy as we seek to interpret elements of the motivations of social entrepreneurship in developing countries. So we are building a qualitative research, that involves collecting and analyzing data from our interviews to understand concepts, opinions, or experiences, we use Nvivo program to get the output of our collected data.

In this research we seek a process where we use Google Scholar and science Hub as a tool for our theoretical section (Social entrepreneurship and motivations), it will help us identifying the theories and explaining them as well, then we collect our data from interviewing

social entrepreneurs from Morocco, Algeria, Qatar than we analyze our Data using Nvivo as a tool to pick the right proposition. Last, we report our results and discuss them.

## **1.6. Structure of The Thesis**

The table below will demonstrate the structure of our thesis:

<b>1. Introduction</b>
<b>1.1. Background</b>
<b>1.2. Problem Statement and research Question</b>
<b>1.3. Study Propositions</b>
<b>1.4. Research Objectives</b>
<b>1.5. Research Design</b>
<b>1.6. Structure of the Thesis</b>
<b>2. Literature Review</b>
<b>2.1. The Concept of Social Entrepreneurship</b>
<b>2.2. The Concept of Motivations</b>
<b>2.3. The Motivation of Social Entrepreneurship</b>
<b>2.4. Social Entrepreneurship in Developing Aspects</b>
<b>2.5. Chapter Conclusion</b>
<b>3. Research Design</b>
<b>3.1. Research Epistemology</b>
<b>3.2. Research Methodology</b>
<b>3.2.1. Research Design</b>
<b>3.2.2. Research Methods</b>
<b>3.2.3. Sampling Definition</b>
<b>3.2.4. Data Collection</b>
<b>3.2.5. Interviews Atmosphere</b>
<b>3.2.6. Analyzing The Interviews Data</b>
<b>3.2.7. Nvivo Output</b>
<b>3.2.8. Propositions Study</b>
<b>3.2.9. Discussion</b>
<b>4. Conclusion</b>
<b>4.1. Research Summary</b>
<b>4.2. Answers to the Research Question</b>
<b>4.3. Research Contributions</b>
<b>4.4. Research Limitation and Perspectives.</b>

**Table 1: Structure of the research**



**Literature  
Review**

## **2. Literature Review**

### **2.2. The Concept of Social Entrepreneurship**

#### **2.2.1. Social Entrepreneurship Background**

It all started in the 1980s with the foundation of Coined by Bill Drayton (Mody, M., Day, J., Sydnor, S., & Jaffe, W. (2016), who define social entrepreneurship as a term to describe a wide variety of domains ranging from social impacts such as work integration (Vidal, 2005) Hockerts, K. (2015).

Since then, social entrepreneurship has become referred to as any socially driven entrepreneur with a passion to solve a social problem, create a change that impacts society, and builds strong sustainable organizations, which are either set up as for-profit or not-for-profit companies. (Austin et al. 2006; Dacin et al., 2010; Milleret al., 2012; Peredo and McLean,2006; Santos,2012); (Mueller, S., Brahm, T., & Neck, H. (2015).

Therefore, over the past two decades, social entrepreneurship was known as a powerful tool to drive social innovation and transformation in different fields such as education, health, environment, and enterprise development.(Mueller, S., Brahm, T., & Neck, H. (2015)

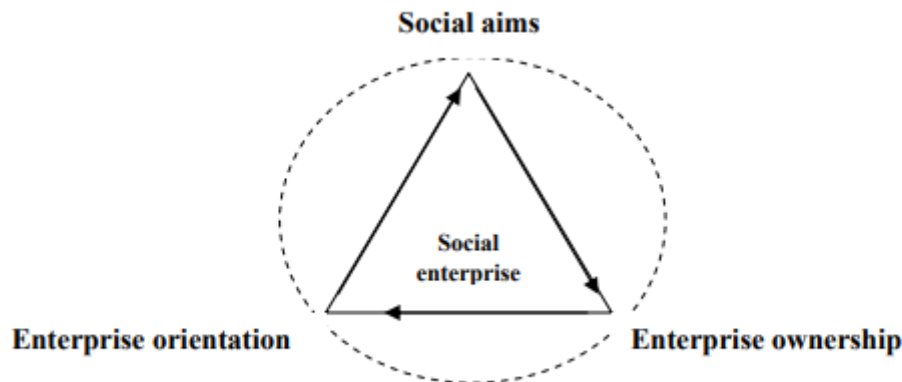
#### **2.1.2. Introduction to Social Entrepreneurship**

Social entrepreneurship is a process of doing business for social reasons; it seeks invented ideas to solve current social challenges, with the help of the social entrepreneurs who create opportunities for the mission of accomplishing outstanding social change. (Miller et al., 2012).

Implementing social entrepreneurship can be found in small and large scale organizations that focus on creating a new system to change a certain problem in a specific environment to have a better result, thus applying it leads to two directions (For-profit or non-profit solutions) each one suits the nature and geographic environment of the population. (Picazo, M. T. M., Soriano, D. R., & Martín, M. Á. G. (2015).

According to researchers, the social entrepreneur is the person who takes actions towards government failure to change a social problem by providing sustainable solutions (Santos, 2012: 345), Therefore, the advantage of being a social change maker is the ability to focus on spreading the social innovation as widely as possible in the world in order to maximize social change, unlike governments who tends to focus on achieving a competitive economic advantage. (Drayton 2002; Chell 2007)” (Perrini, Vurro, and Costanzo, 2010: 525). (McMullen, J. S., & Bergman, B. J. (2017).

According to the BC center for social entrepreneurship definition, a social enterprise has two goals: to achieve social, cultural, community economic, or environmental outcomes; and, to earn revenue. On the surface, many social enterprises look and execute like traditional businesses. Thus, research has shown three main characteristics of social enterprises:



**Figure 1. Characteristics of social enterprises.**

**Source:** Made by (Lāsma D, Aina D, Aija S, 2010)

- a. Firstly, it has a social aim or aims like fighting unemployment by job creation, training, or the provision of local services.
- b. Secondly, it is achieving social purpose by engaging in trade in the marketplace which will ensure they can continue to help provide a solution for a social or environmental problem.
- c. Thirdly, social ownership means the company's profits are used for the provision of charity organization objectives provision.

### **2.1.3. Type of Social Entrepreneurship**

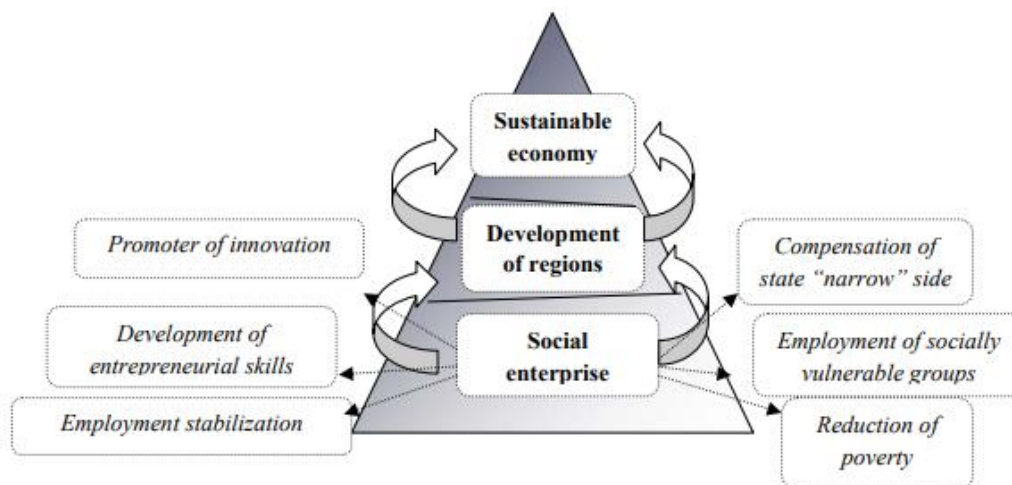
Social entrepreneurship was typologically divided into three archetypes which were created by authors: Frederick Hayek, Israel Kirzner, and Joseph Schumpeter each of which occupies a prominent and distinctive portion of the social entrepreneurial landscape. A brief review of each form of social entrepreneurship follows (Smith, B. R., & Stevens, C. E. 2010).

- a. Social Bricoleur by Hayek (1945): This type focuses on local/regional concerns, like solving local problems and maintaining focus only on that. It exists in small scopes around the world so the solutions to any of its problems are likely small and specific (means social entrepreneurs here create solutions that fit/solve only specific local problems) due to the poor sources is accompanied with. In addition, this type of social entrepreneurship is driving by the geographic and cultural nature of the population for which the organization was created (Smith, B. R., & Stevens, C. E. 2010).

- b. Social Constructionists by Kirzner (1997): According to the Kirznerian perspective, this type help identifies the gaps and needs in society and the ability to address and meet them, thus a social constructionist is always on the loup to provide sustainable solutions for social problems on a small/large scope which is a reason for constructionist to apply their social solutions to many different contexts and that's the difference between the previous type and this one unlike the bricoleur the constructionist solutions can be applied in a different context, not just a specific matter. Therefore, the advantage of following this type is to come up with expandable solutions that fit different contexts (Zahra et al. 2009).
- c. Social Engineers by Schumpeter (1942): it is found on a large and very large scale where they replace an old system by creating a new one that matches the current large issues. Thus, social engineers are deconstructing and reconstructing the engines of society to achieve broad social aims. In addition, the social engineer type exists in the entire world because its solutions touch different worldwide context like the well-known example of Muhammad Yunus, 2006 Nobel Laureate, as the prototypical Social Engineer who found the grassroots Grameen bank to fight the poverty that overwhelmed his native Bangladesh by providing loans to poor people without any collateral. Thus what Muhammad Yunus created as a contribution to creating economic and social development got rewarded and now they use his solutions in different contexts globally. (Zahra et al. (2009)).

#### **2.1.4. The Functions and Significance of Social Entrepreneurship**

Social entrepreneurship fulfils several significant functions in the economy and society. (State of social enterprise survey 2009).



**Figure 2. The Functions of Social entrepreneurship in Business.**

**Source:** Made by (Lāsma D, Aina D, Aija S, 2010)

And as social entrepreneurs always put their attention to achieve economic and social security (*The Significance of Social Entrepreneurship In Latvia Regions, 2010*) for all society members by providing them livelihood opportunities, and by raising the standard of living of the people, in the following we will detail the significant functions of social entrepreneurship:

- a. Social Entrepreneurship creates and maintains a stable level of employment: Facilitates employment while allowing residents to become self-employed and it decreases social and economic problems, Thus empowering self-employees will grow the chances and opportunities to employ more people. (*The Significance of Social Entrepreneurship In Latvia Regions, 2010*)
- b. Social Entrepreneurship provides support to socially vulnerable groups: especially people with disabilities who face social problems in their professional and private life, gender equality, and life quality in the family, it looks after them and provides the support they need to have equal rights. (*The Significance of Social Entrepreneurship In Latvia Regions, 2010*)
- c. Social Entrepreneurship aims for the development of entrepreneurial skills: growing the abilities to fit the market needs and create opportunities for the persons in order to set up their own social enterprises (eg health and social care, education, energy, transportation, and recycling). In this way, the development of social entrepreneurship promotes business development. (*The Significance of Social Entrepreneurship In Latvia Regions, 2010*)
- d. Social Entrepreneurship is Important for compensating countries: Knowing that there are a lot of functions which the government is unable to do and those functions have been “returned” to social entrepreneurs due to their ability to create job creation, training, education, local services such as environmental conservancy, etc. (*The Significance of Social Entrepreneurship In Latvia Regions, 2010*)
- e. Social Entrepreneurship creates social innovation: social entrepreneurs have to be so creative to put their social touch into education, health, environment, and business development. Thus coming up with new ideas will help lightning sustainable solutions to change society for the better. (*The Significance of Social Entrepreneurship In Latvia Regions, 2010*)
- f. Social entrepreneurship reduces poverty risk: According to the data of the Central Statistical Bureau in 2008, the most harmed people are the persons aged between 18 to 24 means the young are more likely to suffer from unemployment. However, by promoting social entrepreneurship the risk of unemployment could be decreased as social

entrepreneurs solve social and economical problems in society. (*The Significance of Social Entrepreneurship In Latvia Regions, 2010*)

### **2.1.5. Boundaries of Social Entrepreneurship**

In order to be more specific when using the term Social entrepreneurship and anticipate how an organization may need to adapt over time and to make a more reasoned projection of the potential for an entrepreneurial outcome, researchers studied the boundaries of social entrepreneurship to be meaningful and specific when having a social entrepreneurship ideas because there are a lot of ideas that don't fit as a social change ideas. Therefore, there are two primary forms of socially valuable activity which will help us differentiate between social entrepreneurship projects and others social activities:

1. Social Service Provision: it exists in regions around the world but the difference between social entrepreneurship and their social services is that the last one impact remains constrained and confined to a certain local population, also their scope is determined by whatever resources they are able to attract.
2. Social Activism: the motivator of the activity is the same as the social service provision, the difference is that they influence others to take social actions unlike what a social entrepreneur would act, a social activist would influence others to take actions (others means: governments, NGOs, consumers, workers, etc.).

### **2.1.6. The Challenges of Social Entrepreneurship**

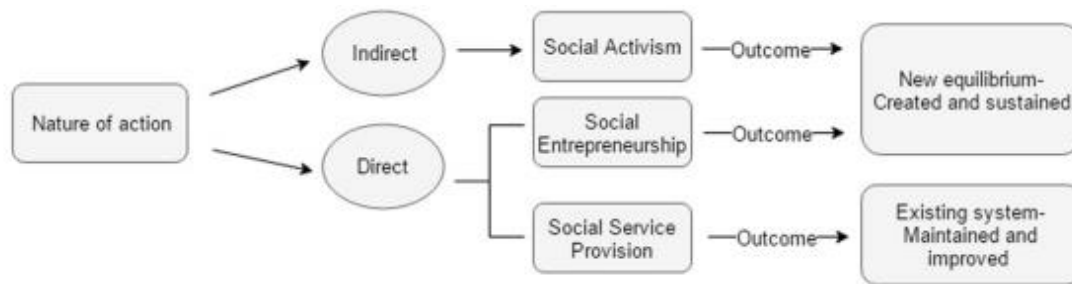
Social entrepreneurship presents very distinct and poignant challenges (Chell, 2007; Elkington & Hartigan, 2008; Hemingway, 2005; Leadbeater, 1997) and it can be viewed as particularly arduous because it “demands that entrepreneurs fuse together key elements of different logics that may have little in common and may even be in conflict” (Tracey, Phillips, & Jarvis, 2011: 60).

In addition, social entrepreneurship combines market-based organizing, where resources are acquired by promising direct financial returns that are achieved by realizing the organizational goal of creating economic value, with charity based organizing, where resources are acquired by promising donors indirect social returns that are achieved by realizing the organizational goal of creating social value (Battilana & Dorado, 2010).

In sum, social entrepreneurship can be viewed as challenging because it requires marrying two ostensibly contradictory organizational goals in environments where even basic institutional infrastructure may not be in place. (Miller, T. L., Grimes, M. G., McMullen, J. S., & Vogus, T. J, 2012, 619)

### **2.1.7. Other Important Aspects**

After recognizing the difference between social entrepreneurship and other social activism/ service provision, now it's time to understand the pure forms the social actors tend to incorporate.(Figure 3)



**Figure 3: Pure forms of social engagement.**

**Source:** Gandhi, T., & Raina, R. (2018).

According to figure 3, the social entrepreneur and the social service provision are always direct action takers, however, the social activist takes a different direction with indirect actions which are influencing. Thus, there appear to have two outcomes: the first result for each (Social entrepreneurship / social activism) is to have a new equilibrium created and sustained; the other result (social service provision) is to improve and maintain an existing system.

Therefore, research has shown that combining social service provision with social activism is going to provide the same equivalent outcome to that of social entrepreneurship.

## **2.2. Concept of Motivations**

### **2.2.1. The Definition of Motivation**

The term ‘motivation’ has its origin in the Latin word “movers” which means to “move”. Also it is defined as “a set of energetic forces that originate both within as well as beyond an individual’s being” that determine the intensity and duration of behavior (Pinder, 1998: 11). Thus, motivation stands for movement. One can use incentives, or threats, or reprimands. However, these only have a limited effect. These work for a while and then need to be repeated, increased, or reinforced to secure further movement.

We can define the term motivation as “the managerial function of ascertaining the motives of subordinates and helping them to realize those motives.”

### **2.2.2. Theories of Motivation**

#### **2.2.2.1. Maslow’s Need Hierarchy Theory**

According to Prof A. H. Maslow, a person’s effectiveness is a function of matching his opportunity with the appropriate position of the hierarchy of needs. He assumed that the process of motivation starts with understanding the behaviours of the person towards the satisfaction of needs. And they are as follows:

- a. Basic Physiological Needs: they are primary (survival and maintenance of human life) needs like food, clothing, air, water.
- b. Safety and Security Needs: at this level, people want the assurance of maintaining a given, economic level.
- c. Social Needs: Man is a social being. He is, therefore, interested in conversation, sociability, exchange of feelings and grievances; companionship, recognition, belongingness, etc.
- d. Esteem and Status Needs: They are also known as egoistic needs (prestige and status of the individual).
- e. Self-Fulfillment Needs: this is the final level that shows the need to fulfil what a person considers to be his mission in life.

#### **2.2.2.2. McClelland’s Acquired Needs Theory**

David McClelland gave a model of motivation which is based on three types of needs:

- a. Need for achievement (n-Ach): a drive to excel, advance, and grow.
- b. Need for power (n-Pow): A drive to influencing others and situations.
- c. Need for affiliation (n-Aft): A drive for friendly and close interpersonal relationships.

Furthermore, in McClelland view in the case of entrepreneurs with a high need for achievement are characterized by the following:

- a. They set moderate, realistic, and attainable goals for them.

- b. Prefer situations in which they can find solutions for solving personal responsibility.
- c. They need concrete feedback on how well they are doing.
- d. They have a need for achievement for attaining personal accomplishment.
- e. They look for challenging tasks.

Having motivation is recognized as the high need to achieve, moderate need for power and low affiliation motive which induce people to set up and run their own life/work. Apart from these, entrepreneurs have other behavioural dimensions such as tolerance for ambiguity, problem-solving, creativity, etc. (website:

<http://www.jiwaji.edu/pdf/ecourse/management/ENTREPRENEURIAL>)

### **2.3. The Motivations of Social Entrepreneurship**

According to many researchers, social entrepreneurs are the persons who bring values to the community by identifying the opportunities and achieving social outcomes. However, we wanted to know what motivates them to follow the social path as entrepreneurs and to discover it we list the following motives: (Ruskin, J., Seymour, R. G., & Webster, C. M. (2016))

#### **2.3.1. Innovation & Profits Motives**

We seek to understand the role of prosocial, profit, and innovation motivations in the individual's decision to become a social entrepreneur (Douglas, E., & Prentice, C. 2019) since they are heterogeneous (Martin & Osberg, 2007; Shane & Venkataraman, 2000), and may choose social entrepreneurship for different combinations of reasons.

1. Prosocial Orientation & Social Entrepreneurship Intentions : according to Douglas, even if the intention of social entrepreneurs is towards the provision of social benefits – implying that a prosocial attitude is a necessary condition for the formation of SEI, it is theoretically possible that an individual might choose social entrepreneurship for-profit and innovation reasons alone – i.e. if the utility part-worths of these two outcomes are sufficiently large to make a social entrepreneurship opportunity more desirable in terms of total utility than any other commercial or social or employment opportunity.(Douglas, E., & Prentice, C. 2019)
2. Profit Orientation & Social Entrepreneurship Intention: social entrepreneurs' primary goal is to keep maintaining the provision of social values to the community, therefore they may seek profit for their personal and family benefits as their secondary goal which will help them in the near future to be able to invest more and leave outstanding social outcomes. Thus, these are commonly called “hybrid” social entrepreneurs (Battilana & Lee, 2014; Battilana, Sengul, Pache, & Model, 2015; Stevens, Moray, & Bruneel, 2015; Wry & York, 2017) (Douglas, E., & Prentice, C. 2019)

Moreover, Douglas predicts that "hybrid social entrepreneurs will have a positive attitude to profit, notwithstanding their primarily social purpose. In addition, other individuals may have positive attitudes to profit for their own holistic reasons, such as to pay off debt or save for retirement. Yet others may have no significant attitude to profit in this context due to their possession of sufficient personal wealth, their extreme empathy or altruism, or non-materialistic lifestyle". (Douglas, E., & Prentice, C. 2019)

3. Innovation Orientation & Social Entrepreneurship Intentions: in addition, to solve the "market failure" and "government failure" problems, innovation is highly needed for social entrepreneurship due to the necessity of innovative new products and services, and/or innovative production and distribution processes. (Santos, 2012). Also, innovation is a great instrumental to the achievement of prosocial outcomes because it provides solutions to the market/government failure problems (Bacq & Alt, 2018).

We expect to have different heterogeneous social entrepreneurs when it comes to innovativeness, some may look at innovation as a tool to achieve their prosocial/profit aspirations for them its preference is relatively low or insignificant. For Others, innovation is considered a source of pride. (Bacq & Alt, 2018)

According to Dacin et al, the consequences of innovation is not being able to predict outcomes which mean the social entrepreneur is at-risk exposure at any unknown point, So it's preferable for the social entrepreneurs who are on limited budgets to avoid the risk of innovation as it might render the venture non-viable and cause them to fail in their primary mission to provide social benefits (Dacin et al., 2010; Weerawardena & Mort, 2006)

### **2.3.2. Sentimental Motives**

We found that most entrepreneurs who have faced distressing experiences, including limited educational opportunities, unemployment experience, rural poverty experience, and start-up location hardship are more likely to build or participate in social entrepreneurship activities which explains why we want to focus on the moral sentiment perspective as a motive to understand the social entrepreneurs' actions and behaviours (Weerawardena & Mort, 2006)

#### **2.3.2.1. The Theory of Moral Sentiments**

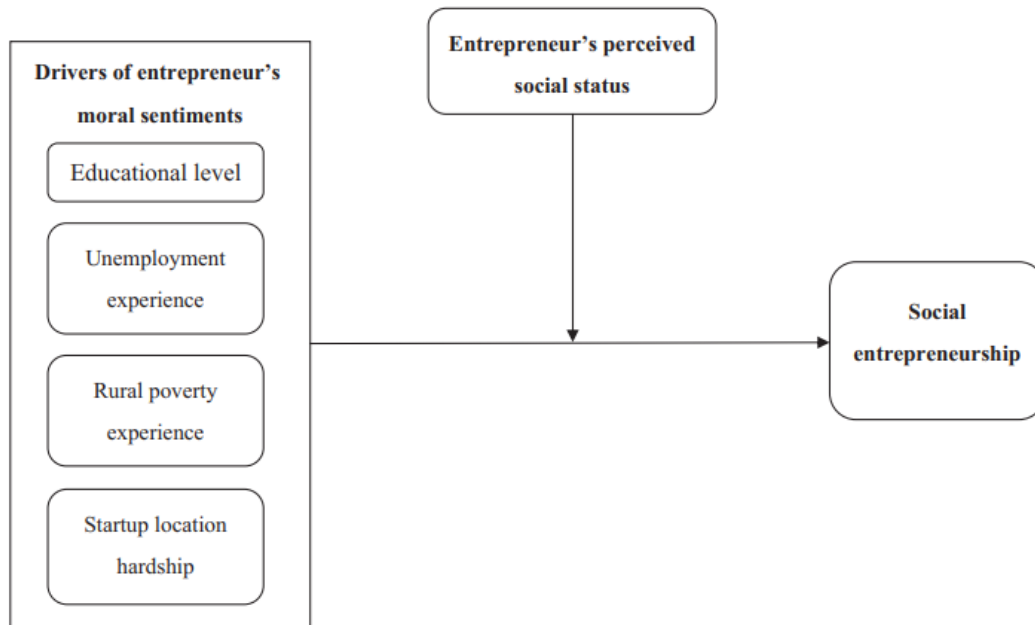
Adam Smith invented this theory in 1759 in order to define explain the motives of socially-driven entrepreneurs. He suggested ethical, philosophical, and psychological underpinnings of human behaviour and economic activity. Adam claimed that humans are empathetic spectators imagining their feelings as if they were in the place of others, this creates a desire to maintain good social relationships and consciousness of common humanity.

Therefore, the researchers Yiu, D. W., Wan, W. P., Ng, F. W., Chen, X., & Jun Su. Noted that "In the entrepreneurship literature, Newbert (2003) emphasized that entrepreneurs should appeal to altruistic motives for promoting effective morally based economic systems. Building on this logic, we propose that moral sentiments are the main driver for entrepreneurs to participate in social entrepreneurship in emerging economies". (Yiu, D. W., Wan, W. P., Ng, F. W., Chen, X., & Jun Su. (2014) page 60)

**2.3.2.2. Moral Sentiments Driven by an Entrepreneur's Personal Distressful Experiences**

- a. Limited educational opportunities: entrepreneurs who faced hard times facing low educational experience tend to be more sympathetic toward those in need of it, driving them to participate in more social entrepreneurship. (Yiu, D. W., Wan, W. P., Ng, F. W., Chen, X., & Jun Su, 2014, 60-64)
- b. Unemployment experience: Entrepreneurs who experienced distressing unemployment experiences would be more likely to sympathize with the needy and have moral sentiments for participating in social entrepreneurial activities. (Fineman, 1979)
- c. Rural poverty experience: entrepreneurs who have engaged in village committees will be more sympathetic toward poverty-stricken groups and will engage in more poverty-reducing programs. (Yiu, D. W., Wan, W. P., Ng, F. W., Chen, X., & Jun Su, 2014, 60-64)
- d. Start-up Location Hardship: entrepreneurs who have had hard times dealing with the project location tend to join the social entrepreneurship path in order to provide their experience to help others who need it.

According to researchers, an entrepreneur's perceived social status, as an external driver, would further motivate entrepreneurs driven by internal moral sentiments to engage in more social entrepreneurial endeavours (See figure 4)



**Figure 4: Sentimental drivers of social entrepreneurship.**

**Source:** Made by (Yiu, D. W., Wan, W. P., Ng, F. W., Chen, X., & Jun Su. (2014)).

### **2.3.3. Social Entrepreneur Motives**

Successful entrepreneurs have multiple roles that's why they are expected to have good outcomes while balancing between those roles. Researchers claimed that the motivation of social entrepreneur cannot be separated from the outcome of their actions, as with other economic actions where actors are presumed self-interested. Presuming that the outcome of their endeavor could improve public utility and enhance social capital. (Christopoulos, D., & Vogl, S, 2014: 2-3)

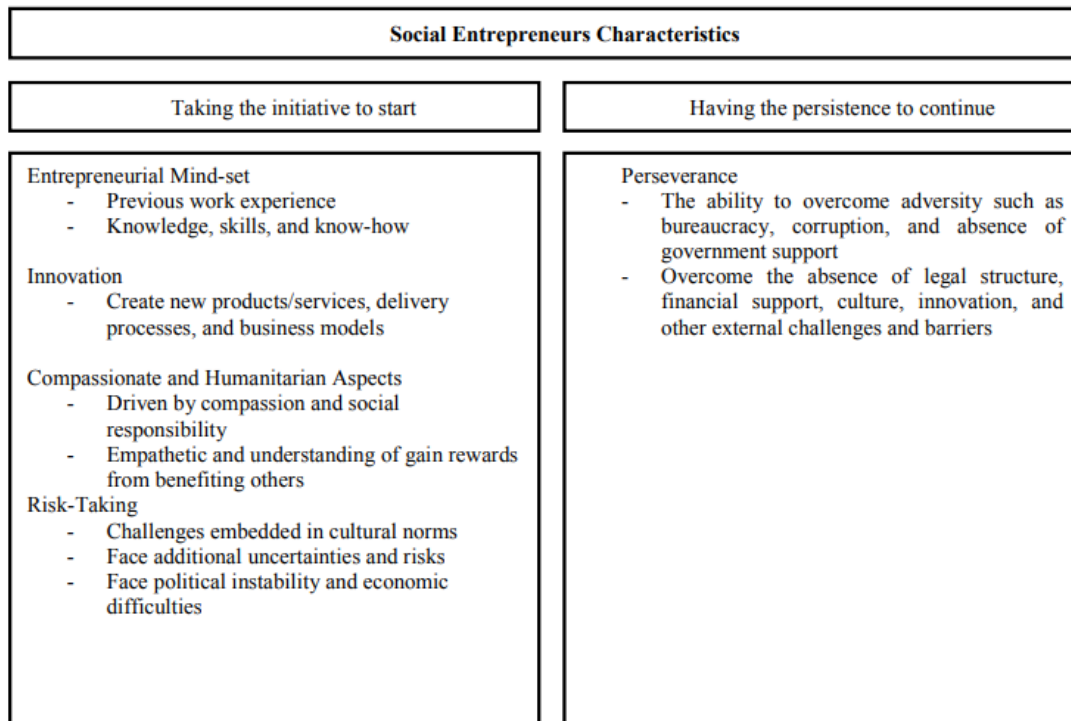
#### **2.3.3.1. The Social Entrepreneur: Character and Motivation**

Multiple authors have agreed to characterize the social entrepreneurs as social heroes with powerful new, system-changing ideas. Social entrepreneurs utilize entrepreneurial talents and skills to accomplish social change because the primary goal for them is to create value for the society rather than gaining value which is the central difference between social and commercial entrepreneurs.

According to Phills et al. (2008) boldness, accountability, resourcefulness, ambition, persistence, and unreasonableness is considered as a common trait of effective social entrepreneurs. However, Boschee. (1998); Litzky et al. (2010); Smith et al. (2013) included passion, clarity of purpose, commitment, courage, and flexibility, and abilities include thinking strategically, taking risks, focusing on customers, thinking like a businessman, and having an entrepreneurial mindset as the characteristics that make the social entrepreneur successful. On the other hand, Ernst (2012) suggested that social entrepreneurs approach the same

entrepreneurial personality traits/entrepreneurial mindset such as innovativeness, need for achievement, need for independence, and pro-activeness. (Ghalwash, S., Tolba, A., & Ismail, A. 2017: 3-4)

From the previous author's suggestions, we came to a realization that the most common characteristics of a social entrepreneur are to have an innovative and entrepreneurial mindset and being persevering, have compassion, and Humanitarian aspects with a willingness to take the risk. (See figure 5).

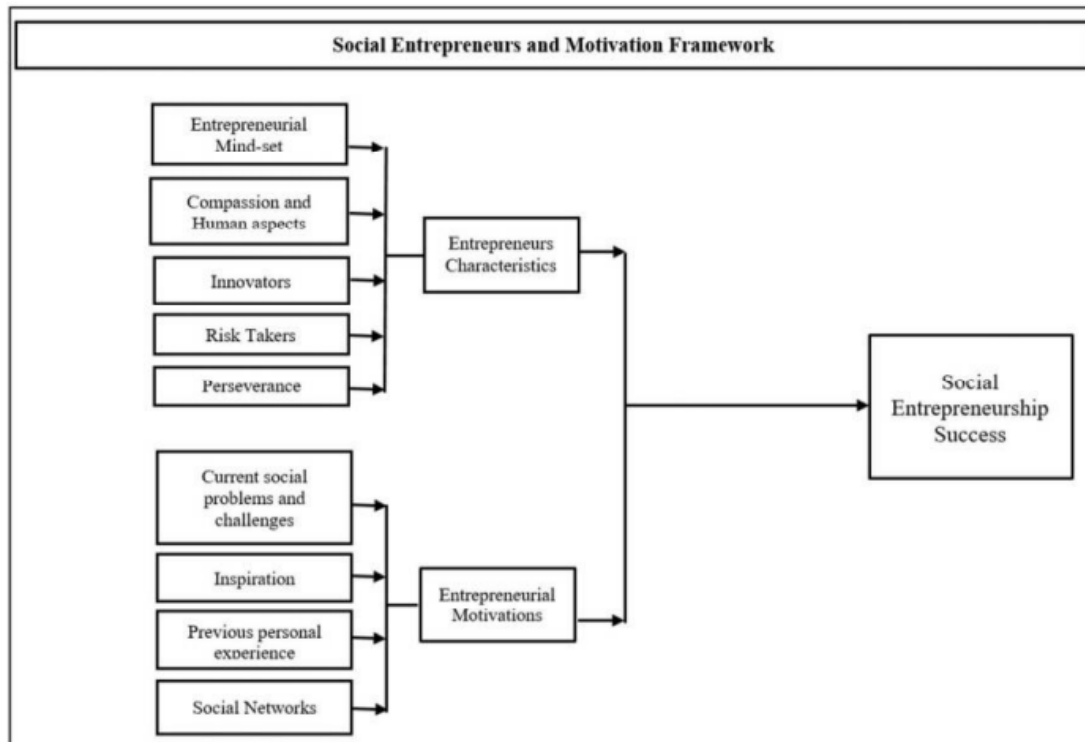


**Figure 5: The Social Entrepreneurs Characteristics**

**Source:** Made by Ghalwash, S., Tolba, A., & Ismail, A. (2017)

Most of the authors agreed that most of the social entrepreneurs are driven by a vision to which they remain passionately committed and they differentiated them from other entrepreneurs as their motive comes from altruism or philanthropy. In addition, Zahra et al. (2009) noted that helping others is often a motivation for the behaviour of social entrepreneurs and an outcome of their activities. Thus, due to the motive of social entrepreneurs, we realize accomplishments such as create value without concern for profits. (Ghalwash, S., Tolba, A., & Ismail, A. 2017: 4- 5)

On the other hand, Austin et al. (2006), Hwee, and Shamuganathan (2010) argued that the motive of a social entrepreneur is to create novel solutions benefitting these people by capitalizing on their business skills and personal networks and addressing social problems. (Ghalwash, S., Tolba, A., & Ismail, A. 2017: 4- 5)



**Figure 6: Social Entrepreneurs and their Motivations**

**Source:** Made by Ghalwash, S., Tolba, A., & Ismail, A. (2017)

#### **2.3.4. Sustainable Development Motives**

Social entrepreneurs have been recognized as social change makers who play a key role in seeking opportunities for sustainable development by using their entrepreneurial knowledge and innovative abilities. Thus, social entrepreneurship and sustainable development are crossing paths means social entrepreneurs are the engines to resolving the challenges such as poverty; inequality; safety, etc., which are deep-rooted and widespread in developing countries. Also, they provide systemic solutions to social and environmental problems while ensuring their own survival and sustainability. (Bansal, S., Garg, I., & Sharma, G. (2019)

Hockerts, Wustenhagen (2010), and Schaltegger, and Wagner (2011) had noted that some forms of social entrepreneurship do not fit under the “umbrella concept” of sustainable entrepreneurship, since they do not pursue economic gain even if sustainable entrepreneurship has been seen to include both social and environmental entrepreneurship.

#### **2.3.5. Political Ideology Motives**

Dey and Steyaert 2012 argued about the role of the political ideology lens and the ‘demystification’ of social entrepreneurship and how it can help (Jarrodi, H., Byrne, J., & Bureau, S. (2019)). Later on, they came to realize that political ideology is considered to be a higher-level value structure that is reflected in personal values and often even expressed in terms of values (Chin, Hambrick, and Treviño 2013; Jost 2006; Tedin 1987)

Many researchers assumed that it's obvious that individuals seek to do good for others but they argued regarding the reason behind individuals decide to 'do good' because engaging in social entrepreneurship can also be underpinned by varying political ideologies. In addition, political ideology is considered as a coherent and interrelated set of moral and political attitudes and values about the proper goals of society which consists of cognitive, affective, and motivational components. (Jarrodi, H., Byrne, J., & Bureau, S. (2019))

Yitshaki and Kropp (2015) pointed that political ideology motivation is a potential pull factor for social entrepreneurs; it impacts individuals' choices of financial options. Furthermore, it helps prompt or shape an individual's engagement in social entrepreneurship. Jost and Amodio (2012) noted that "Political ideology is considered to possess a 'strong motivational force', arising from its ability to motivate human beings to 'committing atrocities (as well as acts of generosity and courage) and sacrificing even their own lives for the sake of abstract belief systems'"(Jarrodi, H., Byrne, J., & Bureau, S. (2019: 6-7)

### **2.3.6. Economic Motives**

The concept of making money isn't the premier goal of the social entrepreneur. However, reducing poverty and help develop the economic status of the society is a goal that some social entrepreneurs seek. Porter & Kramer, 2019 agreed that the economic motives raise respect for striking a balance with the environment and society by taking into account criteria such as responsibility and shared value. (Porter & Kramer,2019). There are seven principles for the economic motive of social entrepreneurs in which Daley-Harris & Awimbo (2011) list them as following:

1. To work for society (poverty, education, health, environment).
2. Financial and economic sustainability.
4. Investors get back their money invested in social business. No dividend is given beyond investment money.
5. At the point when venture sum is paid back, organization benefit remains with the organization for extension and change.
6. Gender-sensitive and environmentally conscious.
7. Workforce shows signs of improvement in working condition.
8. Do it with happiness.

According to Pirson, (2012), social entrepreneurs enhance social wealth. They create new markets, technologies, industries, jobs and escalate productivity. So we can say that entrepreneurship leads to social welfare. To sum, social entrepreneurs fresh the economy of the society to have a better future.

### **2.3.7. Cultural and Lifestyle Motives**

**Cultural:** historically, researchers claimed that the contribution of the culture has been associated with the arts and creative industries, however, it can also relate to technology trends. (Ratten, V. (2020). Furthermore, culture is defined as "the process of storytelling that mediates between extant stocks of entrepreneurial resources and subsequent capital acquisition and wealth creation" (Lounsbury and Glynn 2001, 545). We list the following benefits that the motive of the culture bring:

- It helps to bring a narrative to a specific topic.
- It can be used as a way to refer to identity.
- Cultural resources refer to stories about market opportunities. This enables a business model to be derived from the way culture produces a sense of identity.
- It is a flexible set of tools that can be actively and strategically created and deployed as actors struggle to make sense of the world.

In sum, social entrepreneurs who aim to achieve cultural pursuits are skilled at shaping society through their social activities. (Ratten, V. (2020).

**Lifestyle:** the social entrepreneurs motivated by the lifestyle tend to embed their passion (Mottiar 2007) and turning their ideas or hobbies into a real social business since they are not interested in financial goals but rather than pursuing the lifestyle they want while impacting and adding values to others life which is their main passion. (Ratten, V. (2020).

### **2.3.8. Migration and Diversity Motives**

Researchers agreed to consider the immigrant entrepreneurs as a critical force for the economic development of many countries and they highlight their selectivity toward host market distance and opportunity, it seemed that those immigrant entrepreneurs tend to be attracted to countries that are similar or they are familiar with their culture (social context to the home society), so we can say that the cultural factor is one of the elements that help immigrant entrepreneurs to create their social project. (Thi Thanh Thai, M., & Turkina, E. (2013)).

Kloosterman et al. (2003) assumed that the forces of the current globalizing economy intensify entrepreneurial migration, which, in turn, contributes to the business formation and diversity of enterprising communities. (Thi Thanh Thai, M., & Turkina, E. (2013))

In sum, immigrant entrepreneurship is a form of socioeconomic, self-help, and important factor affecting the social dynamics in the receiving country. (Thi Thanh Thai, M., & Turkina, E. (2013))

### **2.3.9. COVID-19 Motives**

COVID-19 crisis caused a huge shift in the entrepreneurial perspective due to the working from home and social distancing requirements and based on societal needs it was mandatory to respect the environmental change and adapt to it. However, researchers have noticed that the crisis of COVID- 19 has been a tendency for more individuals to become interested in cultural pursuits. Thus, there has been a surge in interest in entrepreneurship that ties cultural and lifestyle motives. (Ratten, V. (2020).

### **2.3.10. The Legacy Motives**

According to Erikson, 1968; Kotre, 1984; McAdams & De St. Aubin, 1992 "the creation of new products and organizations could be an outlet for the desire to make a lasting impact where individuals create new firms, products, and markets to satisfy their desire to leave a legacy". Social entrepreneurs tend to create opportunities for others and leaving a lasting impact like creating a project that would allow the next generation to benefit from it and pass it to the next one. (Fox, M., & Wade-Benzoni, K. (2017)).

Furthermore, Becker (1973) added that individuals who seek to transcend death by investing themselves in activities demonstrate their worth as valued members of a meaningful worldview, with business success forming a prominent outlet for that desire. (Fox, M., & Wade-Benzoni, K. (2017)).

In sum, the legacy motive is what most social entrepreneurs tend to pursuit as their intention is to create an idea that serves for long life even after their death.

**2.4. Social Entrepreneurship in Developing Aspects**

**2.4.1. Social Entrepreneurship in Developing Economies**

A couple of researchers suggested that understanding the influence of local context is highly important in the field of social entrepreneurship in developing economies (Bacq, Janssen (2011), and Diochon and Ghore (2016)) and that because it will solve issues such as largescale poverty, illiteracy, low education, lack of political will, and corruption that while supporting entrepreneurial ventures can stimulate economically. (Ghalwash, S., Tolba, A., & Ismail, A. (2017)). We include a table below to clarify the situated practice of social economies:

	<b>Strong Social Economy</b>	<b>Weak Social Economy</b>
<b>Strong market mechanisms with strong welfare state</b>	Social economy is a parallel sector (to the public and private sector) with a distinctive ethos	Emphasis on market orientation and reducing the role of government service provision
<b>Strong market mechanisms with weak welfare state</b>	Remedy for certain inequalities by promoting new markets or ‘socially inclusive markets.’	Cheap substitute for more expensive services.
<b>Weak market mechanisms with weak welfare state</b>	‘Post-capitalist possibility’ where the social economy can provide viable economic alternatives	Social economy blends with informal activity and dependency on NGO’s. Overall impact on poverty is weak.

**Table 2: Situated practice of social economies**

**Source:** Lyne, I., Ngin, C., & Santoyo-Rio, E. (2018)

Researchers assumed that social enterprises are likely to be considered as a mechanism for competitiveness and more efficiently meeting social needs that are driven a priori by business principles (Lyne, I., Ngin, C., & Santoyo-Rio, E. (2018). While Dees (2008); Power et al. (2012) suggested that in low-income countries the primary role of social entrepreneurship is developing new markets and scaling up solutions to poverty (Lyne, I., Ngin, C., & Santoyo-Rio, E. (2018))

**2.4.2. Social Entrepreneurship in Empowering Women**

Bampton and Maclagan,(2009); Jaffee and Hyde( 2000) emphasize that women tend to act toward accomplishing prosocial values and goals more than men and they act on an “ethics

of care” in organizational settings. Social entrepreneurship has been increasing to empower women to be agents of transformation in their lives and communities (Cherrier et al., 2017; Datta and Gailey, 2012; Haugh and Talwar, 2016). Also, a recent study of young female entrepreneurs by Lewis (2017) found they described their ventures as an extension of themselves and an enhancement of their identities and self-worth. (Borquist, B. R. & de Bruin, A. (2019)).

According to previous studies, (Mehtap, S., Ozmenekse, L., & Caputo, A. (2018)) women have a multitude of factors that motivates them to join social entrepreneurship we list them as follows:

- The purely economic necessity to a desire for achievement and personal growth.
- The exploitation of an opportunity.
- The availability of a flourishing entrepreneurial eco-system.
- Access to education and training.
- The ability to find start-up capital.
- Family support.
- Societal perceptions and attitudes towards female entrepreneurship.

Bowen & Hisrich (1986); Buttner & Moore (1997); Hisrich & Brush (1985); Kephart & Schumacher (2005) noted that "it has already been shown that women's frustrations regarding career advancement opportunities (the so-called glass ceiling) at big companies are seen as the drive for starting their own female-owned businesses, being in effect an organizational push". (Ribes-Giner, G., Moya-Clemente, I., Cervelló-Royo, R., & Perello-Marin, M. R. (2018)). Thus, engaging in informal business activity allows these women to somehow empower themselves (Mehtap, 2014a; Zubaidi et al., 2011).

The number of female social entrepreneurs is now playing an increasingly important role in global entrepreneurship compared to males. (Verheul et al, 2006). Even if there's a lot of challenges facing them but they tend to overcome them by creating sustainable solutions. Ng, J. C. Y., Huang, M. M. D., & Liu, Y. (2016).

#### **2.4.3. Social Entrepreneurship in Developing countries**

According to Roy & Roy (2010), developing countries where services for basic needs such as health and education are limited, inefficient, and of poor quality (Seelos & Mair, 2005) due to experiencing significant economic, political, and social challenges, social entrepreneurship seemed like a sustainable approach in using available resources to tackle poverty and other social issues because it has the ability to achieve both a social and financial

return (hybrid) is relevant to developing countries, hence can be used to attain a sustainable solution to a social problem. (Rametse, N. M., & Shah, H. (2012))

Rametse, N. M., and Shah, H. (2012) included an example about social entrepreneurship in developing countries "The developing countries' market failures, government failures, and the environmental context, create barriers for the poor to be included in the market. For example, smallholder farmers in developing countries have failed to achieve sustainability due to lack of resources to compete in the market, with their large counterparts". Moreover, Roy and Roy (2010) sum that social entrepreneurship seems to be a sustainable approach in using available resources to tackle social issues. (Rametse, N. M., & Shah, H. (2012))

## **2.5. Chapter Conclusion**

In this chapter, we focused on social entrepreneurship as a concept where we went through its background passing by differentiating the type of it as well as entrepreneurs. Also, we highlighted some of the significant functions and boundaries that we believe social entrepreneurs stand up for and included the challenges that they face.

Furthermore, we listed all the possible motives that affect entrepreneurs to engage with a social entrepreneurial project that would impact their communities. Also, we sum the chapter with the role that social entrepreneurship plays in different aspects such as developing economies, developing countries, and female empowerment.

So at the end of this chapter, we come to realize that the drivers of social entrepreneurial spirits a lot but we purposely choose the most that we thought would make an additional add to our thesis.



**Research Design**

### **3. Research Design**

#### **3.1. Research Epistemology**

Epistemology is a philosophical field that deals with the sources and nature of knowledge, business researchers agreed on the fact that epistemology focuses on what is known to be true. Moreover, epistemology has four types in which we can use to demonstrate the researcher's view and those types are: pragmatism, positivism, realism, interpretivism.

Getting deeper into the previous types, we clarify the definition of each one. First, pragmatism based on the proposition that researchers should use the philosophical and/or methodological approach that works best for the particular research problem that is being investigated, it integrating different perspectives to help interpret the data. Second, positivism relies on experience as a valid source of knowledge where all types of processes can be perceived as a certain variation of actions of individuals or relationships between individuals. Third, realism relies on the idea of independence of reality from the human mind. Last, the interpretivism approach is based on the naturalistic approach to data collection such as interviews and observations, it focuses on the meaning and may employ multiple methods in order to reflect different aspects of the issue.

In this thesis, we follow interpretivism philosophy as we seek to interpret elements of the motivations of social entrepreneurship in developing countries. As we building qualitative research, that involves collecting and analyzing data from our interviews to understand concepts, opinions, or experiences.

### **3.2. Research Methodology**

#### **3.2.1. Research Design**

Our research focuses on the drivers that lead entrepreneurs to start a new social venture that aims to enhance people's lives and maintain creating constant changes, In addition, this study is based on MENA regions as we notice that the number of social entrepreneurs increases there.

Thus, in this qualitative study, we will use an interpretivism philosophy to interpret elements of the motivations by collecting Data using the Nvivo program.

Moreover, research methods, sampling definition, data collection, and sampling process, are discussed under this section.

#### **3.2.2. Research Methods**

For this research, we collect data from interviews with social entrepreneurs from MENA countries to look for any new drivers that would appear to be helpful in pushing an entrepreneur to a social change maker. Moreover, we will convert their answers and analyze them in order to discover any new element out of their experience. Further details will be represented in the sampling definition section and sampling process.

#### **3.2.3. Sampling definition**

Our research sampling represents social entrepreneurs from the MENA countries that build their own social projects; we choose to interview them as their answers may provide different motives. Hence, we choose to have two interviewees from Morocco and one originally from Iraq but she is a Qatari immigrant and lasts an Algerian. The following conditions are what helped us to pick them:

- a. The leaders of their own social entrepreneurial project.
- b. Decision-makers.
- c. They are fully aware and familiar with the entrepreneurship field.
- d. Willing to open up and talk about their motives, challenge with the searcher which they passed by while creating a solution for the issue.

#### **3.2.4. Data collection**

In our research, and to achieve our purpose which is determining the drivers that inspire entrepreneurs to make a social change. We decided to have a virtual study regarding different projects that serve different communities.

##### **3.2.4.1 Sample Data**

In order to understand the motivations and their effect on the entrepreneurs we list the study steps below:

- First step: it is the first observation to look for matches that meets the standers of the social entrepreneurs that the searcher set.
- Second step: we prepare for the interview time, date, and questions which will help us have a set the propositions for the motives behind social entrepreneurship.
- Third step: After the interview, we use the Nvivo program to treat the data we collect out and have a statistical result that would allow us to conclude a proposition.

### **3.2.4.2 Nvivo Program**

It's a tool that supports qualitative research, it has features like collecting information organize it and analyze it which helps the searcher get deeper into understanding the interviews and analyze the textual they get.

### **3.2.4.3 Steps of Using Nvivo**

In this research, we follow three steps to analyze our interviews data and they are as following:

Data importation: after we collect all the answers from the interview in a word doc, in our study we have 4 social entrepreneurs, we open the doc in Nvivo to import all the information there.

Data encoding: in this step, we create nodes and code it, and then we match each interviewee's answer with its node, in this research we have three nodes.

Our research contains three nodes and three propositions for the motivation of social entrepreneurship in developing countries (see table 1).

<b>Propositions</b>	<b>Nodes</b>
Personal motives have an effect on the entrepreneurs to make a social change	Personal Motives
Social motives have an effect on the entrepreneurs to make a social change	Social Motives
Economic motives have an effect on the entrepreneurs to make a social change	Economic Motives

**Table 3: Linking the propositions with the nodes in Nvivo**

**Source:** Prepared by the student

Data Analyzing and Extract Results: it is the last step after extracting the results which allow us to pick the most suitable proposition.

### **3.2.5 Interviews Atmosphere**

In this section, we will explain the atmosphere of the four interviews for interviewees from Morocco, Qatar, Algeria, and Morocco. Moreover, we will pass by the methodological steps that we went through to get the data for this study.

**First: The First Social Entrepreneur from the Sparknuit Project**

<b>Social Entrepreneur</b>	<b>Date, Interview duration, and recoding nature</b>	<b>Interview Highlights</b>	<b>Main Goals</b>
<p><b>Social Entrepreneur:</b> Faysal HARFI <b>Country:</b> Morocco <b>Title:</b> The Project Owner</p>	<p><b>Interview Date:</b> 21/06/2021 at 03.00 pm <b>Interview place:</b> Online Interview <b>Duration:</b> 30 minutes</p>	<ul style="list-style-type: none"> <li>• Greetings and thanking the interviewee for accepting our request.</li> <li>• We exchange background information</li> <li>• It was a fruitful interview full with interesting discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Discussing all the possible motives which led our interviewee to become a social entrepreneur.</li> <li>• Highlight the important benefits that our interviewee received as a social change maker.</li> <li>• The role social entrepreneurship plays in developing their country</li> </ul>

**Table 4: The interview atmosphere of the Sparknuit Project Owner**

**Source:** Prepared by the student.

**Second: The Second Social Entrepreneur from the Build Up Project**

<b>Social Entrepreneur</b>	<b>Date, Interview duration, and recoding nature</b>	<b>Interview Highlights</b>	<b>Main Goals</b>
<p><b>Social Entrepreneur:</b> Abdessamad LAHMAMI <b>Country:</b> Morocco <b>Title:</b> The Project Owner</p>	<p><b>Interview Date:</b> 21/06/2021 at 12.30 pm <b>Interview place:</b> Online Interview <b>Duration:</b> 30 minutes</p>	<p>• We had a joyful interview, the researcher already meets physically with the entrepreneur on a study trip to Morocco, so the element of networking helped the interviewee more comfortable answering our questions.</p>	<p>• Discussing all the possible motives which led our interviewee to become a social entrepreneur. • Highlight the important benefits that our interviewee received as a social change maker. • The role social entrepreneurship plays in developing their country</p>

**Table 5: The interview atmosphere of the Build Up Project Owner**

**Source:** Prepared by the student.

**Third: The Third Social Entrepreneur from the Future Compass Project**

<b>Social Entrepreneur</b>	<b>Date, Interview duration, and recoding nature</b>	<b>Interview Highlights</b>	<b>Main Goals</b>
<p><b>Social Entrepreneur:</b> Eman Emad Al-Obaida <b>Country:</b> Qatar <b>Title:</b> The Project Owner</p>	<p><b>Interview Date:</b> 21/06/2021 at 04.30 pm <b>Interview place:</b> Online Interview <b>Duration:</b> 30 minutes</p>	<ul style="list-style-type: none"> <li>• Greetings and thanking the interviewee for accepting our request.</li> <li>• Was interesting looking at social entrepreneurship from an immigrant point of view.</li> <li>• Fruitful discussion</li> </ul>	<ul style="list-style-type: none"> <li>• Discussing all the possible motives which led our interviewee to become a social entrepreneur.</li> <li>• Highlight the important benefits that our interviewee received as a social change maker.</li> <li>• The role social entrepreneurship plays in developing their country</li> </ul>

**Table 6: The interview atmosphere of the Future Compass Project Owner**

Source: Prepared by the student.

**Fourth: The Fourth Social Entrepreneur from the ResCom Project**

<b>Social Entrepreneur</b>	<b>Date, Interview duration, and recoding nature</b>	<b>Interview Highlights</b>	<b>Main Goals</b>
<p><b>Social Entrepreneur:</b> Sabrina Boukhorssa <b>Country:</b> Algeria <b>Title:</b> The Project Owner</p>	<p><b>Interview Date:</b> 22/06/2021 at 07.00 pm <b>Interview place:</b> Online Interview <b>Duration:</b> 30 minutes</p>	<ul style="list-style-type: none"> <li>• Greetings and thanking the interviewee for accepting our request.</li> <li>• Explain the context of the research and discuss some of the interviewee drivers for wanting to leave an impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Discussing all the possible motives which led our interviewee to become a social entrepreneur.</li> <li>• Highlight the important benefits that our interviewee received as a social change maker.</li> <li>• The role social entrepreneurship plays in developing their country</li> </ul>

**Table 7: The interview atmosphere of the ResCom Project Owner**

**Source:** Prepared by the student.

**3.2.6. Analyzing The Interviews Data**

After having the interviews, we analyze them to discover the opinions we collect, we list the most important data below:

**The Sparknuit Project Owner:**

- Creating a better life for others where they will be independent financially free.
- Empathize toward people who are facing the same problem the interviewee already passed by, which led to having the willingness to a social change.

**The Build Up Project Owner:**

- Passionately driven to entrepreneurship in general, and a social project is considered as an idea to lift up our country's economy.

**The Future Compass Project Owner:**

- Social entrepreneurship helps to prove yourself and get more confident about the ideas you want to achieve in another country
- Looking at the world, social entrepreneurship is definitely empowering women to do more as they care to make a social gain rather than financial gain.

**The ResCom Project Owner:**

- Financial independence and having the ability to change society with ideas is fascinating.

Throughout the results of analyzing the interviews, we discover that most social entrepreneurs in our study have passed through an old experience that pushed them to create a project to not allow the scenario to pass itself with the upcoming generations. Furthermore, social entrepreneurs who have empathy toward other people and care about making the world a better place are leading us to our second proposition:

*P2: Social motives have an effect on the entrepreneurs to make a social change*

However, Some entrepreneurs were driven to leaving their tough and create something that would benefit the next generation and left up the economy of their country we quote some note from our interviews "*The goal isn't to live forever, the goal is to create something that will*" which lead to our third proposition

*P3: Economic motives have an effect on the entrepreneurs to make a social change*

In addition, we notice that our entire interviewee had a bunch of personal experiences that shaped their mindset to choose this path as a way to stop what they went through from happening to others which lead us to the first proposition:

*P1: Personal motives have an effect on the entrepreneurs to make a social change*

At the end of our analysis, we discover that our propositions imply our interviewee's opinion. Thus, there must be a motive for the entrepreneurs to make a social change through their projects, enterprises, and businesses.

**3.2.7. Nvivo Output**

**3.2.7.1. The Lexical Approach Results**

The table below contains data after importing it to Nvivo program:

<b>Words</b>	<b>Length</b>	<b>Numbers</b>
Facing	6	16
Society	7	16
Change	6	14
Independence	12	14
Unemployment	12	14
Project	7	10
Community	9	8
Financial	9	8
Opportunities	13	8
Entrepreneur	12	6
Impact	6	6
Poverty	7	6
Create	6	4
Entrepreneurship	16	4
Feel	4	4
Goal	4	4
Needs	5	4
Owner	5	4
Responsible	11	4
State	5	4
Work	4	4
Desire	6	2
Develop	7	2
Employed	8	2
Environment	11	2
Family	6	2
Finding	7	2
Freedom	7	2
Helping	7	2
Job	3	2
Make	4	2
Passion	7	2

People	6	2
Prove	5	2
Qualifications	14	2
Salary	6	2
Self	4	2
Small	5	2
Smallsalary	11	2
Start	5	2
Successful	10	2
Suffering	9	2
Women	5	2

**Table 8: All Source Results Word Frequency Query Table**

**Source:** Prepared by the Student using Nvivo Program

According to table (6) we notice that there are (43) word repetitions selected by Nvivo to indicate words of our studies from our social entrepreneurs. Hence we discover many word repetitions such as facing, society, change, independence, unemployment with numbers (16), (16), (14), (14), (14), due to their importance in shaping our entrepreneur's mindset to make a change.

Also, we discover that the words project, community, financial, opportunity had repeated as the following numbers straight (10), (8), (8), (8) which means that creating a social project is an opportunity to lift the community and change the financial situation for other people. However, the repetition of the words entrepreneur, impact, poverty, was (6) for each word indicates the role of the entrepreneurs to create and leave an impact fighting poverty.

Looking at the table again, we realize that the words create, entrepreneurship, feel, goal, needs, owner, responsible, state, work, was repeated (4) times for each word because it represented the aims of each entrepreneur which is to create a project based on a goal that the entrepreneur believes in. Last, the repetition of the words desire, develop, employed, environment, family, finding, freedom, helping, job, make, passion, people, prove, qualifications, salary, self, small, smallsalary, start, successful, suffering, women, was (2) times for each word. We inference the repetition using the words cloud (see figure 8).



- a. **Point of Similarities:** The social entrepreneurs agreed on the fact that their main motive is to create an impact for their communities. Also, their passion for entrepreneurship and wanting to be the creators of the opportunities they needed in the past. Most importantly, their empathy and feeling other people sufferance which is considered as a challenge for them to solve.
- b. **Point of Differences:** the social entrepreneurs had different ideas about their motives because some consider their motive was their environment and their nature of adopting with it. Also, the reason why they start the social venture was different for the first social entrepreneur the reason was to leave a legacy that lasts after they die, the second and fourth were passionate about the entrepreneurial project to lift the country economy, however, the third was an immigrant that adopted with the host country culture and also make a touch to change their society.

### **3.2.8 Propositions Study**

In this section of our study, we will rely on the output of Nvivo as a tool to analyze and match our propositions with the nodes.

Our First Proposition was that: personal motives have an effect on the entrepreneurs to make a social change.

#### **3.2.8.1 Personal Motives**

##### **a. The Lexical Approach Results**

<b>Words</b>	<b>Length</b>	<b>Numbers</b>	<b>Weighted percentage (%)</b>
Independence	12	8	18,18
Financial	9	4	9,09
Project	7	4	9,09
Desire	6	2	4,55
Entrepreneur	12	2	4,55
Faced	5	2	4,55
Feel	4	2	4,55
Freedom	7	2	4,55
Goal	4	2	4,55
Needs	5	2	4,55
Owner	5	2	4,55
Passion	7	2	4,55
Prove	5	2	4,55

Qualifications	14	2	4,55
Responsible	11	2	4,55
Self	4	2	4,55
Successful	10	2	4,55

**Table 10: Result Word Frequency Query Table**

**Source:** Prepared by the student using Nvivo

Throughout the table (9) we notice that there is repetition for (17) word with the total number of (44) that weighted 100% divided as follows: the word independence has a repetition number (8) after it comes financial and projects words with a number (4) for each word. Last we have the words: desire, entrepreneur, faced, feel, freedom, goal, needs, owner, passion, prove, qualifications, responsible, self, successful with a repetition number (2) for each word.

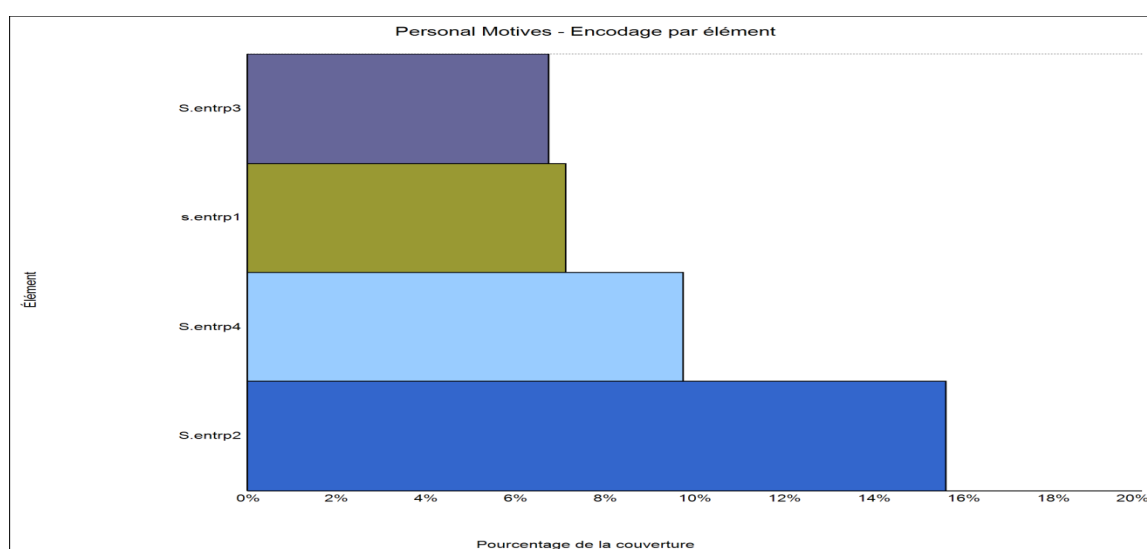
**b. The Thematic Approach Results**

Using Nvivo we cover the percentage of the node of personal motives

Elements	Percentage of Coverage
Elements internes\\s.entrp1	7,11%
Elements internes\\S.entrp2	15,62%
Elements internes\\S.entrp3	6,75%
Elements internes\\S.entrp4	9,74%

**Table 11: Framing by Elements**

**Source:** Prepared by the student using the Nvivo Output



**Figure 8: Encoding by Element Graphically for Personal Motives**

**Source:** Prepared by the student using the Nvivo Output

According to table (10), we notice that our percentage coverage average is (9,761%) and percentage coverage between (15,62%) and (6,75%), the highest value was for the second

social entrepreneur (15,62%), followed by (9,74%) for the fourth social entrepreneur, then (7,11%) for the first social entrepreneur, last, the third-social entrepreneur with a number of (6,75%) percentage coverage.

Figure 9 shows the second social entrepreneur with the highest coverage percentage which explains that the motive for joining the social path was personal with a number of (15,62%), followed by the social entrepreneur 4 with a number of (9,74%). However, the last two social entrepreneurs had almost a close coverage percentage and it was lower than the first two with a number of (6,75%) and (7,11%) which indicate that the personal motive had a low effect on them.

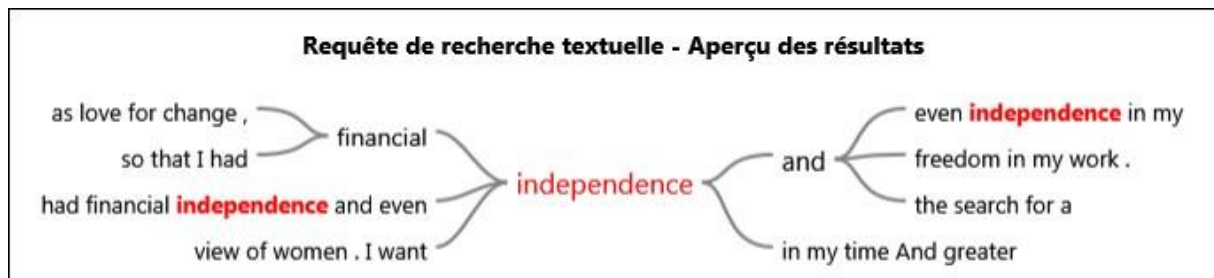
**c. The Linguistic Approach Results**

Node A	Node B	Pearson Correlation Coefficient
Nodes\\chapters\\Social Motives	Nodes\\chapters\\Personal Motives	-0,472595

**Table 12: Pearson Correlation Coefficient Between Personal Motives and Social Motives.**

**Source:** Prepared by the student using Nvivo

Looking at the table (11) we notice that there’s an inverse correlation between Node A which represent social motives and node B that represent the personal motives with a number of (-0,472595).



**Figure 9: Textual Search Query**

**Source:** Prepared by the student using Nvivo.

**3.2.8.2. Social Motives**

**a. The Lexical Approach Results**

We rely on the output of Nvivo as a tool to analyze and match our second proposition with the nodes.

Our Second Proposition was that: social motives have an effect on the entrepreneurs to make a social change.

<b>Words</b>	<b>Length</b>	<b>Numbers</b>	<b>Weighted Percentage (%)</b>
Society	7	16	14,81
Change	6	14	12,96
Facing	6	10	9,26
Community	9	8	7,41
Impact	6	6	5,56
Opportunities	13	6	5,56
Unemployment	12	6	5,56
Create	6	4	3,70
Poverty	7	4	3,70
State	5	4	3,70
Develop	7	2	1,85
Environment	11	2	1,85
Family	6	2	1,85
Feel	4	2	1,85
Finding	7	2	1,85
Goal	4	2	1,85
Helping	7	2	1,85
Job	3	2	1,85
Make	4	2	1,85
Needs	5	2	1,85
People	6	2	1,85
Responsible	11	2	1,85
Suffering	9	2	1,85
Women	5	2	1,85
Young	5	2	1,85

**Table 13: Result Word Frequency Query Table**

**Source:** Prepared by the syident using Nvivo Output

From the table (12), we notice that the total repetition number is (108), (16) out of it was the repetition of the word Society , followed by the word change and facing with a repetition number of (14) and (10) for each word first by first. Also, we notice that the word community was repeated (8) time and the words impact, opportunities, unemployment were repeated (6)

times for each word. Last, the words: create, poverty, state, develop, environment, family, feel, finding, goal, helping, job, make, needs, people, responsible, suffering, women, young were repeated (2) times.

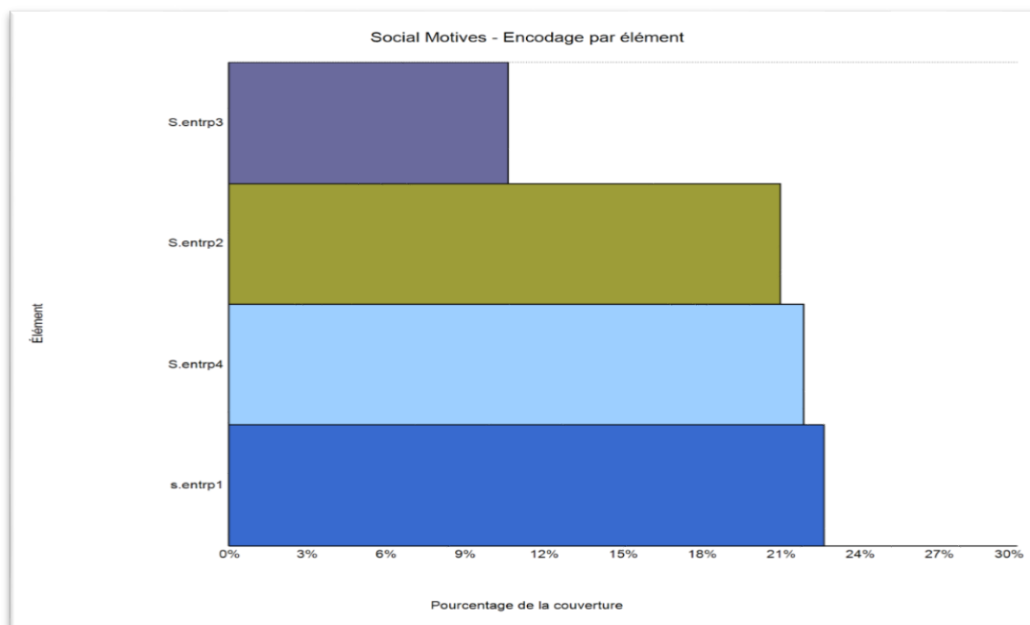
**b. The Thematic Approach Results**

Using Nvivo we cover the percentage of the node of social motives

Elements	Percentage of Coverage
Elements internes\\s.entrp1	22,62%
Elements internes\\S.entrp2	20,98%
Elements internes\\S.entrp3	10,63%
Elements internes\\S.entrp4	21,88%

**Table 14: Framing by elements table**

Source: prepared by the student using Nvivo



**Figure 10: Graphic Framing by the Motivational Social Elements**

Source: Prepared by the student using Nvivo Output

Throughout Nvivo output, we notice that our total percentage of elements coverage is (76,11%) and an average of (19,02%), the highest percentage (22,62%) was to the first social entrepreneur while the lowest percentage of coverage was to the third social entrepreneur with a number of (10,63%). Second, we notice the number of the fourth social entrepreneur with a number of (21,88%) and last the third place with the coverage number of (20,98%) for the second social entrepreneur.

Figure 10, shows the social motive was effecting our entrepreneurs, thus we can notice that they have a close values with a percentage of coverage (22,62%), (20,98%), (21,88%), except for entrepreneur three with had the lowest coverage number (10,63%).

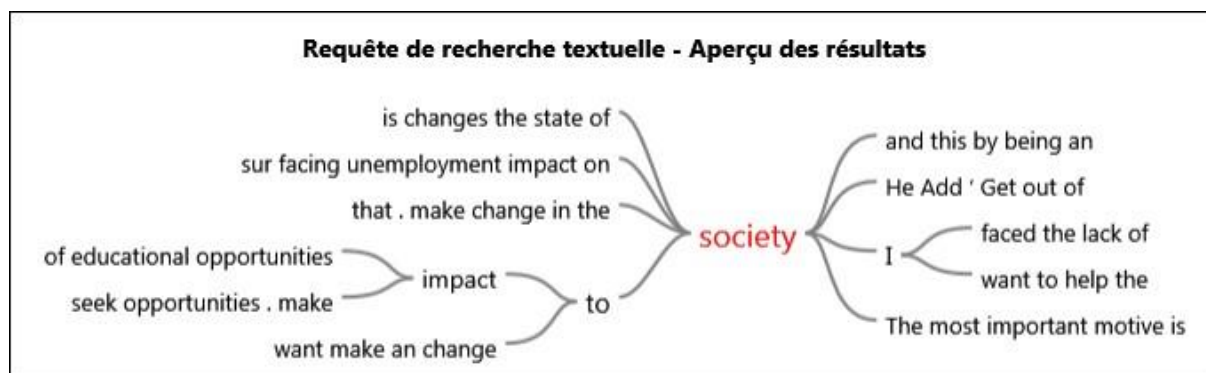
**c. The Linguistic Approach Results**

Node A	Node B	Pearson Correlation Coefficient
Nodes\\chapters\\Social Motives	Nodes\\chapters\\Economic Motives	-0,21829

**Table 15: Pearson Correlation Coefficient Between Social Motives and Economic Motives**

**Source:** Prepared by the student using Nvivo Outcomes

Looking at the table (14) we notice that there’s an inverse correlation between Node A which represent social motives and node B that represent the economic motives with a number of (-0,472595).



**Figure 11: Textual Search Query**

**3.2.8.3. Economic Motives**

**a. The Lexical Approach Results**

We rely on the output of Nvivo as a tool to analyze and match our second proposition with the nodes.

Our Third Proposition was that: economic motives have an effect on the entrepreneurs to make a social change.

<b>Words</b>	<b>Length</b>	<b>Numbers</b>	<b>Weighted percentage (%)</b>
Unemployment	12	8	14,29
Independence	12	6	10,71
Project	7	6	10,71
Entrepreneur	12	4	7,14
Entrepreneurship	16	4	7,14
Facing	6	4	7,14
Financial	9	4	7,14
Work	4	4	7,14
Employed	8	2	3,57
Opportunities	13	2	3,57
Owner	5	2	3,57
Poverty	7	2	3,57
Salary	6	2	3,57
Small	5	2	3,57
Smallsalary	11	2	3,57
Start	5	2	3,57

**Table 16: Result Word Frequency Query Table**

**Source:** Prepared by the student using Nvivo Output

From the table 15, we observe that the total number of repetitions is (56) divided by (8) repeated for the word unemployment followed by (6) as a number of repetitions for the words independence and project. Also, the words entrepreneur, entrepreneurship, facing, financial, work were repeated (4) times for each word. Last, the words employed, opportunities, owner, poverty, salary, small, smallsalary, start were repeated (2) times for each word.

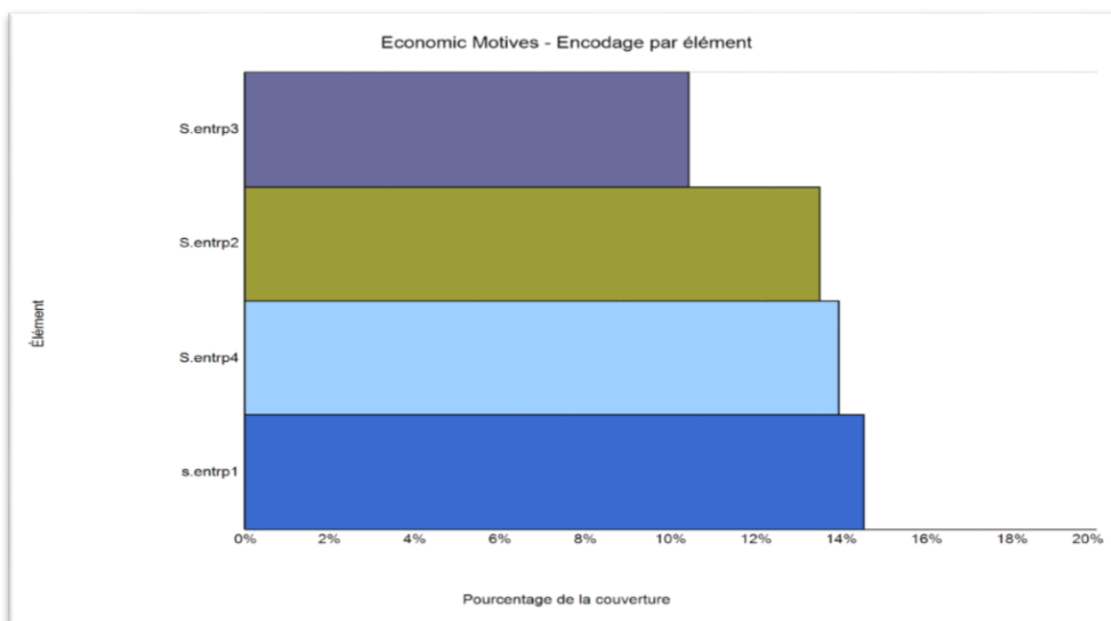
**b. The Thematic Approach Results**

Using Nvivo we cover the percentage of the node of social motives

<b>Elements</b>	<b>Percentage of Coverage</b>
Elements internes\\s.entrp1	14,54%
Elements internes\\S.entrp2	13,52%
Elements internes\\S.entrp3	10,43%
Elements internes\\S.entrp4	13,94%

**Table 17: Framing by elements table**

Source: Prepared by the student using Nvivo output



**Figure 12: Encoding by Element Graphically for Economic Motives**

Source: Prepared by the student using Nvivo output

Throughout Nvivo output, we notice that our total percentage of elements coverage is (52,43%) and an average of (13,10%), the highest percentage (14,54%) was to the first social entrepreneur while the lowest percentage of coverage was to the third-social entrepreneur with a number of (10,43%). Second, we notice the number of the fourth social entrepreneur with a number of (13,94%) and last the third place with the coverage number of (13,52%) for the second social entrepreneur.

Figure 12, shows the economic motive was affecting our entrepreneurs, thus we can notice that they have close values with a percentage of coverage (14,54%), (13,94%), (13,52%), except for entrepreneur three with had the lowest coverage number (10,43%).

**c. The Linguistic Approach Results**

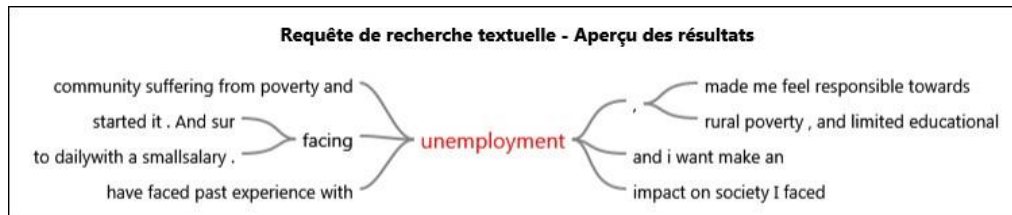
Node A	Node B	Pearson Correlation Coefficient
Nodes\\chapters\\Personal Motives	Nodes\\chapters \\Economic Motives	0,10408

**Table 18: Pearson Correlation Coefficient Between Economic Motives and Personal Motives**

Source: Prepared by student using Nvivo output

Looking at the table (17) we notice that there’s a positive correlation between Node A which represent personal motives and node B that represent the economic motives with a

number of (0,10408). We discover from the percentage of coverage and the relying on Pearson correlation coefficient that the most repeated words such as unemployment, independence, project, and entrepreneur represented the economical growth which social entrepreneurship accomplished in developing countries.



**Figure 13: Textual Search Query**

### 3.2.9. Discussion

In this research, we aimed to find the motivations of social entrepreneurship in developing countries where we listed the following drivers' innovation and profits, sentimental, sustainable development, political ideology, economic, cultural and lifestyle, migration and diversity, COVID- 19, The Legacy, we studied each motive to find a proposition that would provide us with a better understanding for this study. In this section, I discuss the results that we obtained.

To explicate our findings, we put three propositions for this study and they are as following:

*Proposition 1: Personal motives have an effect on the entrepreneurs to make a social change*

*Proposition 2: Social motives have an effect on the entrepreneurs to make a social change*

*Proposition 3: Economic motives have an effect on the entrepreneurs to make a social change*

After analyzing our data we came to realize that our first and second propositions have an inverse correlation confession which means that the personal and social motives are inversely correlated. Hence, we cannot demonstrate that personal and social motives have an effect on social entrepreneurs.

However, as Picazo, M. T. M., Soriano, D. R., & Martín, M. Á. G. (2015) noted that "creating social value is one of the main goals of social entrepreneurs, social entrepreneurship is especially important in today's economic climate, characterized by a severe global crisis that has affected the role of the welfare state for a host of economic agents" those researchers helped us look deeper into the last proposition we set focus on the fact that the economic motives have an effect on the entrepreneurs to make a social change.

Getting back to our data results, we explained that the economic motive is playing a key role in social entrepreneurship in developing countries, Clark, K. D., Newbert, S. L., & Quigley, N. R. (2017: page 2) added that "the very purpose social and commercial entrepreneurs seek to

fulfil through their ventures may reflect differences in their motivation" which explain that some of the social entrepreneurs are thinking bigger to affect their countries economy to create a better life for everyone.

In other words, their personal and social aims are toward creating a life-changing project that would affect the entire country and last for the next generations which lead us to the legacy motive where one of our social entrepreneurs said a quote that: "The goal isn't to live forever, the goal is to create something that will" another one quoted Mother Teresa saying "I alone cannot change the world, but I can cast a stone across the water to create many ripples".

We sum that the MENA youth are motivated to create a change for their countries and lift their economy up and that implies also on the immigrants especially if the host country was familiar with their nationality culture or they seek the same lifestyle as the population of the host country. Moreover, the economic motives seemed to be affecting the social entrepreneurs' visions where they focus on bringing values to the entire country, not just a community.



**Conclusion**

## **4. Conclusion**

### **4.1. Research Summary**

In this research, we aimed to find the motives behind social entrepreneurship in developing countries, first, we went through social entrepreneurship as a concept and we moved to study all the possible motives that would attempt our entrepreneurs to start a social venture, we also looked into the effect of social entrepreneurship in economic developing, in female-empowering. Afterward, we built the research propositions based on the motives we thought to have an effect on the social entrepreneurs.

Thereafter, we moved to the research design, which was divided basically into research epistemology, research methodology. In research epistemology, we expounded the philosophy and the methodological approaches we are following in this research. Whilst, in the research methodology we mentioned the research methods and sampling process including the Nvivo steps. And finally, we elucidated the various calculation methods that we used to find significant results.

Latterly, we moved to the data analysis from our interviews and results using Nvivo as a tool to discover the effectiveness of the propositions we listed, as we analyzed our data. Subsequently, we interpreted the results we found. Thence, we discussed our propositions with the Nvivo results. It turns out that only one proposition is considered as an effective motive for social entrepreneurs in the developing countries.

### **4.2. Answers to The Research Questions**

In the present research, we have one main question with three sub-questions and three propositions, our main question focused on the motivations of social entrepreneurship in developing countries. We found that the three propositions have the most important impact on social entrepreneurs. While the sub-questions were concerning to discover maybe a new motive that we haven't listed in this study, however, we found an inverse correlation between the first two propositions, thus, the last proposition which was about the economic motive has a positive correlation with our study which means that the social entrepreneurs are economically motivated to make a change and contribute in developing their countries.

### **4.3. Research Contributions**

#### **4.3.1. Theoretical Contributions**

As theoretical contributions, we contributed to the literature of strategic management by combining the concept of social entrepreneurship and its drivers in the developing countries,

gathering data from MENA social entrepreneurs, which eventually will help future researchers in further studies to well frame their researches.

### **4.3.2. Methodological Contributions**

For the methodological contribution, we provided data from three countries Algeria, Morocco, and Qatar, and based on our studies we wanted to focus on the MENA countries due to the increase of social projects in those places. Since most of the scholars focus on social entrepreneurs and always consider them as empathy-driven entrepreneurs, we wanted to have different propositions for the seek of discovering new motives.

After analyzing the data and finding out that only one from the propositions we provide was positively correlated we realize that the main contribution of the present research in terms of analysis method is the ability to study all the motives and look for the main proposition which either helps entrepreneurs to pursue a social venture or it doesn't.

### **4.4. Research Limitations and Perspectives**

In this thesis, we faced some limitations that had inevitably impacted the research path. Regarding the theoretical section, since our study is based on the MENA countries all of the articles we used were dedicated to Europe or the USA which made it a bit hard to look find articles with similar cultures. Also, during the interview sections, all the interviews were rescheduled online because the searcher was affected by COVID- 19 so as a consequence we lost three interviews.



# References

### References:

1. A., L., & D., D. (2012). Social Entrepreneurship. *Entrepreneurship - Gender, Geographies and Social Context*, 1-3
2. Bacq, S., & Alt, E. (2018). Feeling capable and valued: A prosocial perspective on the link between empathy and social entrepreneurial intentions. *Journal of Business Venturing*, 33, 333–350.
3. Bampton, R. and Maclagan, P. (2009), “Does a ‘care orientation’ explain gender differences in ethical decision making? A critical analysis and fresh findings”, *Business Ethics: A European Review*, Vol. 18 No. 2, pp. 179-191.
4. Bansal, S., Garg, I., & Sharma, G. (2019). Social Entrepreneurship as a Path for Social Change and Driver of Sustainable Development: A Systematic Review and Research Agenda. *Sustainability*, 11(4), 1091. 2-4.
5. Battilana, J., & Dorado, S. 2010. Building sustainable hybrid organizations: The case of commercial microfinance organizations. *Academy of Management Journal*, 53: 1419 – 1440.
6. Borquist, B. R., & de Bruin, A. (2019). Values and women-led social entrepreneurship. *International Journal of Gender and Entrepreneurship*, 8-9.
7. Boschee, J. (1998), Merging mission and money: A board member’s guide to social entrepreneurship. [Online] Available at: <http://www.socialent.org/pdfs/MergingMission.pdf> [Accessed 08 th of May 2021].
8. Central Statistical Bureau, available at: <http://www.csb.gov.lv/?lng=en> (accessed 15 April 2021)
9. Cervelló-Royo, R., Moya-Clemente, I., Perelló-Marín, M. R., & Ribes-Giner, G. (2019). Sustainable development, economic and financial factors, that influence the opportunity-driven entrepreneurship. An fsQCA approach. *Journal of Business Research*, 2-3.
10. Chell, E. 2007. Social enterprise and entrepreneurship. *International Small Business Journal*, 25: 5–26.
11. Cherrier, H., Goswami, P. and Ray, S. (2017), “Social entrepreneurship: creating value in the context of institutional complexity”, *Journal of Business Research*, Vol. 86, pp. 245-258
12. Chin, M., D. C. Hambrick, and L. K. Treviño. 2013. “Political Ideologies of CEOs: The Influence of Executives’ Values on Corporate Social Responsibility.” *Administrative Science Quarterly* 58 (2): 197–232.
13. Christopoulos, D., & Vogl, S. (2014). The Motivation of Social Entrepreneurs: The Roles, Agendas and Relations of Altruistic Economic Actors. *Journal of Social Entrepreneurship*, 6(1), 1–30.
14. Clark, K. D., Newbert, S. L., & Quigley, N. R. (2017). The motivational drivers underlying for-profit venture creation: Comparing social and commercial entrepreneurs. *International Small Business Journal: Researching Entrepreneurship*, 36(2), 220–241.
15. Cohen, H., Kaspi-Baruch, O., & Katz, H. (2019). The social entrepreneur puzzle: the background, personality and motivation of Israeli social entrepreneurs. *Journal of Social Entrepreneurship*, 1–21.

## References

---

16. Dacin, P. A., Dacin, M. T., & Matear, M. (2010). Social entrepreneurship: Why we don't need a new theory and how we move forward from here. *Academy of Management Perspectives*, 24, 37–57.
17. Dees, J.G. (2008), “Philanthropy and enterprise: harnessing the power of business and social entrepreneurship for development”, *Innovations: Technology, Governance, Globalization*, Vol. 3 No. 3, pp. 119-132.
18. Dey, P., and C. Steyaert. 2012. “Social Entrepreneurship: Critique and the Radical Enactment of the Social.” *Social Enterprise Journal* 8 (2): 90–107.
19. Douglas, E. J. (2013). Reconstructing entrepreneurial intentions to identify predisposition for growth. *Journal of Business Venturing*, 28, 633–651.
20. Douglas, E., & Prentice, C. (2019). Innovation and profit motivations for social entrepreneurship: A fuzzy-set analysis. *Journal of Business Research*, 99, 69–79.
21. Entrepreneurial Motivations available at <http://www.jiwaji.edu/pdf/ecourse/management/ENTREPRENEURIAL%20MOTIVATION%20BBA%204th.pdf> (accessed 6 april 2021)
22. Ernst, K. (2012), “Social entrepreneurs and their personality”, in Volkmann, C.K., Tokarski, K.O. and Ernst, K. (Eds), *Social Entrepreneurship and Social Business, An Introduction and Discussion with Case Studies*, Springer, Heidelberg, pp. 51-64.
23. Fineman, S. 1979. A psychosocial model of stress and its application to managerial unemployment. *Human Relations*, 32(4): 323–345.
24. Fox, M., & Wade-Benzoni, K. (2017). The creation of opportunity is an opportunity to create: Entrepreneurship as an outlet for the legacy motive. *Research in Organizational Behavior*, 37, 167–184.
25. Gandhi, T., & Raina, R. (2018). Social entrepreneurship: the need, relevance, facets, and constraints. *Journal of Global Entrepreneurship Research*, 8(1) : 4-5.
26. Ghalwash, S., Tolba, A., & Ismail, A. (2017). What motivates social entrepreneurs to start social ventures? *Social Enterprise Journal*, 13(3), 268–298.
27. Hockerts, K. (2015). The Social Entrepreneurial Antecedents Scale (SEAS): a validation study. *Social Enterprise Journal*, 11(3), 260–280.
28. Jarrodi, H., Byrne, J., & Bureau, S. (2019). A political ideology lens on social entrepreneurship motivations. *Entrepreneurship & Regional Development*, 1–22, 3-4.
29. Lounsbury, M., and M. A. Glynn. 2001. “Cultural Entrepreneurship: Stories, Legitimacy, and the Acquisition of Resources.” *Strategic Management Journal* 22 (6–7): 545–564.
30. Lyne, I., Ngin, C., & Santoyo-Rio, E. (2018). Understanding social enterprise, social entrepreneurship and the social economy in rural Cambodia. *Journal of Enterprising Communities: People and Places in the Global Economy*, 12(3), 278–298.
31. McMullen, J. S., & Bergman, B. J. (2017). Social Entrepreneurship and the Development Paradox of Prosocial Motivation: A Cautionary Tale. *Strategic Entrepreneurship Journal*, 11(3), 243–270.
32. Mehtap, S., Ozmenekse, L., & Caputo, A. (2018). “I’m a stay at home businesswoman”: an insight into informal entrepreneurship in Jordan. *Journal of Entrepreneurship in Emerging Economies*, 1-2.

## References

---

33. Miller, T. L., Grimes, M. G., McMullen, J. S., & Vogus, T. J. (2012). Venturing for Others with Heart and Head: How Compassion Encourages Social Entrepreneurship. *Academy of Management Review*, 37(4), 616–640.
34. Mody, M., Day, J., Sydnor, S., & Jaffe, W. (2016). Examining the motivations for social entrepreneurship using Max Weber’s typology of rationality. *International Journal of Contemporary Hospitality Management*, 28(6), 1094–1114.
35. Mueller, S., Brahm, T., & Neck, H. (2015). Service Learning in Social Entrepreneurship Education: Why Students Want to Become Social Entrepreneurs and How to Address Their Motives. *Journal of Enterprising Culture*, 23(03), 357–380.
36. Ng, J. C. Y., Huang, M. M. D., & Liu, Y. (2016). The “feminine” entrepreneurial personality trait: The competitive advantage of female college-student entrepreneurs in Chinese wei-shang businesses? *Asian Business & Management*, 15(5), 343–369.
37. Phills Jr, J. A., Deiglmeier, K., and Dale, M. T. (2008), *Rediscovering Social Innovation*. *Stanford Social Innovation Review*, pp. 34-43.
38. Picazo, M. T. M., Soriano, D. R., & Martín, M. Á. G. (2015). Drivers of social entrepreneurship. *European J. of International Management*, 9(6), 766.
39. Pinder, C. 1998. *Work Motivation in Organizational Behavior*. Upper Saddle River, NJ: Prentice Hall, 22- 23
40. Pirson, M. (2012). “Social entrepreneurs as the paragons of shared value creation? A critical perspective. *Social Enterprise Journal*, 8 (1), 31-48
41. Rametse, N. M., & Shah, H. (2012). Investigating Social Entrepreneurship in Developing Countries. *SSRN Electronic Journal*, 2-3
42. Ratten, V. (2020). Cultural, lifestyle, and social entrepreneurship. *Journal of Small Business & Entrepreneurship*, 1–8.
43. Ribes-Giner, G., Moya-Clemente, I., Cervelló-Royo, R., & Perello-Marin, M. R. (2018). Domestic economic and social conditions empowering female entrepreneurship. *Journal of Business Research*, 89, 182–189.
44. Roy, Aand Roy, M 2010, *Managing and Leveraging Poverty: Implications for Teaching International Business*. *Journal of Teaching in International Business*, Vol.21, No.1, pp.4-26.
45. Ruskin, J., Seymour, R. G., & Webster, C. M. (2016). Why Create Value for Others? An Exploration of Social Entrepreneurial Motives. *Journal of Small Business Management*, 54(4), 1015–1037.
46. Smith, B. R., & Stevens, C. E. (2010). Different types of social entrepreneurship: The role of geography and embeddedness on the measurement and scaling of social value. *Entrepreneurship & Regional Development*, 22(6), 575–598.
47. THE SIGNIFICANCE OF SOCIAL ENTREPRENEURSHIP IN LATVIA REGIONS available at : <https://www.ess-europe.eu/sites/default/files/publications/files/cp-66-lisite-dobele-sannikova.pdf>, (accessed 6 april 2021)
48. Thi Thanh Thai, M., & Turkina, E. (2013). Entrepreneurial migration: characteristics, causes and effects. *Journal of Enterprising Communities: People and Places in the Global Economy*, 7(3), 188–195.

## *References*

---

49. Tracey, P., Phillips, N., & Jarvis, O. 2011. Bridging institutional entrepreneurship and the creation of new organizational forms: A multilevel model. *Organization Science*, 22: 60 – 80.
50. Weerawardena, J., & Mort, G. S. 2006. Investigating social entrepreneurship: A multidimensional model. *Journal of World Business*, 41(1): 21–35.
51. What is social enterprise? BC Centre for social enterprise, available at: <http://www.centreforsocialenterprise.com/what.html> (accessed 15 Mars 2021)
52. Yiu, D. W., Wan, W. P., Ng, F. W., Chen, X., & Jun Su. (2014). Sentimental Drivers of Social Entrepreneurship: A Study of China's Guangcai (Glorious) Program. *Management and Organization Review*, 10(01), 55–80.
53. Zahra, S., E. Gedajlovic, D. Neubaum, and J. Schulman. 2009. A typology of social entrepreneurs: Motives, search processes and ethical challenges. *Journal of Business Venturing* 24: 519–32.



## Declarative Statement

Adhering to the standards of scientific  
integrity in preparing a master's thesis

I:

Student: Sarra Messili ..... Date of Birth 01 October 1997 ..... At M'sila .....

Holding ID N° 200356671 ..... Date of issue 25/04/2016 From Hammam Dacia .....

Registered at second-year Master Major Management ..... Specialty Strategic management ..... Year 2021

Write a master thesis titled: The Motivations of Social Entrepreneurship  
in Developing Countries: Case of Social Entrepreneurs  
in the MENA Countries

I declare on my honor that I have committed to observing the standards of honesty and  
scientific integrity required in completing the master's thesis mentioned above.

Date: 29/06/2021

Signature and Fingerprint

