



The Effect of Social Entrepreneurship in a Startup Company on Corporate Social Responsibility

Kum-Jong JUNG¹ and Byung-Hoon JEON²

¹ *First Author* Ph.D. Student, Department of Technology Entrepreneurship Domain of General Graduate School, Dongguk University, Seoul, Korea.
E-mail: lovakka@naver.com

² *Corresponding Author* Professor, Department of Technology Entrepreneurship Domain of General Graduate School, Dongguk University, Seoul, Korea.
Email: bhjeon@dongguk.edu

Received: October 19, 2021. Revised: December 10, 2021. Accepted: December 25, 2021.

Abstract

Purpose – Overall social entrepreneurship has a positive effect on the organization's C.S.R. and overall growth. This study aims to identify the effects of social entrepreneurship in startup companies on corporate social responsibility by identifying gaps in the literature and providing feasible solutions to the gaps.

Research design, Data, and methodology – The qualitative content analysis that was conducted by this research takes the form of two research designs. The first step to conducting a conceptual content analysis is to choose the level of analysis, specifically words, phrases, word sense and the second step is the relational content analysis by choosing the concept to be examined, only that the analysis entails examining the relationships between concepts

Result – According to the investigation of numerous previous literature review, the current authors found out total six solutions and the application of suggested solutions indicated that the use of innovative models, startup organizations can gain a competitive edge against dominant competitors in their industry of operations,

Conclusion – Finally, the conclusion of this research indicates through the use of innovative solution models, startup organizations can gain a competitive edge against dominant competitors in their industry of operations and startup companies may range from an increase in reputation to growth in profitability and entrepreneurs' satisfaction.

Keywords: Start-up Business, Corporate Social Responsibility, Social Entrepreneurship

JEL Classification Code: M13, M14, Z13

1. Introduction

One of the significant issues that define the corporate world is the high level of competition that organizations face as they try to attain a higher position within different sectors of the economy. As such, startup organizations are likely to face multiple challenges in entering a new market segment. While the primary goals of every organization within the economic sphere are to attain maximum profitability, this can only be achieved based on the strategies that the organization has put in place to achieve their intended goals (Agudelo, Jóhannsdóttir, & Davídsdóttir, 2019). One of the significant strategies that startup organizations have highly embraced in the current economy is social entrepreneurship. On this approach, the organization appears to be doing business for a social course. While the organization strives to make significant profits from the consumer, it also contributes positively to society by solving social problems. Most startup organizations have highly embraced this approach as a significant strategy that enables them to attain sustainable growth within society.

Social entrepreneurship is a strategy that most startup organizations use to target their Corporate Social Responsibility (C.S.R.). C.S.R. includes a series of activities that an organization is involved in to improve the community's welfare in which it operates. Some of the significant activities that organizations could involve themselves with to enable them to live up to their C.S.R. obligations include their involvement in community development programs such as youth and women empowerment programs which are aimed at social development or participation in environmental conservation programs that aim to improve the living conditions of members of the society (Agudelo et al., 2019). The involvement of an organization in C.S.R. activities is a significant strategy that determines the growth and sustainability of the organization within its industry. This gives the organization a positive image, likely to attract many consumers from within the community.

Social entrepreneurship indicates the organization's affiliation with the community and its attempts to provide solutions to some of the significant social challenges that are faced by the community. It paints the picture of a selfless organization that places the community's needs before its profitability needs. It stands out as a competitive strategy that aims to shift the community's attention from its competitors. As such, the startup organization can gain recognition for its humanitarian effects, which will place it in a strategic position within its industry. Its competitive strategy enables it to attract consumers from its competitors who are likely to support the organization to take part in the organization's course (Sunley & Pinch, 2012). It provides a means for the consumer to get a sense of personal gratification by participating in this benevolent course by supporting the organization's C.S.R. goals. Since it deviates the organization's attention from its profitability goals, it can be defined as a long-term strategy with the end game being to gain recognition within the society and attract many consumers from its competitors (Abad-Segura, Cortés-García, & Belmonte-Ureña, 2019). In the long run, the organization will gain maximum profitability as the consumers buy other products from the organizations to support the organization in its course (Thompson, 2011). Overall social entrepreneurship has a positive effect on the organization's C.S.R. and overall growth. This paper aims to identify the effects of social entrepreneurship on corporate social responsibility by identifying gaps in the literature and providing feasible solutions to the gaps.

2. Literature Review

This section contains a review of different studies that have been published regarding the effects of social entrepreneurship of startup organizations on C.S.R. The aim is to identify gaps in the studies and come up with feasible solutions to ensure that both the society and the organization can benefit from social entrepreneurship as a strategy for business and communal growth. Prior studies explore the relationship between social entrepreneurship and C.S.R. to identify how each entity can benefit from this strategy. According to the prior article, C.S.R. defines the social responsibility of an organization towards the community in which it operates. It involves multiple strategies that the organization has put in place to promote value creation within the community. The link between C.S.R. and social entrepreneurship is that they have the same intention of developing the society and improving the living standards of the community members (Buendía-Martínez & Carrasco Monteagudo, 2020). Social entrepreneurship has multiple goals, including marketing the organization's brand through its involvement with the community, providing a competitive advantage for the organization that would enable it to compete favorably among its competitors, attaining organizational growth and sustainability in the long run (Cato, 2012). C.S.R. allows organizations to form meaningful partnerships with the community, which benefits both the organization and the community. While the primary goal of social entrepreneurship is providing solutions to certain identified social challenges in the community through C.S.R. strategies (Crisan, & Borza, 2012). There is no guarantee that these developments are likely to result in the growth of

the organization. As such, social entrepreneurship is a risky approach that requires organizations to use resources sparingly since most of the organization's resources should target challenges that are likely to undermine the growth and sustainability of the organization within their industry of operations (Hynes, 2009). One of the significant issues identified in the article as a barrier to the outcomes of social entrepreneurship is suspicion from community members of the organization's intentions. These suspicions are grounded in the basis that most organizations are focused on profitability, and as such, all the actions of an organization are based on a profitable agenda.

According to the previous study (Newman, Rand, Tarp, & Trifkovic, 2020), C.S.R. is perceived solely as a competitive strategy that determines an organization's success and market positioning within the industry of operation. According to the study, while there is no conclusive evidence that C.S.R. contributes positively to the growth of the organization, lack of involvement in C.S.R. by enterprises is perceived to be a display of managerial slack and is likely to result in the closure of an organization (Newman et al., 2020). For startup organizations, the involvement in C.S.R. should be quite strategic since it is competing with organizations that have already gained dominance within their industry of operation (Tilt, 2016). The involvement in C.S.R. also stands out as a strategy that dominant corporations can use within an industry to block new entrants into the market. The article also reiterates the significance of the C.S.R. strategies in the creation of the organization's image. According to Newman et al. (2019), the ability of the C.S.T. to increase the profitability of an organization relies on its ability to lower the cost of production, enhance innovation both at the managerial and technological level, and facilitate product differentiation a strategy to mitigate price discrimination. The literature, however, provides a gap in relation to how the level of involvement in C.S.R. for big corporations and startups can be harmonized to avoid having startup organizations at a disadvantage.

Hoang Tien, Minh, Minh Duc, Mai and Thuc (2020) explore the relationship between social entrepreneurship and corporate sustainability. According to the article, social; entrepreneurship is depicted as a new emerging trend within the corporate world that aims to enable organizations to achieve sustainable growth while promoting the growth of society (Ruebottom, 2011). The success of these organizations goes beyond their role in solving some of the community challenges. They are characterized by conducive working environments that are likely to promote the employees' performance through employee motivation (Martin & Osberg, 2007). While social entrepreneurship approaches appear to be quite effective in meeting their social and profitable goals, they are likely to face certain drawbacks in their course to improve the living standards of community members (Ruebottom, 2011). One of the significant drawbacks that are likely to present a challenge on the activities of these organizations is inadequate funds which may compromise the organization's operations. As such, most social entrepreneurs are likely to form partnerships with both the state and N.G.O.s as a strategy to bring together more resources that can provide long-term solutions to some of the common social challenges. While the trend appears to be highly viable in the corporate world today, its success depends on the manager's ability to identify societal opportunities that are likely to generate a high social value to the stakeholders involved while facilitating the sustainable growth of the organization. The gap in the article is depicted in linking social entrepreneurship to sustainable development.

Buendía-Martínez and his colleagues (2020) explore the role of CSR on social entrepreneurship. According to the article, there has been a significant interest in the study of social entrepreneurship as a solution to current social challenges within society. The article posits that this interest is a product of the challenges of different natural disasters and their effects on the human population. To begin with, the 2007 economic crisis resulted in a significant increase in the rate of unemployment that affected many members of the society within the corporate sphere. Moreover, the current Covid-19 pandemic has further increased the economic challenges that members of society face. According to the article, the new trend in social entrepreneurship stands out as a solution to the government's shortcomings in addressing the welfare of society. The approach upon which the concept of social entrepreneurship is built fosters both economic and social growth, thereby resulting in the sustainable growth of the society and the organization (Bansal, Garg & Sharma, 2019). The widespread involvement of different humanitarian groups in providing solutions to social challenges depicts the need for social entrepreneurship as the new trend in the corporate world (Seanor & Meaton, 2007). According to the article, most scholars have focused their study bin the social-cultural, political, and economic impact of social entrepreneurship. This leaves a gap for the analysis of contextual characteristics that favor the development of social entrepreneurship at a multi-national level.

Prior study explored the complex relationship between C.S.R. and social entrepreneurship. Corporate Social Responsibility (C.S.R.) is the organization's obligation to the society in which it exists. According to the article, society's expectations from various organizations have significantly increased (Singh, Majumdar, & Saini, 2017). While the community previously relied on organizations for charity as one of the significant strategies that were aimed at facilitating the growth of the society, there has been a demand from the community in recent years for the organizations to integrate them as stakeholders who are a key fact in the organization sustainability process. These expectations are equally as high from the government, which has become a mediator between the community and the organization (Hackett, 2010). The government in India has taken significant strategies to ensure the active involvement

of organizations in the community development strategies. The first initiative is the policy developed by the government to ensure that organizations spend approximately 2-5 percent of their net profit on C.S.R. (Hackett, 2010). Guidelines have also been developed that will determine the involvement of organizations in need-based community projects, thereby reinforcing the community's perception as a stakeholder within the organization. According to the article, social entrepreneurship is perceived as a bridge that fills the gap between social services provisions and the supply of resources. It is perceived as a strategy by the state and market to meet the social needs of the society. The researchers identify a gap in the need to develop more innovative models of C.S.R. so that social and business benefits can be combined in a true sense.

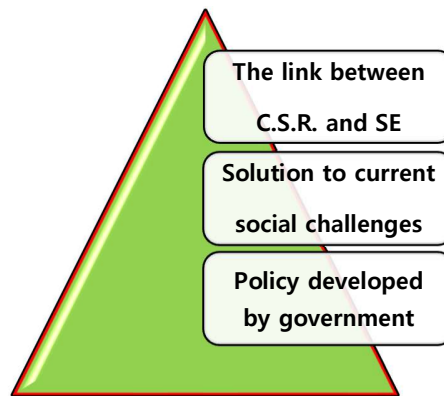


Figure 1 Background of developing more innovative models of C.S.R

3. Methodology

The qualitative content analysis takes the form of two research designs, particularly conceptual analysis, and relational analysis. The role of conceptual analysis in QCA is to determine concepts' existence and frequency in a given text (Choi, 2021). When researchers plan to conduct a qualitative content analysis, what comes to mind is typically conceptual analysis. The conceptual analysis allows a researcher to choose a concept for analysis that entails counting and quantifying its presence in a text. The primary objective of conceptual analysis is to analyze the occurrence of selected words or phrases in the data (Lee, 2021). The words or terms are classified as explicit or implicit. Explicit phrases are simple to identify, but implicit terms are complicated and thus require the researcher to choose the level of implication and determine the judgments depending on subjectivity. Beginning a conceptual content analysis requires the researcher to develop the research question and decide on the sample to be analyzed (Woo & Kang, 2021). Next, the researcher primarily uses the selective reduction process while coding the text into manageable content categories. The selective reduction process helps the researcher focus on and conduct the coding of particular words or phrases that seek to describe the research question.

The first step to conducting a conceptual content analysis is to choose the level of analysis, specifically words, phrases, word sense, themes, and sentences (Park, 2021). The researcher then develops a pre-defined set of categories to determine the number of concepts to be coded for. Step three allows the researcher to choose between coding for the existence or frequency of a concept, with the decision greatly influencing the coding process. The researcher decides how to distinguish concepts in stage four, while stage five allows for the development of rules to help in coding the texts.

Similar to conceptual analysis, the researcher begins the relational content analysis by choosing the concept to be examined, only that the analysis entails examining the relationships between concepts (Downe-Wamboldt, 1992). Notably, personal concepts are considered as ones without inherent meaning, with their meaning being the results of relationships within concepts. Beginning relational content analysis requires the researcher to first develop the research question and decide samples to be analyzed. The researcher must ensure that the research question focuses on addressing the problem and ensure that the concept types can be summarized and are hardly open to interpretation. The researcher then chooses a text for analysis.

The general process for performing the relational content analysis include determining the type of analysis. After selecting the sample, the researcher should determine the types of relationships to be assessed and the level of analysis, specifically word sense, word, sentence, phrase and themes. The second step will allow the researcher to categorize the text and code for patterns or words. With the words already coded, the third step allows the researcher to discuss the relationship between concepts. The fourth step is coding the relationships of the concepts, performing statistical analysis for step six and mapping out representations as the last step in conducting relational concept analysis.

Researchers use qualitative content analysis to find out information about texts, purposes, messages and the implications of communication content (Downe-Wamboldt, 1992). Additionally, researchers apply the QCA to understand more about any occurrence of recorded conversation or any piece of writing. Analyzing such data helps the researchers draw conclusions about the audience or the producer of the texts through qualitative content analysis. QCA synonymous with a confusing collection of fields ranging from gender and age issues to marketing and media studies, psychology and mental science, sociology and political science, literature and rhetoric, and ethnography and culture among other fields.

Researchers use qualitative content analysis to make inferences concerning communication antecedents, including inferring cultural components and change, examining the traits of persons, offering legal and evaluative evidence and providing solutions to disputed authorship (Kang, 2020). Another important justification for qualitative content analysis is that the research method is used to describe and make inferences related to the features of any communication. For instance, researchers use QCA to describe trends in communication content, relate known characteristics of the producers of the text to the content they are creating, and compare communication message to standards. Conducting QCA helps develop and nurture the relationship of known audience characters and links them to the content delivered to them.



Figure 2 Procedure of QCA Approach

4. Solutions to Identified Gaps

One of the significant strategies that could be implemented to bridge the gap in the literature is creating awareness of sustainable development. This entails the education of the local people and businesses on the significant benefits of social entrepreneurship. Local businesses and the community must develop a profound understanding of social entrepreneurship's ambiguity, complexity, identity, and multidimensionality (Amaeshi, Nnodim, & Osuji, 2015). Understanding the concept of social entrepreneurship is crucial as it will enable members of the community and the local businesses to redefine their relationship so that each party can benefit from the other. One of the significant challenges that local businesses are likely to face is underfunding the basics of social enterprises (Macassa, 2021). As such, focusing on solving the social challenges within the community is likely to present an obstacle as it will drain the organization's resources that are a significant part of their sustainability plan. As such, the organization leaders must be strategic when making decisions regarding the social challenges that they can solve. This requires a collaborative approach with members of the society to enable them to identify the challenges within the society that are likely to meet their intended budget (Agudelo et al., 2019). The role of the local community in promoting social entrepreneurship depends on their understanding of the benefits that it is likely to present to the community and the organization itself.

While funding is likely to be a major challenge, especially for startup organizations in achieving social responsibility goals, forming partnerships is likely to provide an amicable solution to this challenge. Startup organizations can either

form partnerships with other organizations in the private sector that have attained a higher level of stability or N.G.O.s that have focused on providing humanitarian services to the members of society. Social entrepreneurship presents significant benefits to the organization. However, these benefits are likely to be felt in the long term. As such, the funding that should be dedicated to social entrepreneurship should not be diverted from organizational resources aimed at facilitating the organization's sustainability (Gottschalk, 2011). Through partnerships, organizations will be able to pull resources together, thereby spreading the burden of funding and allowing the startup to participate in social entrepreneur initiatives to the best of their abilities. In this way, startup organizations will share the benefits of social entrepreneurship without the risk of shutting down.

Social entrepreneurs should be able to consider other alternatives that do not necessarily require funding to improve society's living conditions. For instance, while many startups may not have adequate resources that would enable them to fund various community projects, there are multiple needs within the community that does not necessarily require direct funding (Kamaludin, Xavier, & Amin, 2021). The development of mission and vision statements is crucial for social enterprises as it enables them to define their community intentions, allowing them to be more objective in their undertaking. Some of the significant strategies that organizations can implement towards achieving the goals of a social enterprise include the employment of vulnerable social groups (Knowles, 2014). Vulnerable populations such as people with disabilities have highly been segregated within the economic sphere despite their ability to effectively engage in various tasks. However, by employing them in different positions within the organization, the social enterprises will be able to provide a solution to a social challenge which is the high rate of unemployment among the vulnerable population, while achieving profitable sustainability from the input if the new employee segment (Kamaludin et al., 2021). Moreover, this strategy is likely to improve the organization's image within the society as it portrays the organization as socially inclusive. In this way, the organization is likely to gain the attention of more consumers who will be attracted to the organization to take part in the organization's social mission. With more consumers being attracted to the organization, the profitability of the organization is likely to increase.

The local government is in charge of multiple projects that are aimed at improving society. These projects are likely to vary in terms of the costs needed to complete them. Through partnerships with the local government, social enterprises will identify community projects that can fit within their funding budget (Lubberink, 2019). The idea of social entrepreneurship is not restricted to the involvement in high budget projects as a way of gaining society's attention rather than improving society through contributing positively based on the capacity of the social enterprise (Canestrino, Ćwiklicki, Magliocca & Pawełek, 2020). Moreover, collaborations with the local government are also likely to be a cost-effective strategy for funding these projects since most of the projects are already under the budget of the respective local organizations. In this way, the startup organization does not have to strain its resources while contributing to solving some of the significant solutions within society. Startup organizations are likely to face significant uncertainties within their operations that are likely to undermine the probability of their success. One of the significant challenges they face is competition from other organizations that have dominated the industry and are working on strategies to prevent the entry and sustainability of newbie organizations within the market segments.. As such, most of the funds that these organizations have been strained as they have to fund strategies that will enable the organization to achieve sustainability within the industry of operations (Cornelius, Todres, Janjuha-Jivraj, Woods, & Wallace, 2007).

One of the significant challenges that are likely to undermine the efficiency of the social enterprise is that the community members are likely to be suspicious of their interest in community development. Organizations have been known to take advantage of the community for their gains. It is crucial that the organization uphold transparency in their practices and identify the business and social benefits of the strategies they implement. While social entrepreneurship is likely to provide a strategy that will improve the organization's profitability, it should not be the main strategy that the organization looks up to as a basis for its growth (Palakshappa & Grant, 2017). Social enterprises should be able to merge their society improvement strategies with the C.S.R. responsibilities of the organization. The focus on social entrepreneurship will be a long-term backup strategy that will eventually gain the organization's popularity and facilitate sustainable growth in the future. Merging the social entrepreneurship goals with the C.S.R. strategies removes the pressure of performance from the organization as they will be able to engage in social development programs at their convenience based on a sustainable budget. In this way, the organization will focus on its profitability and social development goals without losing its focus on the issues of priority.

Leadership is another significant issue of consideration in finding solutions to some of the gasps that have been identified in the literature. The role of leadership in modern organizations has been explored in different research works (Ilac, 2018). Organization leaders are entrusted with the entire decision-making process, which determines the processes within the organizations and the involvement of the organization in various issues within the macro environment (Oberoi, Halsall, & Snowden, 2021). The attributes of a leader are likely to determine how they can

provide solutions to some of the significant issues that face the organization. In the case of social entrepreneurship, one of the significant leadership skills that are likely to be crucial in relation to social entrepreneurship is critical thinking (Smith, Besharov, Wessels & Chertok, 2012). Through critical thinking, the reader is able to identify some of the opportunities within the society to which they can focus their C.S.R. strategies (Yaari, Blit-Cohen, & Savaya, 2020). Critical thinking enables the leader to be strategic in their decision-making process. As such, the leader will be able to work around the funding challenges that are experienced in the organization to ensure that they can meet their intended goals.

To boost the above six solutions, innovation is another significant solution that would help bridge some of the gaps that have been identified in the literature. To begin with, there is a close relationship between C.S.R. and social entrepreneurship since the basic concepts behind the two ideals relate to the strategies that an organization has put in place to improve various aspects of the community. By solving social challenges within the community, the organization will be living up to its C.S.R. goals. As such, the decision for an organization to adopt social enterprise models of operation is crucial in its ability to meet its C.S.E. responsibility. Understanding this relationship is crucial as it will provide a means for organizations to develop innovative ways to ensure that they can get an ideal blend between the social enterprise model and C.S.R. goals. One of the significant challenges identified in the literature was that dominant organizations within various sectors of the economy are likely to implement the C.S.R. strategies to eliminate the competition and prevent new entrants into the market segment. This is likely to present a significant challenge for startup organizations. As such, innovation is crucial when deciding to adopt the social enterprise model of operation since it will enable the C.E.O of any startup organization to find better strategies to solve social challenges within the community without diverting the limited resources from the organizations to this course. Through the use of innovative models, startup organizations can gain a competitive edge against dominant competitors in their industry of operations (Saebi, Foss, & Linder, 2018).

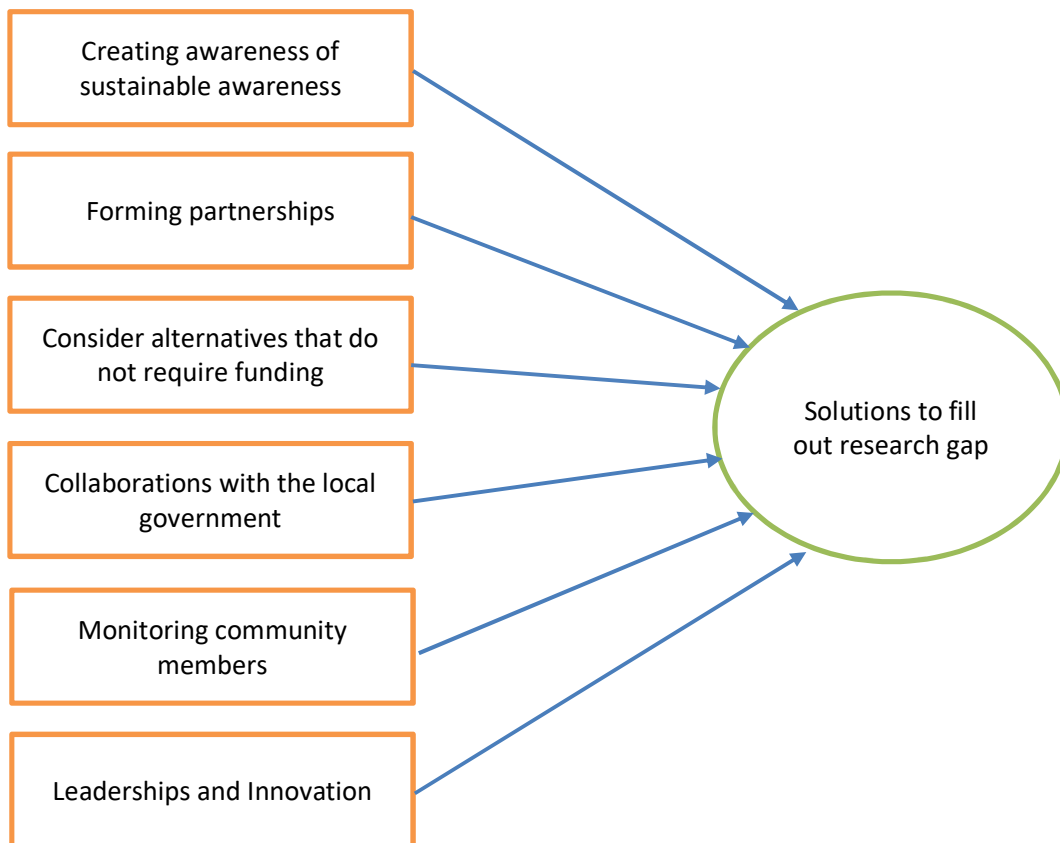


Figure 3 Summary of the Research Findings

5. Conclusion

Social entrepreneurship is a new trend in the corporate sphere that enables the organization to achieve its profit goals while solving some of the social challenges within the society. The benefits that have been attributed to the social enterprise approach are far fetching as they are likely to improve the competitive advantage of an organization which is a crucial factor in improving the marketing optioning of an organization within a given sector. This aspect of competition can be attributed to the fact that solving social challenges by organizations aligns with C.S.R. strategies. The C.S.R. strategies of an organization are aimed at improving the community in which the organization operates. The ability of a social enterprise to meet its C.S.R. objectives by providing solutions to the challenges within society will be a crucial factor in the development of the organization's image. Consumers are likely to affiliate themselves with social enterprise as it will allow them to contribute to the improvement of society, thereby gratifying their needs while they access consumer goods.

While the benefits associated with the social enterprise are quite diverse, multiple setbacks are likely to undermine the outcomes of social entrepreneurship strategies. The feasibility of an organization with social entrepreneurship solely depends on the number of resources within the organization and how the organization intends to effectively use these resources to meet the social needs of the society. Startup organizations are likely to be disadvantaged in adopting social entrepreneurship strategies due to the scarcity of resources experienced by the organization. While social entrepreneurship is likely to contribute to the success and sustainability of an organization through its significant benefit that is likely to contribute to the growth of an organization's brand, these benefits are most likely to be felt in the long run. As such, the approach may not be applicable for a startup organization, especially since the fund limitation is likely to undermine its feasibility.

With the emergence of social entrepreneurship as the new trend in the corporate world that enables organizations to achieve their C.S.R. goals while meeting their profitability needs, many organizations are likely to rush into adopting this strategy to enable them to gain a competitive edge against other competitors in the industry (Reid & Griffith, 2006). The primary aim of their study is to provide insights that will; enable managers from different organizations to make informed decisions before deciding on whether to adopt this new trend. Based on the study, entrepreneurs will understand the risks involved in the adoption of this new strategy in their operations (Reid & Griffith, 2006). They will be able to weigh between the benefits and risks to make informed decisions about whether to adopt the social enterprise approach or retain the traditional model of operations.

The primary target group for the study is startup organizations who are likely to believe that adopting the social entrepreneur approach is likely to result in immediate results. The research aims to caution startup organizations in the probability of shutting down after investing most of their resources in the social enterprise model. By elaborating on the model as a long-term strategy, startups can understand that it may not guarantee fast returns as expected. Identifying the gaps in the literature is also crucial as it enables the managers in startup organizations to understand some of the setbacks that they can expect with the model. However, by providing solutions to the identified challenges, startup organizations are likely to adopt the new trend.

Multiple solutions can be implemented to overcome the gaps identified in the literature. To begin with, the fund limitations that are likely to undermine the ability of startup organizations to adopt the social enterprise approach in their operations are likely to be overcome through strategies such as the formation of strategic partnerships. These partnerships can either be formed with the local government, N.G.O.s, or other private organizations within the economic sphere. Through strategic partnerships, the organizations are likely to bring together resources that will facilitate their ability to meet the community's needs. Other than the strategic partnerships, startup organizations can implement strategies that are not necessarily dependent on organizational resources. The social challenges in the community are rather diverse. One of the efficient strategies that can be implemented is the provision of job opportunities to marginalized members of society. In this way, the organization will be able to raise the living standards of the community members while benefiting from the skills of the hired workforce. The organization's leadership is another crucial factor that is likely to determine the feasibility of social entrepreneurship with an organization's C.S.R. model. Creative leaders are likely to develop innovative strategies that will enable them to harmonize both the C.S.R. goals with those of social entrepreneurship.

Multiple limitations have been established in the study. To begin with, the studies do not explain the relationship between C.S.R. and social entrepreneurship as each of the concepts is treated independently. This makes it a challenge for entrepreneurs to understand the close relationship between the two concepts and use various innovative models to ensure that they can benefit from adopting the social entrepreneurship model. Moreover, social entrepreneurship is depicted as a complex process that requires an organization to use vital resources to achieve its benefits. This perception depicts the social enterprise model as a threat to startup organizations due to the limited resources that these organizations have, which are mostly dedicated to the sustainability and the growth of such organizations.

The literature fails to address some of the assumptions that have been linked to social entrepreneurship. One of the significant assumptions that have been associated with social enterprise models is that it is a strategy that bigger corporations use to block the success of smaller corporations or new entrants into the market. This assumption is based on the belief that social entrepreneurship depends on the number of resources invested by an organization in providing solutions to the social challenges in the community. However, organizations can integrate multiple strategies through different innovative models to ensure that startup organizations can benefit from the social enterprise model.

The literature also fails to provide a detailed analysis of the benefits associated with social enterprises to enable organization leaders to develop an informed implementation plan for the strategy. The social enterprise model provides a means by which an organization can gain a competitive advantage. However, the strategy's benefits are in the long run. As such, investing more resources in the strategy is likely to divert resources from an organization that could have been used in other significant sustainability projects. The projection of the benefits associated with social entrepreneurship in the short term is likely to affect the sustainability of the startup organization.

Future research should focus more on quantitative and systematic work that moves beyond case studies and anecdotes. The continued increase of research in social responsibility and its relationship to C.S.R. should be geared towards the proper context. Lack of contextualization of the research topic could lead to a flawed understanding of C.S.R. through the profitability view, which does not relate to social impact. Additionally, the research should also be focused on how C.S.R. relates to social organizations in different economic and political contexts, such as developed and developing economies.

The agenda of research in social entrepreneurship and its relationship to C.S.R. should be focused on various vital agendas. One of the critical agendas is the study of social entrepreneurship as a classification of responsible entrepreneurship that places the entrepreneur in the capacity of an agent with less focus on the corporation. The long-term view of C.S.R. in social entrepreneurship depends on the entrepreneurs' relentless efforts and determination in creating an organization focused on economic and social activity (Nicolopoulou & Ozkan, 2009). Social entrepreneurs are known to be involved in a wide array of environmental and social issues that relate to various aspects of the economy by creating social wealth and value.

The second area of focus for social research is a convergent model for both social entrepreneurship and C.S.R. In this mode, the sustainability of social entrepreneurship depends on the success in integrating the viability, culture and strategy (Nicolopoulou & Ozkan, 2009). Through this and the concept of corporate renewal, the organizations can align the organizational change and the entrepreneurial process. Additionally, there is a need to research the idea of corporate venturing activities and their connection to C.S.R., which help build new capacity and capability ideal for the generation of environmental, economic and social capital.

There is an unrelenting need to determine the trends and developments relating to the operationalization of the logic of deployment of C.S.R. in social entrepreneurship. It is open knowledge that direct involvement with the community is key to the deployment of C.S.R. activities. Still, there is little research on the link between the profitability of the business and social activities. Whereas social entrepreneurs who engage in social responsibility are known to be financially better performers, there is limited literature on in-depth case studies that justify this assertion (Nicolopoulou & Ozkan, 2009). There is, therefore, a need to track down the changes, challenges, results and effects of C.S.R. and social entrepreneurship on the organization over time. The lack of this literature then affects social entrepreneurs' perception and assessment of how they acquire resources.

The benefits of social entrepreneurship and engagement in C.S.R. activities are diverse. They may range from an increase in reputation to growth in profitability and entrepreneurs' satisfaction. The area is gaining momentum, and future research should be committed to exploring the multidimensional approach that connects the C.S.R. to social entrepreneurship. Social entrepreneurs can significantly benefit from the various structures and strategies that connect the two concepts while still maintaining the commitment to creating social capital. For this reason, this paper recommends further and extensive research to increase these benefits and foster more understanding of the relationship between the two concepts.

References

- Abad-Segura, Cortés-García, & Belmonte-Ureña. (2019). The Sustainable Approach to Corporate Social Responsibility: *A Global Analysis and Future Trends. Sustainability*, 11(19), 5382.
- Agudelo, M. A. L., Jóhannsdóttir, L., & Davídsdóttir, B. (2019). A literature review of the history and evolution of corporate social responsibility. *International Journal of Corporate Social Responsibility*, 4(1), 1-23.
- Amaeshi, K., Nnodim, P., & Osuji, O. (2015). *Corporate social responsibility, entrepreneurship, and innovation*. Oxfordshire, England: Routledge.
- 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.
- Buendía-Martínez, I., & Carrasco Monteagudo, I. (2020). The Role of C.S.R. on Social Entrepreneurship: An International Analysis. *Sustainability*, 12(17), 6976.
- Canestrino, R., Cwiklicki, M., Magliocca, P., & Pawelek, B. (2020). Understanding social entrepreneurship: A cultural perspective in business research. *Journal Of Business Research*, 110(March), 132-143.
- Cato, M. (2012). Understanding social enterprise: Theory & Practice. *Social Enterprise Journal*, 8(1), 78-79.
- Choi, D. H. (2021). Digital Forensic: Challenges and Solution in the Protection of Corporate Crime. *The Journal of Industrial Distribution & Business*, 12(6), 47-55.
- Cornelius, N., Todres, M., Janjuha-Jivraj, S., Woods, A., & Wallace, J. (2007). Corporate Social Responsibility and the Social Enterprise. *Journal Of Business Ethics*, 81(2), 355-370.
- Crisan, C. M., & Borza, A. (2012). Social entrepreneurship and corporate social responsibilities. *International Business Research*, 5(2), 106.-113.
- Downe-Wamboldt, B. (1992). Content analysis: method, applications, and issues. *Health care for women international*, 13(3), 313-321.
- Gottschalk, P. (2011). *Corporate social responsibility, governance and corporate reputation*. World Scientific.
- Hackett, M. T. (2010). Challenging social enterprise debates in Bangladesh. *Social Enterprise Journal*, 6(3), 210-224.
- Hoang Tien, N., Minh, H., Minh Duc, L., Mai, N., & Thuc, T. (2020). Social entrepreneurship and corporate sustainable development. Evidence from Vietnam. *Cogent Business & Management*, 7(1), 1-17.
- Hynes, B. (2009). Growing the social enterprise – issues and challenges. *Social Enterprise Journal*, 5(2), 114-125.
- Ilac, E. (2018). Exploring social enterprise leadership development through phenomenological analysis. *Social Enterprise Journal*, 14(3), 268-288.
- Kamaludin, M., Xavier, J., & Amin, M. (2021). Social entrepreneurship and sustainability: A conceptual framework. *Journal Of Social Entrepreneurship*, 1-24.
- Kang, E. (2020). The relationship between reinforcement of employee's customer-centric behavior and employee motivation factors. *Advances in Social Sciences Research Journal*, 7(7), 338-347.
- Lee, J. H. (2021). Effect of sports psychology on enhancing consumer purchase intention for retailers of sports shops: Literature content analysis. *Journal of Distribution Science*, 19(4), 5-13.
- Lubberink, R. J. B. (2019). *Social entrepreneurship and sustainable development. In decent work and economic growth: Encyclopedia of the UN sustainable development goals*. Springer, Cham.
- Macassa, G. (2021). Social enterprise, population health and sustainable development goal 3: A public health viewpoint. *Annals Of Global Health*, 87(1), 52.
- Martin, R., & Osberg, S. (2007). Social entrepreneurship: The case for definition. *Stanford Social Innovation Review*, 2007(Spring), 28-39.
- Newman, C., Rand, J., Tarp, F., & Trifkovic, N. (2020). Corporate social responsibility in a competitive business environment. *The Journal Of Development Studies*, 56(8), 1455-1472.
- Nicolopoulou, K., & Karatas-Ozkan, M. (2009). CSR and social entrepreneurship: future global opportunities and challenges in corporate community involvement strategies. *International Journal of Business and Globalisation*, 3(2), 173-187.
- Oberoi, R., Halsall, J., & Snowden, M. (2021). Reinventing social entrepreneurship leadership in the COVID-19 era: engaging with the new normal. *Entrepreneurship Education*, 4(2), 117-136.
- Palakshappa, N., & Grant, S. (2017). Social enterprise and corporate social responsibility. *International Journal Of Entrepreneurial Behavior & Research*, 24(3), 606-625.
- Park, H. Y. (2021). The association between fair hiring policy and employee job satisfaction: Theoretical approach in the literature analysis. *East Asian Journal of Business Economics*, 9(2), 43-54.
- Reid, K., & Griffith, J. (2006). Social enterprise mythology: critiquing some assumptions. *Social enterprise journal*, 2(1), 1-10.

- Ruebottom, T. (2011). Counting social change: outcome measures for social enterprise. *Social Enterprise Journal*, 7(2), 173-182.
- Saebi, T., Foss, N., & Linder, S. (2018). Social entrepreneurship research: Past achievements and future promises. *Journal Of Management*, 45(1), 70-95.
- Seanor, P., & Meaton, J. (2007). Making sense of social enterprise. *Social Enterprise Journal*, 3(1), 90-100.
- Singh, A., Majumdar, S., & Saini, G. K. (2017). Corporate social responsibility and social entrepreneurship: An Indian context. *Journal of Entrepreneurship and Innovation in Emerging Economies*, 3(1), 71-76.
- Smith, W., Besharov, M., Wessels, A., & Chertok, M. (2012). A paradoxical leadership model for social entrepreneurs: challenges, leadership skills, and pedagogical tools for managing social and commercial demands. *Academy Of Management Learning & Education*, 11(3), 463-478.
- Sunley, P., & Pinch, S. (2012). Financing social enterprise: social bricolage or evolutionary entrepreneurialism? *Social Enterprise Journal*, 8(2), 108-122.
- Thompson, J. (2011). Reflections on social enterprise and the Big Society. *Social Enterprise Journal*, 7(3), 219-223.
- Tilt, C. (2016). Corporate social responsibility research: the importance of context. *International Journal Of Corporate Social Responsibility*, 1(1), 1-9.
- Woo, E. J., & Kang, E. (2021). The effect of environmental factors on customer's environmental protection pattern: An empirical text analysis in the literature. *International Journal of Environmental Sciences*, 7(1), 1-15.
- Yaari, M., Blit-Cohen, E., & Savaya, R. (2020). Management in social enterprises—Management style, challenges, and strategies. *Journal Of General Management*, 46(1), 36-46.