

## Consumers' Perceptions Towards Motivational Intentions Of Social Entrepreneurs in Malaysia

Rajeeshwaran Moorthy\*  
Upper Iowa University  
rajeeshwaran@outlook.com

Sanmugam Annamalah  
SEGi University College  
shanluct@segi.edu.my

— *Review of* —  
**Integrative  
Business &  
Economics**  
— *Research* —

### ABSTRACT

Social business takes the intermediary stands between profit-making business organization as well as social cause driven organization (i.e. NGO). The number of social enterprise and social entrepreneurs in Malaysia is still significantly low as compared to our neighboring countries. Therefore, this paper aims at contributing to the field of social entrepreneurship in Malaysia by deducing the social entrepreneurial intention within the country. This study also can be used to revamp the existing platform initiated by Malaysian government and private sector to promote social business. The credibility of existing entrepreneurship studies on intention formation could not be adapted to the current needs due to time as well as geographical factor. Most of the social entrepreneurial intention studies were conducted in foreign country (i.e. mostly in U.S.A.). Hence, the studies on social business conducted in Malaysia were not on intention formation but on wealth creation of a particular society enhancement in social business. Furthermore, since social entrepreneurs operate in a social value creation context, it embraces the possibility that the antecedents to the variables might differ from the ones found in the traditional entrepreneurship literature. The elements in the classic entrepreneurial intentions model by Krueger (1993) was enhanced to suit the nature of the social business; to seek how intentions to create a social venture which can be considered as the tangible outcome of social entrepreneurship get formed. The model is tested through analyzing primary data collected through questionnaire from 1000 respondents who are affiliated with social business and social enterprise throughout Malaysia. Combining insights from traditional entrepreneurship literature and anecdotal evidence in the field of social entrepreneurship, this study will focus on the behavioral intentions to create a social venture are willpower motivated

Keywords: Social Business, Entrepreneurial Intention, Entrepreneurship Model & Malaysia

### 1.0 Introduction

Social enterprises are different from conventional enterprises because social enterprises aim to optimize the value for social ends (Mair, J. and I. Martí, 2006). Conversely, the concept is still very unclear to many people as they understand it as 'not-for-profit' charitable organizations with the sole dependency on the findings from others (Chell, E., 2007). However, social

entrepreneurship is a voluntarily kind of organization that provides services to the society for free (Weerawardena, J., 2006). Gendron defined social entrepreneurship as “an effective mechanism for generating value in societal, economic and environmental forms” (Gendron, G., 1996). Social entrepreneurship involves the promotion and building of enterprises or organizations that create wealth, with the intention of benefiting the society (Gendron, G., 1996) Yunus illustrates social entrepreneurship as “a social business is a subset of the idea of social entrepreneur, basically an enterprise that uses free market principles to the address a pressing social problem—such as poverty, homelessness, or the needs of under-privileged children. It must be profitable and sustainable, but instead of profit back into the pocket of the stockholder, it is reinvested into the business” (Yunus, M., 2009).

However, social entrepreneurship is different from the traditional entrepreneurship in terms of their vision and objective (Sarif, S.M., Y. Ismail and A. Sarwar, 2013). While traditional entrepreneurship always looks for profit maximization; the social entrepreneurship works for the betterment of the society rather than engaging in generating profits (Murphy, P.J. and S.M. Coombes, 2009). Furthermore, social entrepreneurship extensively works on the societal development (Bygrave, W.D. and C.W. Hofer, 1991). Hence, social entrepreneurship is an alternative, which will help in exploiting opportunities for social change and improvement, rather than traditional profit maximization. Though, several studies on entrepreneurship were conducted by several academicians all over the world in different countries, however, the issue of social entrepreneurship got immense importance in the eyes of the researchers recently. Moreover, data are very limited in the context of Malaysia (Dacanay, 2005). Realizing these current needs and trends, this study aimed at exploring the research gap and proposes a model of social entrepreneurship for social entrepreneurs through understanding the current level of practice of social entrepreneurship based on the perception viewed by the consumers affiliated with social business in Malaysia. Despite the relevance of social entrepreneurs’ actions for society and development, entrepreneurship as a scholarly field has until recently; mainly examined the personality, activities and outcomes of traditional entrepreneurs, i.e., entrepreneurs whose primary objective is economic value creation. It’s argue that although the profit motive is a “central engine” for entrepreneurship, it does not preclude other motivations such as willpower.

In 1990, Gartner highlighted that entrepreneurship also occurs in the nonprofit sector. Moreover, as Venkataraman pointed out, there is no such thing as “non-social” entrepreneurship: all entrepreneurs create social value by providing jobs, paying taxes and creating new markets and technologies (Venkataraman, 1997). While for traditional entrepreneurs social value creation remains a secondary outcome or byproduct, it is the very reason for existence of social entrepreneurs. A few existing research efforts have focused mostly on identifying and describing social entrepreneurs’ personality. According to these studies, social entrepreneurs are characterized by very special traits (Drayton, 2002), special leadership skills (Henton, Melville, & Walesh, 1997; Thompson et al., 2000), the passionate way they fight to realize their vision (Bornstein, 1998; Boschee, 1995), their strong ethical fiber (Bornstein, 1998), and/or their entrepreneurial qualities (Drayton, 2002).

The world of ideas, innovation, and opportunity has traditionally been associated with economic value creation, a link that has attracted the attention of management scholars. Although today it is increasingly recognized that ideas, innovation, and opportunity are not the exclusive domain of traditional entrepreneurs, it can be argued that whether social entrepreneurship itself is an independent field of study or subset study within traditional entrepreneurship. The rise of social entrepreneurship, both as a practice and as a theoretical endeavor, provides a unique opportunity for the field of entrepreneurship to challenge, question, and rethink important concepts and assumptions in its effort towards a unifying paradigm. The main motivation for this study, therefore, lies in challenging, corroborating and extending existing knowledge on an entrepreneurial phenomenon; the intention formation process by examining it in the context of social entrepreneurship.

Drawing from social and cognitive psychology and research on the intention formation process of traditional entrepreneurs, it can be examined how the intention to create a social venture develops in a particular social entrepreneur. Shapero and Sokol’s (2008) work has been particularly influential in exploring antecedents of entrepreneurial intentions. They proposed that perceptions (i.e. perceived venture feasibility and desirability), in combination with a propensity to act, influence behavior through intentions (Shapero and Sokol, 2008).

Extending our research, it can be noticed that if social entrepreneurship is a type of venture meant for the *bona fide* of the society, then there is a need to understand what the

consumers' view on the social entrepreneurship is. More specifically, consumers' view on the motivational intentions behind social entrepreneurship. By understanding such views, it would result in identifying the volatility of cause between social entrepreneurship and the consumer. For instance, does consumers perceive social entrepreneurship parallel to their genuine purpose or just as another profit making organization making use of the social cause? The views perceived by the consumers toward the motivational intentions of social entrepreneurs would be beneficial when it comes to drafting strategies as well as guidelines in how the government and private sector must conduct the their social business start-up movement in Malaysia as the number of social business in Malaysia is still far behind as compared to the neighboring country. Furthermore, social entrepreneurs would be able to understand what consumers perceive of them and can act accordingly. This research will not only aid in the policies making decision by government in enhancing the social business startup within the country but also we would able to sense what society have been thinking of the social business and its credibleness.

### **1.1 Problem Statement**

The credibility of traditional entrepreneurship studies on intention formation (Krueger, 1993; Krueger and Reilly, 2000), could not be adapted to the current needs due to time as well as geographical factor as most of the social entrepreneurial intention studies were conducted in the United States of America. The reason being is that, the perception of consumers towards social business may differ from one region to another region due to cultural and economic background. The studies on social business conducted in Malaysia were not on intention formation but on wealth creation as well as 'Bumiputera' enhancement in social business. Moreover, in some of the previous studies conducted on the social entrepreneurial intention formation, the factor of propensity to act was left out as it was considered not crucial in the studies. Furthermore, since social entrepreneurs operate in a different context, it embraces the possibility that the antecedents to the variables might differ from the ones found in the traditional entrepreneurship literature. Adding on, the number of social enterprise and social entrepreneurs in Malaysia is still significantly low as compared to our neighboring countries such as Singapore, Thailand and Brunei.

### **1.2 Research Questions**

- How does influence of an individual involvement in societal cause that contributes to social entrepreneurial intention?
- How does the background of social entrepreneurs play a role in starting social entrepreneurship?
- What is the influence of previous organization work life of social entrepreneurs contributes to social entrepreneurial intention?
- How social support from government and private sector plays a role in social entrepreneurial intention?
- What is the role of willpower when it comes to social entrepreneurial intention?

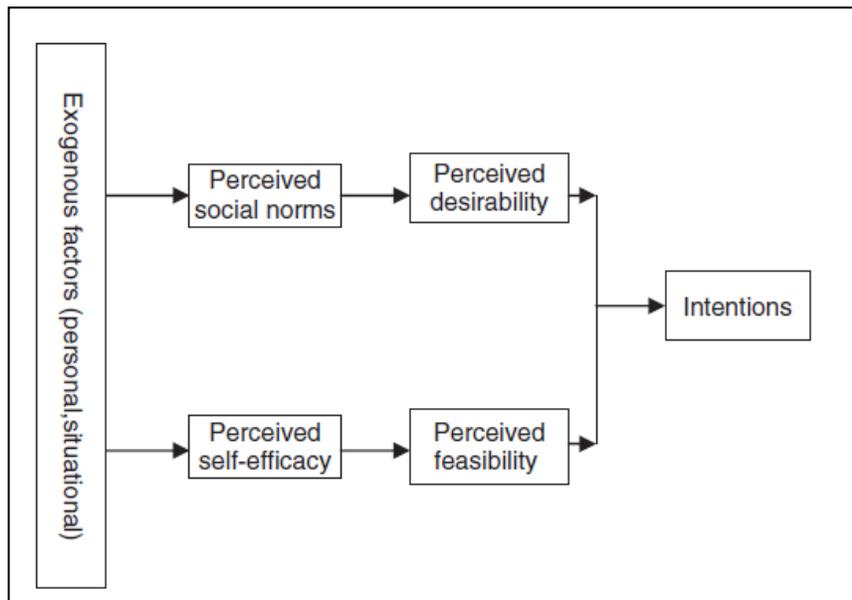
### **1.3 Research Objectives**

- To identify the role of people surrounding the social entrepreneur's life sparking the social changing interest within the entrepreneur.
- To explore the ability of social entrepreneur place themselves in other people's shoes when it comes to understanding their problems.
- To understand the extent of previous work experience within social enterprise that act as the catalyst for social entrepreneurs to initiate their ventures.
- To infer the effectiveness of startup programs and boot camps initiated by both the government and private sector.
- To investigate the cause of absolute commitment by social entrepreneurs in their venture.

## 2.0 Literature Review: Model of Entrepreneurial Intention

The existing views of entrepreneurial intentions was challenged by proposing a contextual model of entrepreneurial intentions (EIM). It builds upon the prior work of a broad range of researchers including work of Elfving (2008), which bridges self-efficacy, motivations, and intentions. The ideas adapted from social cognitive theory have widely impacted entrepreneurial research, especially the work in entrepreneurial intentions. While the implementation of perception and cognition has certainly increased the understanding of entrepreneurial behavior and despite the relatively large number of studies done, the EIM model could be viewed as reliable and useful with the reason being the model have been empirically tested for numerous time. When studying why people choose to become entrepreneurs and continue being entrepreneurs, it remains one of the most influential models with respect to entrepreneurial cognitions. This model is called the entrepreneurial intention model and was developed by Krueger and his associates (Krueger, 1993; Krueger and Brazeal, 1994; Krueger et al., 2000).

Source: adapted from Shapero (1982), Krueger (1993), Krueger and Brazeal (1994), and Krueger et al. 2000)

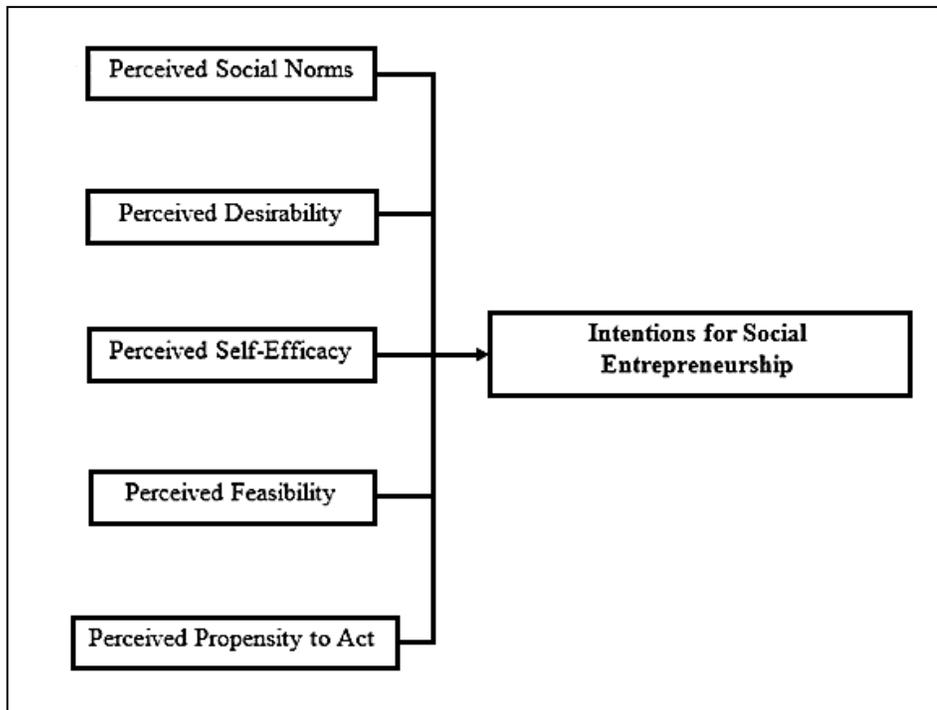


**Figure 1. The classic entrepreneurial intentions model.**

The model proposed by Krueger and his associates draws heavily on the work of Ajzen and Fishbein and their theory of planned behavior as well as on the work of Shapero (2001) and his theory of the entrepreneurial event. Shapero's work (2001) focused on factors which make an entrepreneurial venture and concluded that entrepreneurial events are a result of interacting situational and social-cultural factors. Each entrepreneurial event occurs as a result of a dynamic process providing situational momentum that has an impact upon individuals whose perceptions and values are determined by their social and cultural inheritance and their previous experience (Fishbein, 2001). The notable reason for an entrepreneurial event is a change in the person's life path, e.g., the loss of one's job, a midlife crisis, or an opportunity to take the risk after a financial situation becomes more secure. Changes in one's life path alone, however, are insufficient conditions for an entrepreneurial event to occur. Other influencing factors are, e.g., background, previous experience, and one's perception of feasibility. The division between perceived feasibility and perceived desirability, central in Krueger's model, also originate from Shapero's model (Shapero and Sokol, 2001).

Drawing on these arguments, Krueger created the entrepreneurial intentions model. The entrepreneurial intentions model assumes that perceived feasibility and perceived desirability predict the intentions to become an entrepreneur (Krueger, 2000). Perceived social norms and perceived self-efficacy are antecedents of perceived desirability and perceived feasibility (Krueger and Brazeal, 2001). Social norms have not always had a significant impact (Krueger et al., 2000). However, one also has to consider that social norms could be expected to vary across cultures, i.e., in some countries, social norms are more supportive of entrepreneurial activity than in others (McGrath and MacMillan, 2001; Davidsson and Wiklund, 2002; Krueger and Kickul, 2006). According to the model of planned behavior, perceived desirability or personal attitude depends on the perceptions of the consequences of outcomes from performing the target behavior: their likelihood, negative and positive consequences, and both intrinsic and extrinsic rewards (Ajzen and Fishbein, 2005; Kuratko et al., 1997). In a nutshell, it's about a perceived expectancy framework. Perceptions are dependent on the social context and on what can be regarded as personally desirable. What kind of behavior is considered worthy of a reward and what is not will vary across cultures and societies.

However, it seems that there are more to causation when forming the motivational intention that promotes the social entrepreneurship especially from the views of consumers. Therefore, it requires an added exogenous factor that contributes to the social entrepreneurship motivational intention which is, propensity to act. The enhanced model of entrepreneurial intention is as below:



**Figure 2. The proposed social entrepreneurial intentions model.**

*Perceived Social Norms.* **Perceived social norm** measure is a function of the perceived normative beliefs of significant others, such as family, friends, and co-workers, weighted by the individual's motive to comply with each normative belief (Krueger et al., 2000). Social norms often reflect the influence of an organizational and/or community culture and provide guidelines for what in a culture is regarded as desirable. Perceived social norm is very interesting and a very complicated component in the model. However, in previous studies by some researchers claim that social norms do not explain additional variances in intentions for would-be entrepreneurs (Krueger et al., 2000). This could be true within a given culture, but few studies have compared across cultures and societies. Kickul and Krueger (2004) pointed out that if social norms are valid constructs, cultural contexts should be reflected in them.

*Perceived desirability.* **Perceived desirability** is the personal bias towards ventures perceived as more desirable, a bias that grows from the perceived personal consequence of the entrepreneurial outcomes (e.g. good vs. bad), type of venture (e.g. high tech vs. lowtech) (Krueger and Brazeal, 1994), and the level of support in the environment (e.g. family, peers, colleagues, mentors, others) (Shapero and Sokol, 1982; Scott and Twomey, 1988). Research has shown that perceptions of desirability are positively related to entrepreneurial intentions (Krueger 1993). Nimalathasan & Achchuthan, (2012) study on entrepreneurial motivation and self employment intention was significantly determined by the desirability for self employment. Non of the variables including, feasibility for self employment, individual's tolerance for risk, and perceived government and non governmental support did not show causality for the entrepreneurial intention.

Further, Wang, Lu, & Millington's (2011) study was partially supported by the Entrepreneurial Event Model suggesting a positive impacts of perceived desirability and perceived feasibility on entrepreneurial intention. Moving further towards empirical studies, Thrikawala, (2011) revealed that the gender, family business experience, type of the study programme and the year of the study programme were significantly impinge on entrepreneurial intention among academic while the financial ability of their family is not related to their intention. Moreover, Davidsson, (1995) suggests that primary determinant of entrepreneurial intention is person's conviction that starting and running one's own firm is a suitable alternative for him/her. Besides, Kumara, (2012) suggested that there is a statistically significant positive modest correlation between entrepreneurial belief and entrepreneurial intention, and between attitude towards self-employment and entrepreneurial intention. Crant, 1996; Veciana et al., 2005 cited in (Guerrero, Rialp, & Urbano, 2006) Entrepreneurial Potential Model was largely supported to their study. Moreover, Crant's (1996) results showed a strong relationship between the variables in the Entrepreneurial Potential Model. Besides, (Veciana, Aponte, & Urbano, 2005) in their study revealed that students have a positive vision of desirability to start a new firm, but they do not perceive it as feasible.

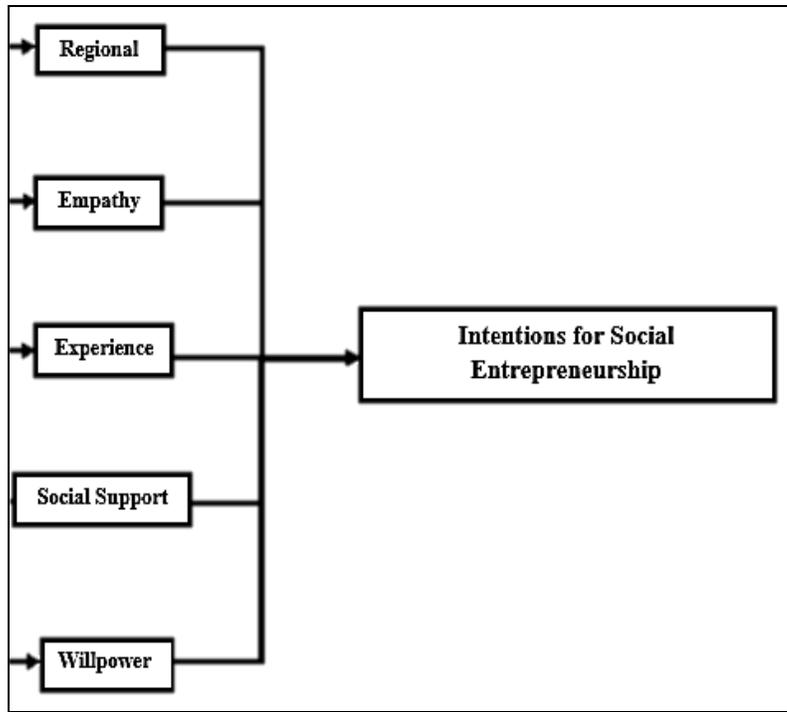
*Perceived self-efficacy.* **Perceived self-efficacy** is one's sense of competence: a belief that we can do something specific (Bandura, 1977, 2001). Self-efficacy is a strong driver of goal-oriented behavior (Baum and Locke, 2004; Bandura, 1977, 2001). Desiring to do something,

however, is not enough to lead to intentions. A belief that one can actually do it is also required. For instance, gender and ethnic differences in work preferences and performance can often be traced to differences in self-efficacy. Kourilsky and Walstad (1998) compared perceptions of knowledge with actual knowledge of entrepreneurial skills and showed that although the skill levels of boys and girls were comparable, girls were more likely to feel ill prepared. This might be the result of the gender role of femininity in which self-awareness is stronger. Support for this was found by Wilson et al. (2004) who demonstrated a direct relationship between self-efficacy and intentions in girls and highlighted the significance of girls' self-efficacy on their entrepreneurial aspirations.

*Perceived feasibility.* **Perceived feasibility** is the entrepreneur's belief in his/her ability to put together the required human, social and financial resources for the new venture (Shapiro and Sokol, 1982). That belief does not come from prior experience as such, but from the resulting expertise (Reuber, Dyke et al., 1990), which helps entrepreneurs to overcome potential pitfalls, such as misreading the market or forming unrealistic expectations (MacMillan, Block et al., 1986). Expertise developed from prior experience is manifested in the entrepreneur's perceived self-efficacy (i.e. the belief in one's abilities to plan and execute the path required to produce certain outcomes) and social capital (i.e. the social network which, resting on trust and cooperation, is capable of providing the resources to implement a new venture, such as business incubators, targeted small business programs, business professionals, and established institutions and agencies) (Starr and Fondas, 1992). Research has shown that perceptions of feasibility are positively related to entrepreneurial intentions (Krueger 1993).

*Propensity to act.* **Propensity to act** is the innate tendency to act, and is felt with varied intensity among different people. For this reason, it influences intentions not only directly, but also indirectly (Krueger, 1993). When propensity to act is low, entrepreneurial intentions are unlikely to develop, and perceptions of desirability become the sole predictors of intentions (Krueger 1993). On the other hand, when propensity to act is high, the quantity of prior entrepreneurial experience, in addition to perceptions of desirability and feasibility, directly influences intentions (Krueger 1993).

### 3.0 Research Methodology: The Concept-Specific Model



**Figure 3. The context-specific entrepreneurial intentions mode**

**Regional.** Norms of support have been examined in previous entrepreneurship research (Kolvereid, 1997) but have been somewhat limited in scope to the supportiveness of friends, family, and role models. The perception of a supportive environment such as factor of origin and working environment seems to be an important organizational culture factor in highly entrepreneurial companies. To create and maintain this environment, an entrepreneurship-friendly setting that employees and managers perceive as truly supportive is needed (Krueger, 2003). Just as highly entrepreneurial organizations need to exude a perception of support, it is likely that the perceived social norms of a region (i.e. country, state or city) or group (i.e. family, friends, or organization) need to espouse a perception of a supportive environment to encourage nascent entrepreneurs to take action in starting new firms. The likelihood that a potential entrepreneur will exploit an opportunity is very much influenced by the supportiveness of the culture or country in which a nascent entrepreneur lives (Leo-Paul, 2005).

**Empathy.** While it is widely agreed upon that empathy represents a multifaceted concept (Davis, 1980), no consensus seems to exist on a single definition (Chlopan, McCain, Carbonell, & Hagen, 1985). Traditionally the literature has distinguished between affective (emotional) and cognitive empathy (López, Apodaka et al., 1994; Mehrabian & Epstein, 1972). Authors following the former approach refer to empathy as an affective response, as something to be aroused. Oswald provides a very straightforward definition, and refers to empathy as a feeling, a “vicarious affective arousal” (Oswald, 1996: 614). Others provide more indirect definitions but feelings still represent the common denominator. For example, Barnett, Howard et al. (1981) state that “empathizing, or vicariously experiencing the distress of another individual, enhances the expression of helping behaviors directed toward that individual”. (Barnett, Howard et al., 1981: 125). Authors that agree with the latter approach refer to empathy as the ability to adopt the perspective, or point of view, of other people and regard it as a basic requirement of all social behavior (Hass, 1984).

Empathy has been studied extensively in the context of helping behavior, a concept that is related to the spirit of SE. While Oswald (1996) reports ambiguous results on whether empathy triggers helping responses – a finding he mainly attributes to measurement issues—several studies do support the positive link between empathy and helping responses. Barnett et al., e.g., found that perceived helping skills increased the likelihood that empathy triggers a helping response (Barnett, Thompson, & Pfeifer, 1984). Following a similar line of thinking, Goldman et al. proposed that direct requests for help also positively affect the empathy –helping response link (Goldman, Broll, & Carrill, 1983). Building on this evidence that empathy is positively associated with helping responses, it can be suggested that a person who is capable of intellectually recognizing and emotionally sharing another person’s emotions and feelings will develop a desire to help and do whatever is necessary to avoid another’s suffering.

**Experience.** The most important factor for deciding a person’s self - efficacy is “mastery experience”, the experience of attaining a belief in one’s own capabilities through past mastery (Bandura1997). Success raises self-efficacy, while failure lowers self-efficacy. Past experience of mastering challenging situations and tasks will therefore add to the level of self-efficacy, which gives further perseverance when the going gets though. Past recollections of eventually finding a solution through pure endurance will serve as a reminder that a solution will present

itself with enough effort and patience. In some cases can self-efficacy levels get so high, that the person stops experiencing failure in personal achievements with the understanding that the outcome is merely a result of the effort one put into the task.

**Social support.** Entrepreneurs do not and cannot succeed alone, i.e. they need support. It has been demonstrated that –depending on the particular context– successful entrepreneurs rely on efficient networks. Networks include all the persons connected by any kind of relationship (Aldrich & Zimmer, 1986) and can refer to venture capital, suppliers, facilities, clients, etc. (Reynolds, 1991). The social support they need is typically based on their social capital, a term commonly associated with trust, civic spirit, solidarity. Thus, social support can be conceived as trust and cooperation derived from social networks (Backman & Smith, 2000). Social support relates to tangible outcomes such as the “actual and potential resources individuals obtain from knowing others, being part of a social network with them, or merely from being known to them and having a good reputation” (Baron, 2000: 107). Social support can be viewed as trust and cooperation through a social network and as an enabling factor in the SE process. It facilitates the provision of resources needed to engage in SE and implement a social enterprise (Aldrich & Martinez, 2001).

**Willpower.** Defined as energetic determination and, according to Ghoshal and Bruch, “the most powerful force of human behavior” (2003: 51), is closely related to propensity to act. Willpower can be identified in an individual when he/she manifests an absolute commitment to achieving his/her goals. Ghoshal and Bruch (2003: 51) described it as “a deep personal attachment to an intention”. Its power is such that it moves an individual to act, despite adversity, lack of motivation, low energy levels, or alternative opportunities. Furthermore, willpower seems to inspire the individual in the face of difficulties (Ghoshal and Bruch, 2003). It is important to note that willpower and motivations are distinct, but related, concepts. Willpower is much more than motivation (Ghoshal and Bruch, 2003). An individual may feel unmotivated, yet still be capable of finishing complex tasks through an exercise of will. However, this research does not refer to the degree of motivation (i.e., weak versus strong). Rather, it focuses on the type of motivation, which is not only related, but triggers willpower. According to the literature, the type of motivation that social entrepreneurs experience is context-specific. First, social entrepreneurs are motivated by a strong desire to change society, a discomfort with the status quo, altruistic

feelings, and a need to be socially responsible (Bornstein, 1998; Prabhu, 1999). Drayton (2002) argues that this “entrepreneurial quality” distinguishes the average from the successful social entrepreneur. Second, unlike traditional entrepreneurs, who are motivated by economic value creation, social entrepreneurs are motivated primarily by social value creation (Hibbert, Hogg et al., 2002), which in this paper is understood as addressing a social problem or bringing about social change.

### **3.1 The Approach of this Study**

This study is based on empirical investigation of the entrepreneurial intention formation process of a “social entrepreneur”, an individual who combines resources in innovative ways to pursue opportunities aiming at the creation of organizations and/or practices that generate social value. The specific research question of our work is, “Consumers’ perception towards the motivational intention of social entrepreneurs” Building on traditional entrepreneurship studies on intention formation (Krueger, 1993; Krueger and Reilly, 2000b), it’s expected that social entrepreneurs, like traditional entrepreneurs, experience perceptions of feasibility and desirability, and propensity to act, which influence the intention to create social ventures. However, since social entrepreneurs operate in a different context, it embrace the possibility that the antecedents to the five mentioned variables might differ from the ones found in the traditional entrepreneurship literature.

### **3.2 Sample size and sampling method**

To extend the credibility of this research, the data will be collected from *1000 respondents* who are aware of the social business; this is vital, as the research is about trying to understand what consumer perceives about social entrepreneurs and drives them therefore, they must have some form of contact with the social entrepreneurs. Moreover, the research should aid in drafting strategy for government initiative for social business startup in Malaysia; which requires at least a feasible amount of sampling. As compared to the previous research done in social business on Malaysia, this research sampling proves to be feasible as the earlier research sampling ranging from 250 to 500 respondents. To avoid parallax error while selecting the respondents, the method of

*purposive sampling* will be used for this research. All the respondents are from social entrepreneurship meaning to say, people who have been an active member, employees under social entrepreneurship and people who have been participated in social business's initiative. The questionnaire used for this research was specifically developed in addressing the research objectives and research questions. In order to take every single data into account, *likert scale* have been used to avoid neglecting respondents view. The *likert scale* used here will be ranging from 1 to 5 to give an optimum choice of options for the respondents whereby, 1 being the least disagreed while 5 being strongly agreed.

The following social business organization have been agreed in distributing my questionnaires to the respective respondents:

- **Youth Trust Foundation – myHarapan**

myHarapan is a Youth Trust Foundation dedicated towards empowering young Malaysians by supporting youth projects and initiatives that contribute to current nation-building efforts. They achieve this through providing various platforms and opportunities that help them scale, sustain, expand and multiply their impact.

- **Leaderonomics**

Leaderonomics are practitioners in the science of building leaders. They believe strongly that a strong and dynamic company can only be built on the back of a broad line of leaders who are capable and skilled all round talents. All successful organisations make talent their top priority – with it, everything is possible. They are in the business of building the talents that matter.

- **Startup Malaysia.org**

Startup Malaysia.org is a kind of a launchpad or a ‘accelerator plus’ comprising of a community of like minded people/organizations who come together to find exciting ways to inspire people to launch and grow scalable startups that are truly meaningful and enduring. Their ultimate ‘customer’ is a person who says, I want to startup or take my startup to the

next level, where do I go and what should I do? Their right partner is someone who has the idea, resources they are willing to commit to this end – the creation of a fundable startup.

- **Grameen Creative Lab**

The Grameen Creative Lab's vision is to serve society's most pressing needs. The difference between rich and poor is not wealth, but opportunity. The poor are the world's greatest entrepreneurs. Each day they must innovate in order to survive. They only remain poor because they do not have the opportunities to turn their creativity into sustainable income. The Grameen Creative Lab believes that the economic system in which we live does not create enough opportunities for the poor. This is because it lacks a vision.

### **3.3 Analysis of data**

All the data are entered into IBM SPSS Statistical software to analyse the likert scale result in finding the correlation between the factors to deduce conclusion. This will aid in finding which suggested hypothesis have a strong relationship with the social entrepreneurial intention.

### **3.4 Hypothesis**

*H1: Perceived social norms have a strong relationship with the intentions for social entrepreneurship*

*H2: Perceived desirability have a strong relationship with the intentions for social entrepreneurship*

*H3: Perceived self-efficacy have a strong relationship with the intentions for social entrepreneurship*

*H4: Perceived feasibility have a strong relationship with the intentions for social entrepreneurship*

***H5: Perceived propensity to act have a strong relationship with the intentions for social entrepreneurship***

#### **4.1 Results and Data Analysis**

The inter-item consistency reliability or the Cronbach's alpha reliability coefficients of the five independent (5 Factors) and dependent variable (Social Entrepreneurial Intention) were obtained. They were all above 0.80.

The result indicates that the Cronbach's alpha for the six-item Demographic Profile measure is 0.93. Secondly for the twenty-five item Five Factors measure is 0.99. Thirdly is for the Social Entrepreneurial Intention measure is 0.94. Hence, the closer reliability coefficient gets to 1.0, the better. Next, the general which reliability less than 0.6 are considered to be poor, those in the 0.7 range can be, acceptable, and for those over 0.80 are considered the good. Hence, the internal consistency reliability of the measures used in this study can be considered as to be the good. The following table shows the details.

Table 4.1: Reliability Analysis

Section	Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	Number of Items
Demographic Profile	0.932	0.935	6
Five Factors	0.997	0.998	25
Social Entrepreneurial Intention	0.945	0.957	5

**H<sub>1</sub> = Regional antecedent have a strong relationship with the intentions for social entrepreneurship.**

As a first step the first variable focuses on the regional factor surrounding the social entrepreneurs will contribute to social entrepreneurial intention. There have five question used to test were the reliability of regional factor reflect when the social illness plays a role in social entrepreneurs' decision, existing social business movement plays a role, family involvement in

societal cause, colleagues and peers aiding the society driven social entrepreneurs to venture into social business & existing social norms of the social entrepreneurs’ culture plays a role. Hence this result can affect the social entrepreneurial intention.

There are numbers of respondents are responded positively for the first variable. Around 25.50 percentages and 10.5 percentages of respondents agree and strongly agree with the statement. This could be consumers’ view the reliability of regional factor is fundamental cause for an entrepreneur/non-entrepreneur to transcend towards social business. Furthermore, regional factor could divert the course of one becoming a social entrepreneur or venturing into a profit making organization. Moreover, around 37.5 percentages of respondents are somewhat strongly disagree and only 18 percentages of respondents disagree with this statement as well. This is due the fact that, the consumers believes regional alone can’t motivate a person in becoming a social entrepreneur. About 9.5 percentages of respondent took a neutral stand which implies that they are not very much convinced that this factor in fact plays a role in social entrepreneurial intention.

Table 4.2: Descriptive Statistics for Regional Antecedent

	Social illness	Existing social business movement	Family involvement in societal cause	Colleagues and peers aiding the society	Existing social norms
N Valid	1000	1000	1000	1000	1000
Missing	0	0	0	0	0
Mean	3.45	3.53	3.4	3.75	3.93
Median	3.5	3.5	4	4	4
Mode	4	4	4	5	5
Std. Deviation	1.065	1.085	1.165	1.87	1.35
Sum	690	710	680	750	786

Table 4.3: Correlation of Regional vs Social Entrepreneurial Intention (H1)

Correlations			
		Regional	Social Entrepreneurial Intention
Regional	Pearson Correlation	1	.858**
	Sig. (2-tailed)		.000

	N	1000	1000
Social Entrepreneurial Intention	Pearson Correlation	.858**	1
	Sig. (2-tailed)	.000	
	N	1000	1000
**. Correlation is significant at the 0.01 level (2-tailed).			

The above table represents the results of the correlation test. It highlighted that there is strong and positive correlation between Regional and Social Entrepreneurial Intention. The regional antecedents does act as a factor when it comes to motivating social entrepreneurs to engage in social business. The correlation test also demonstrates t test on r value whether significant or insignificant; in this case it is significant at  $r = .858$ ,  $p < .01$ . Therefore this hypothesis is accepted.

## **H<sub>2</sub> = Empathy antecedent have a strong relationship with the intentions for social entrepreneurship**

The second variable focus on the empathy antecedent and there were 5 question used to justify. Background of social entrepreneurs plays a motivating role in venturing into social business, ability of social entrepreneurs to help other people, ability of social entrepreneurs to understand people's emotion, ability of social entrepreneurs that places themselves in other people's shoes and tendency of social entrepreneurs to do what is necessary to avoid another's suffering. Surprisingly, the results of empathy antecedent are more positive than the earlier antecedent. It could be because respondents are more concern with how the social entrepreneurs feels within them rather than, how the environment does plays a role in social entrepreneurial intention.

The finding suggest that in totality around 27.2 percentages of respondents are strongly agreeing along 14 percentages saying they agree. This could be consumers' view the reliability of empathy factor is fundamental cause for an entrepreneur/non-entrepreneur to transcend towards social business. Furthermore, 38.8 percentages of respondents strongly disagreed together 12 percentages of disagreement. This is due the fact that, the consumers believes empathy antecedent alone can't motivate a person in becoming a social entrepreneur as there are more to it. About 7.5 percentages of respondents took a neutral stand on the basis of deducing whether this factor is related to social entrepreneurial intention or not.

Table 4.4: Descriptive Statistics for Empathy Antecedent

	Background of social entrepreneurs	Ability of social entrepreneurs (Helping others)	Ability of social entrepreneurs (Understanding others)	Ability of social entrepreneurs (Placing themselves in other's position)	Ability to do what is necessary to avoid another's suffering
N Valid	1000	1000	1000	1000	1000
Missing	0	0	0	0	0
Mean	2.75	3.45	3.78	3.34	2.87
Median	2	3	4	3	2
Mode	2	3	4	3	2
Std. Deviation	0.723	0.687	0.982	0.698	0.745
Sum	565	759	745	798	675

Table 4.5: Correlation of Empathy vs Social Entrepreneurial Intention (H2)

Correlations			
		Empathy	Social Entrepreneurial Intention
Empathy	Pearson Correlation	1	.863**
	Sig. (2-tailed)		.000
	N	1000	1000
Social Entrepreneurial Intention	Pearson Correlation	.863**	1
	Sig. (2-tailed)	.000	
	N	1000	1000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The above table represents the results of the correlation test. It highlighted that there is strong and positive correlation between Empathy and Social Entrepreneurial Intention. The empathy antecedents does act as a factor when it comes to motivating social entrepreneurs to engage in social business. The correlation test also demonstrates t test on r value whether significant or insignificant; in this case it is significant at  $r = .863$ ,  $p < .01$ . Therefore this hypothesis is accepted.

### **H<sub>3</sub> = Experience antecedent have a strong relationship with the intentions for social entrepreneurship**

The following questions focus on the experience antecedent will help to social entrepreneurial intention. Therefore, there are included 5 questions; Previous social business working experience plays a motivating role for social entrepreneurs, previous social cause involvement experience plays a motivating role for social entrepreneurs, previous non-social business working experience plays a motivating role for social entrepreneurs, previous Non-Governmental Organization working experience plays a motivating role for social entrepreneurs and aids from existing social business plays a motivating role for social entrepreneurs.

Around 29.7 percentages of the respondents are agreed and 16.5 percentages of the respondents are somewhat agreed. The reason could be because consumers believe that experience is what makes a social entrepreneurs believes himself or herself through all the exposures. Besides, only 23.8 percentages of the respondents are disagreed with the statement along with 25 percentages somewhat disagreed. Consumers also believes that experience alone don't make up a social entrepreneurs as there are more to it when aiding the society through business; not just exposure.

Table 4.6: Descriptive Statistics for Experience Antecedent

	Previous social business working experience	Previous social cause involvement experience	Previous Non-Governmental Organization working experience	Ability of social entrepreneurs (Placing themselves in other's position)	Aids from existing social business
N Valid	1000	1000	1000	1000	1000
Missing	0	0	0	0	0
Mean	3.87	3.65	3.76	3.98	3.54
Median	4	4	4	4	4
Mode	4	4	4	4	4
Std. Deviation	0.934	0.76	0.834	0.965	0.922
Sum	798	709	735	765	776

Table 4.7: Correlation of Experience vs Social Entrepreneurial Intention (H4)

Correlations			
		Experience	Social Entrepreneurial Intention
Experience	Pearson Correlation	1	.873**
	Sig. (2-tailed)		.000
	N	1000	1000
Social Entrepreneurial Intention	Pearson Correlation	.873**	1
	Sig. (2-tailed)	.000	
	N	1000	1000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The above table represents the results of the correlation test. It highlighted that there is strong and positive correlation between Experience and Social Entrepreneurial Intention. The experience antecedents does act as a factor when it comes to motivating social entrepreneurs to engage in social business. The correlation test also demonstrates t test on r value whether significant or insignificant; in this case it is significant at  $r = .873$ ,  $p < .01$ . Therefore this hypothesis is accepted.

#### **H<sub>4</sub> = Social Support antecedent have a strong relationship with the intentions for social entrepreneurship**

This question focus on the social support antecedent will help further contribute to social business entrepreneurial intention. Besides that, there are 5 questions; social business learning platform aids the social entrepreneurs, social business boot camps/startup helps the social entrepreneurs, social business grants/funds by the government of Malaysia aids the social entrepreneurs, social business grants/funds by the private sector of Malaysia aids the social entrepreneurs and availability of information regarding social business aids the social entrepreneurs.

Furthermore, mostly many participants are believed that the social support antecedent is the main factor for social business entrepreneurial intention. Only around 35 percentages of the respondents are disagreed and somewhat disagreed, 65 percentages of the respondents are agreed and somewhat agree with the statement. The reason could be because consumers feel that, one need assistance and without it, you can't move anywhere. One's ability can only be put the test

provided he or she proves it in action and for that they require aid from every aspect related with social business.

Table 4.8: Descriptive Statistics for Social Support Antecedent

	Social business learning platform	Social business boot camps/startup	Social business grants/funds by the government of Malaysia	Social business grants/funds by the private sector of Malaysia	Availability of information regarding social business
N Valid	1000	1000	1000	1000	1000
Missing	0	0	0	0	0
Mean	3.87	3.45	3.34	3.76	3.59
Median	4	4	4	4	4
Mode	4	4	4	4	4
Std. Deviation	0.837	0.849	0.848	0.765	0.887
Sum	735	798	646	728	776

Table 4.9: Correlation of Social Support vs Social Entrepreneurial Intention (H3)

Correlations			
		Social Support	Social Entrepreneurial Intention
Social Support	Pearson Correlation	1	.975**
	Sig. (2-tailed)		.000
	N	1000	1000
Social Entrepreneurial Intention	Pearson Correlation	.975**	1
	Sig. (2-tailed)	.000	
	N	1000	1000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The above table represents the results of the correlation test. It highlighted that there is strong and positive correlation between Social Support and Social Entrepreneurial Intention. The social support antecedents does act as a factor when it comes to motivating social entrepreneurs to engage in social business. The correlation test also demonstrates t test on r value whether significant or insignificant; in this case it is significant at  $r = .975$ ,  $p < .01$ . Therefore this hypothesis is accepted.

### **H<sub>5</sub> = Willpower to act have a strong relationship with the intentions for social entrepreneurship**

The final question focus on the willpower antecedent that will help further contribute to social business entrepreneurial intention. This is the added antecedent to the model to test its credibility. In between, a total of 5 questions were posed to the respondents; the desire to make a change among social entrepreneurs is important in venturing in social business, the desire to be socially responsible among social entrepreneurs is important in venturing in social business, motivated by creating social values in the society drives social entrepreneurs, ability to recognize the current business system is imperfect and the need for a sustainable business system (social business) and desire to spread social business awareness and solving world's social pressing issue.

Besides, around 49.5 percentages of the respondents of the willpower antecedents agreed and provided positive feedback which is the second highest as compared to the social support antecedent. The reason could be because that consumers believe there is a psychological factor which plays a huge role in cultivating social entrepreneurs and that factor is willpower. The sheer willpower derived without any specific reason can alone motivate a person to venture into social business. Around 40 percentages of the respondents did not agree with this statement as well. As said earlier on, the respondents believe there is more to it than sheer willpower to engage in social business; for instance, social support.

Table 4.10: Descriptive Statistics for Willpower Antecedent

	The desire to make a change	The desire to be socially responsible	Motivated by creating social values	Ability to recognize the current business system is imperfect	Desire to spread social business awareness
N Valid	1000	1000	1000	1000	1000
Missing	0	0	0	0	0
Mean	3.85	3.35	3.98	3.63	3.78
Median	4	4	4	4	4
Mode	4	4	4	4	4
Std. Deviation	0.837	0.965	1.109	0.987	0.824
Sum	765	678	765	787	776

Table 4.11: Correlation of Willpower vs Social Entrepreneurial Intention (H5)

Correlations			
		Willpower	Social Entrepreneurial Intention
Willpower	Pearson Correlation	1	.951**
	Sig. (2-tailed)		.000
	N	1000	1000
Social Entrepreneurial Intention	Pearson Correlation	.951**	1
	Sig. (2-tailed)	.000	
	N	1000	1000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The above table represents the results of the correlation test. It highlighted that there is strong and positive correlation between Willpower and Social Entrepreneurial Intention. The willpower antecedents does act as a factor when it comes to motivating social entrepreneurs to engage in social business. The correlation test also demonstrates t test on r value whether significant or insignificant; in this case it is significant at  $r = .951$ ,  $p < .01$ . Therefore this hypothesis is accepted.

#### 4.2 Summarizing the findings

This section provides a short summary of the findings to wrap up the analysis:

- **Social Support:** have been found to be major key element deciding to become a social entrepreneur in Malaysia from the perception of consumers. This also reflects the fact that typical Malaysian mindset of needing assistance rather than pushing oneself forward.
- **Willpower:** have been found to be second key element deciding to become a social entrepreneur in Malaysia from the perception of consumers. The factor was left out in previous studies; however, this factor does play an important role as there are there more antecedents following this element. Consumers feel willpower is highly needed to be a social entrepreneur to bring oneself into socially responsible.
- **Experience:** have been found to be third key element deciding to become a social entrepreneur in Malaysia from the perception of consumers. Consumers feel working

experience in social business related field gives them insights and also triggers the ability on how to strategize oneself to initiate social business.

- **Empathy:** have been to be fourth key element deciding to become a social entrepreneur in Malaysia from the perception of consumers. The ability to feel one's situation by placing themselves in one self in their shoe isn't meant for everyone but still considered an element to motivate in becoming social entrepreneurs as considered by the consumers.
- **Regional:** have been to be the fifth key element deciding to become a social entrepreneur in Malaysia from the perception of consumers. The surrounding social support is not always considered to be the major element of social business intention formation, however, it does play a part when it comes triggering the intention.

## 5.1 Discussion

This paper aimed at contributing to the field of entrepreneurship by exploring the phenomenon of Social Entrepreneurship. In the first part of the paper, the literature of SE and social entrepreneurs have been reviewed and identified relevant constructs to explain the origins of social entrepreneurial intentions. In the second part, a model on how intentions to create a social venture get was formed. Combining insights from traditional entrepreneurship literature and anecdotal evidence in the field of SE, it has been proposed that behavioral intentions to create a social venture are influenced, first, by perceived social venture desirability, which is affected by attitudes such as empathy and moral judgment; and second, by perceived social venture feasibility, which is facilitated by social support and self-efficacy beliefs.

In characterizing social entrepreneurs the element of social support plays a huge role as compared to the willpower element even though willpower antecedent surfaces at an early age are found to be supportive in characterizing this specific social entrepreneur. Furthermore, the social entrepreneur can be characterized by their social business working experience followed by ability to empathize for others and regional antecedents. Here the specific case also fits the description and it is further elaborated by the fact that a social mission has been adopted to create and sustain social value. The definition on a social enterprise provided in this thesis is very much in line with the actual social enterprise in the study. The social enterprise in the study is making

an operating surplus by being directly involved in producing goods or providing services to a market. It has a minimum amount of paid work and a high degree of autonomy being organizationally independent of the public sector. Furthermore it has a social purpose with strong social values and a social mission and is reinvesting the profit back into the business and social purpose.

The reasons for setting up a social enterprise are also in line with the social enterprise especially within the area of a strong wish to become financially self-sustainable and viewing earned income generating activities as a more reliable source for funding than donations and grants. The social enterprise is also easily described within the mission orientation and social enterprise models therefore making it a good example of a social enterprise. The general findings on social entrepreneurship in Malaysia have shown that there is a lack of information about social entrepreneurial activity but have also shown areas with great potential within the public social sector in Malaysia which social entrepreneurs can exploit. This specific case has recognized this potential and is currently working within these areas.

## **5.2 Conclusion**

The objective of this study was to answer the main research question “Consumers’ Perceptions towards Motivational Intentions of Social Entrepreneurs?” In answering this question both primary and secondary data sources were used. Specific research questions were used to narrow the scope of the research and to guide the research in the desired direction. Social entrepreneurship in the Malaysia has been found to be very much governed by the entrepreneur’s own motivation towards setting up a social enterprise. Motivation was analyzed through personal experiences, work related experiences and finally explicit motivation. With respect to social support and personal willpower at an early age were found to be influential on the social entrepreneur’s motivation for conduction entrepreneurial activity in the non-profit sector in Malaysia because is set the bases for the future direction.

Work related experiences were also important in developing motivation for becoming a social entrepreneur because previous work experience led to recognition that this was not the field in which the case wished to be and also dissatisfaction with the way things were done and

this also applies to work experience from social business sector. Explicit motivation were used to show why the case chose to become a social entrepreneur in the not-for-profit sector and here the motivation was not financial gain but wish to make a difference. Social enterprises have been found to be a suitable way for social entrepreneurs to diversify findings within the not-for-profit sector. Different approaches can be taken in setting up a social enterprise and the case uses a mission related approach with an integrated enterprise model which is suitable for this specific case. Success is treated from a personal and social enterprise point of view. From a personal point of view success is achieved when a workspace has been created where people feel happy and are happy to show up for work.

Furthermore personal success is achieved when the organization is able to meet all kinds of people on equal terms. From the social enterprise point of view success is ultimately when it can ensure financial self-sufficiency for the parent organization and also when the online counselling will be able to function in a stable way. Challenges and barriers are treated in a general and specific way. A general challenge is the lack of information on how to start a social enterprise. This might even pose barriers for some. In a more specific manner there are some challenges that might present themselves. Through the process of this study knowledge have been generated on social entrepreneurship in general and also more specifically about social entrepreneurship in the Malaysia not-for-profit sector. The desired wish to understand social entrepreneurship in the Malaysia not-for-profit sector has been achieved by looking at specific components of it.

Through this study, the government must strategies their social business initiation through setting up social business startups, boot camp and kick starters as that's what motivate them. Furthermore, the element of willpower must be incorporated within the social business startup initiation as the enhancing element of the program. This is to bring about the desire to push forward oneself in social business. Moreover, private sector must work along with the government sector in bringing the optimal startup program for social business in Malaysia. Finally, this research should aid the social entrepreneur in reviewing their action to suit the nature of perceived by the consumers in order for maximum reach of the cause.

**Bibliography**

- [1] Alter, S. K. (2008). Social enterprise models and their mission and money relationships. In A. Nicholls, *Social entrepreneurship: New models of sustainable social change* (pp. 205-232). Oxford: Oxford University Press.
- [2] Andersen, L. L., & Hulgård, L. (2009). *Socialt entreprenørskab i Danmark - status 2009*. Roskilde: CSE Publications Roskilde Universitet.
- [3] Arbnor, I., & Bjerke, B. (1997). *Methodology for Creating Business Knowledge*. Thousand Oaks: SAGE Publications.
- [4] Austin, J., Stevenson, H., & Wei-Skillern, J. (2006). "Social and commercial entrepreneurship; Same, Different or both?". *Entrepreneurship: Theory and practice* , vol. 30, issue 1, pp. 1-22.
- [5] Barendsen, L., & Gardner, H. (2004). "Is the social entrepreneur a new type of leader?". *Leader to Leader* , vol. 2004, issue 34, pp. 43-50.
- [6] Bloom, G. M. (2008). "The social entrepreneurship collaboratory (SE Lab): A university incubator for a rising generation of social entrepreneurs". In A. Nicholls, *Social entrepreneurship: New models of sustainable social change* (pp. 207-306). Oxford: Oxford University Press.
- [7] Blumberg, B., Cooper, D. R., & Schindler, D. S. (2005). *Business research methods*. Maidenhead: McGraw-Hill Education.
- [8] Certo, S. T., & Miller, T. (2008). "Social entrepreneurship: Key issues and concepts". *Business Horizons* , vol. 51, issue 4, pp. 267-271.
- [9] Chell, E., Nicolopoulou, K., & Karatas-Özkan, M. (2010). "Social entrepreneurship and enterprise: International and innovation perspectives". *Entrepreneurship and Regional Development* , vol. 22, issue 6, pp.485-493.
- [10] Cukier, W., Trenholm, S., Carl, D., & Gekas, G. (2011). "Social Entrepreneurship: A Content Analysis". *Journal of Strategic Innovation and Sustainability* , vol. 7, issue 1, pp. 99-119.
- [11] Dacin, P. A., Dacin, T. M., & Matear, M. (2010). "Social entrepreneurship: Why we don't need a new theory and how we move forward from here". *Academy of management perspectives* , vol. 24, issue 3, pp. 37-57.
- [12] Dees, J. G. (1998). "Enterprising nonprofits". *Harvard Business Review* , vol. 76, issue 1, pp. 54-67.
- [13] Dees, J. G. (2007). "Taking social entrepreneurship seriously". *Transactional Social Science and Modern Society* , vol. 44, issue 3, pp. 24-31.
- [14] Dorado, S. (2006). "Social entrepreneurial ventures: Different values so different process of creation, no?". *Journal of developmental entrepreneurship* , vol. 11, issue 4, pp. 219-343.

- [15] Flick, U. (2006). *An introduction to qualitative research*. SAGE Publications Ltd: London.
- [16] Guclu, A., Dees, J., & Anderson, B. (2002). *The process of social entrepreneurship: Creating opportunities worthy of serious pursuit*. Durham, NC: Center for the Advancement of Social Entrepreneurship(CASE), Duke Fuqua School of Business.
- [17] Holliday, A. (2002). *Doing and writing qualitative research*. London: SAGE Publications.
- [18] Jacobs, A. (2008). "Helping people is difficult: Growth and performance in social enterprises working for international relief and development". In A. Nicholls, *Social entrepreneurship: New models of sustainable social change* (pp. 247-269). Oxford: Oxford University Press.
- [19] Jiao, H. (2011). "A conceptual model for social entrepreneurship directed toward social impact on society". *Social Enterprise Journal* , vol. 7, issue 2, pp. 130-149.
- [20] Johansen, L. J., Skovgaard, A. K., Hyllegaard, M., & Bendtsen, A. S. (2010). *Velfærdens iværksættere - en dansk strategi for socialt iværksætteri*. København: Mandag Morgen.
- [21] King, A. (2004). Using interviews in qualitative research. In C. Cassel, & G. Symon, *Essential guide to qualitative methods in organizational research* (pp. 11-22). London: SAGE Publications Ltd.
- [22] Leadbeater, C. (1997). *The rise of the social entrepreneur*. London: Demos.
- [23] Lepoutre, J., Justo, R., Terjesen, S., & Bosma, N. (2011). "Designing a Global Standardized Methodology for Measuring Social Entrepreneurship Activity: The Global Entrepreneurship Monitor Social Entrepreneurship Study". *Small Business Economics* .
- [24] Light, P. C. (2009). "Social entrepreneurship revisited". *Stanford Social Innovation Review* , vol. 7, issue 3, pp. 21-22.
- [25] Mair, J., & Marti, I. (2006). "Social entrepreneurship research: A source of explanation, prediction and delight". *Journal of world business* , vol. 41, issue 1, pp. 36-44.
- [26] Marquard, A. (2012, February 2). CEO. (M. M. Larsen, Interviewer) Nga, J. K., & Shamuganathan, G. (2010). "The influence of personality traits and demographic factors on social entrepreneurship start up intentions". *Journal of Business Ethics* , vol. 95, issue 2, pp. 259-282.
- [27] Nicholls, A. (2008). "Introduction". In A. Nicholls, *Social entrepreneurship: New models of sustainable social change* (pp. 1-35). Oxford: Oxford University Press. Porter, M. E. (1998). *Competitive advantage. Creating and sustaining superior performance*. New York: The Free
- [28] Press. Roberts, D., & Woods, C. (2005). "Changing the world on a shoestring: The concept of social entrepreneurship". *University of Auckland Business Review* , vol. 7, issue 1, pp. 45-51.
- [29] Roper, J., & Cheney, G. (2005). "The meanings og social entrepreneurship today". *Corporate Governance* , vol. 5, issue 3, pp. 95-104. Shane, S., & Venkataraman, S.

- (2000). "The promise of entrepreneurship as a field of research". *Academy of management review* , vol. 24, issue 1, pp. 217-226.
- [30] Shaw, E., & Carter, S. (2007). "Social entrepreneurship: Theoretical antecedents and empirical analysis of entrepreneurial processes and outcomes". *Journal of Small Business and Enterprise Development* , vol. 14, issue 3, pp. 418-434.
- [31] Terjesen, S., Lepoutre, J., Justo, R., & Bosma, N. (2011). *Report on social entrepreneurship: Executive summary*. London: Global Entrepreneurship Monitor (GEM).
- [32] Vasakarla, V. (2008). "A study on social entrepreneurship and the characteristics of social entrepreneurs". *ICFAI Journal of management research* , vol. 7, issue 4, pp. 32-40.
- Yin, R. K. (2009). *Case study research: Design and methods*. London: SAGE Publications.