



Pakistani Universities as Social Enterprises: A Key to Socio-Economic Development

Sajeela Rabbani¹, Qurat ul Ain² & Azka Nawaz³

¹ Assistant Professor, Department of Business Administration, Iqra University, Islamabad Campus H-9 Islamabad Pakistan Email: sajeela.rabbani@iqraisb.edu.pk

² Lecturer, Department of Business Administrations, Foundation University, Islamabad
Email: qurat.razzaq@fui.edu.pk

³ Lecturer, Department of Accounting and Finance, Foundation University, Islamabad
Email: Azka.nawaz@fui.edu.pk

Abstract

Social enterprises are significant in addressing social issues and providing alternatives to the societal and economic needs. These are hybrid organizations with two institutional logics in the same entity and have complementary as well as competing logics of commercial purpose and welfare. Education, health and art usually depict social enterprising. Universities and degree awarding institutes being educational entities must address social needs. This study has opined about universities as social change agents and looked in to the evolution of hybridism and the challenges therein. Methodology is based on systematic review of literature of fifty articles from twenty two journals in the period 2000-2020. The cited literature comprised of three themes i.e. Social Entrepreneurship, Hybrid organizations and Higher Education in Pakistan. The paper has identified the challenges for theory and practice for addressing the ethics-performance paradoxes.

Keywords

Social Enterprises, Pakistani Universities, Social Change Hybrid Organizations, Higher Education Institutions

Introduction

Social entrepreneurship is a significant field of study and research is being carried out simultaneously in various domains of social entrepreneurship (Weerakoon, 2024). Economic downfall has evoked the social and economic experience bitter for the underprivileged societies. The exemplary attention of society at large towards philanthropy is inevitable in such situation. The prevalent socio-economic challenges are mitigated through social innovations like change (Maclean, Harvey & Gorden, 2012). Social change is a product of individuals who turn their directions toward collaborative efforts to concentrate on social problems. They get organized, start movements and develop arrangements those work for common good for the society (Montgomery, Dacin, & Dacin, 2012). Social entrepreneurs are long been considered as important drivers of presenting solutions to the social issues at hand (Hoogendoorn, 2016).

Social entrepreneurship is a creative method of solving social and environmental problems by using profit-generating businesses, with the intent of achieving both financial gains and social value (Betts et al., 2018). It presents a solution to conventional governmental and non-profit approaches, with emphasis on the "triple bottom line" of people, planet, and profit (Betts et al., 2018). Social entrepreneurship has become popular among different stakeholders, such as activists, NGOs, policymakers, and corporations (Nicholls, 2008). Social entrepreneurs utilize innovative approaches to address issues in education, the environment, fair trade, health, and human rights to advance sustainable development (Mair & Noboa, 2006). Social entrepreneurship has caught the interest of individuals such as Muhammad Yunus and Bill Drayton, and attempts are being made to define it and build frameworks to determine its influence (Nicholls, 2008). Academics are also examining how

intentions to establish social ventures are created, acknowledging the increasing significance of this industry (Mair & Noboa, 2006).

Exploring external effects of business activities is crucial to understand the societal welfare by the organizations. Organizations can drive social changes and eradicate several problematic issues of the society (Stephan, Patterson, Kelly, & Mair, 2016). In response, social enterprises came into being, resolving social issues to bring a positive change in society. The term social enterprises are in limelight for the last three decades. Before that the entrepreneurial entities used to fall on either side of collaboration or shared associations. With the onset of the concept of social enterprises since 1980s, researchers have focused on using this term. The need of social enterprises was felt more, as the governmental funds reduced for societal issues and thus entrepreneurs gained significance, to address these societal issues along with the aim of making profits (Battilana & Lee, 2014). The concept of Social Entrepreneurship SE since a decade has been considered as an emerging field of study with not enough models and theoretical underpinnings emerged (Nicolopoulou, 2014)

Social Entrepreneurship

There has been a consistent debate on the term Social Entrepreneurship (SE), emerged as an active area of research and practice in the last three decades (Choi & Majumdar, 2014). It is considered as a significant area of interest for researchers considering as reconsidering capitalism (Shaw & Bruin, 2013). It is the use of market based approaches to solve social problems (Grimes, McMullen, Vogus, & Miller, 2013). It has grown as a subfield of entrepreneurship that addresses social returns through identifying, evaluating and exploring different prospects (Miller & Wesley, 2015). An entrepreneurial activity that is comprised of and intended for a social reason is termed as social entrepreneurship (Austin, Stevenson, & Wei-Skillern, 2006).

It has gained significance at global level, focusing on the prevalent without ignoring societal issues. Ensures sustainability of the solutions to these issues and allows capitalism to realize its original goal of mutual affluence in the economy (Santos, 2012). Its rise is associated with the changed perception of entrepreneurship and its role as a mechanism to supplement economic activity and socially unexplored potential area for economic development (Domenico, Haugh & Tracey, 2010). In social enterprises social mission is dominant over economic gains but intends to gain finance for stability (Stevens, Moray & Bruneel, 2014). One aspect of solving social problems, is relieving suffering rather than eradicating the real problem. It is argued that we use to minimize the hazard rather than solving the actual issue (Dees, 2012). The main objective of social enterprises is value creation. Social entrepreneurship is the social value creation through exploitation of available opportunities in an entrepreneurial way (Korsgaard & Anderson, 2011).

Santos (2012) argued that enterprises have to balance between value creation and value capture. Value creation occurs when utility of individuals exceeds the usage of resources for that entrepreneurial activity. Value capture is the gain attained by the entity or unit. The debate goes on about defining SE, thirty seven definitions are given by Dacin, Dacin, and Matear (2010), distinguishing it from commercial entrepreneurship, summing it up as a separate body of knowledge, to be studied with more dedication and focus (Austin et al., 2006). Hockerts (2015) redefined antecedents of Social Entrepreneurial Intentions. These are Prior Experience, empathy, moral obligation e, social entrepreneurial self-efficacy, perceived social support, and social entrepreneurial intent.

Social entrepreneurship is distinct than social enterprise. A social enterprise discloses a target on the reason of social businesses, while social entrepreneurship emphasize on the processes towards entrepreneurial activity for social purposes (Chell, 2007; Luk & Chu, 2013). Yitshaki and Kropp (2015) also found prosocial behaviour and prior social work experience contributes to the intention towards founding SEs. Similar to SE is the concept of hybrid organizations in which different forms of organizations are combined in a single entity. SE is distinguished from charity and Social activism by providing enduring solutions to the social issues (Santos, 2012). Its success is dependent on rigorous combination of both culture of charity and entrepreneurial problem solving (Dees, 2012). Organizations usually belong to education, healthcare and arts were considered as hybrid organizations. These used to work on the interface of charity and business (Battilana & Lee, 2014). Like in case of social enterprises an ideal hybrid organization will have concern for both social wellbeing and business goals (Battilana & Lee, 2014). Well-being is a multi-faceted concept and it includes financial, social, and environmental wealth creation and all inclusive (Zahra, Newey, & Li,

2014). Social entrepreneurship is also considered with corporate social responsibility. Social enterprises can be called high in corporate social responsibility (Singh, Majumdar & Saini, 2017).

Social problems like poverty are sometimes dealt with charity. Which is not a sustainable solution but in fact the ignorance of the real issue and without intention to eradicate it (Dees, 2012). Besides this social entrepreneurs provide microfinance to the needy for mutual wellbeing. In this way poverty like social problems starts melting and diminishing (Montgomery et al., 2012). Battilana, Sengul, Pache, and Model (2015) identified “Work Integration Social Enterprises” (WISEs) as being hybrids. They highlighted that WISEs should maintain two groups; one having commercial goal and other having social. Therefore a space for negotiation must be there to maintain harmony and achievement of both objectives of the entity. Dees (2012) argued that two types of cultures are prevalent in social problems. These must be changed to their counterparts like spontaneous caritas (charity) to reasoning, sacrifice to investment, giving to markets, relieving suffering to solving problems, caring for people to empower, for sustainable development.

Montgomery et al. (2012) emphasized on collective entrepreneurial social activity that can be done as a social movement towards social change. They argued that without collective purpose and action, different stake holders or parties cannot achieve the common good. Furthermore, Social entrepreneurs must focus on problem solving through education, using religious establishment, role models, and media campaigns. These avenues require time, money expertise and other resources to operate (Dees, 2012). Pache and Santos (2013), argued that whenever there is a hybrid organization, it must legitimize itself. In order to attain legitimacy, both commercial and social logics of the entity must be intact. Through this non compilation of both elements, a hybrid organization like social enterprises can project legitimacy to external stakeholders for funding.

Higher Education and Social Entrepreneurship

Higher education institutes are non-profit organizations. These are included in social sector. Social sector establishments have always objectives of social well-being in one or the other way. These include education, health, social services and arts. These organizations are motivated not by the market driven forces rather these are aligned with their self-fulfilling mission towards societal well-being (Gregory Dees & Elias, 1998).

Universities or Higher education institutes (HEIs) are part of economic actors as well. Their general mission is inviting, guiding, educating, training, disseminating and motivating the coming generations in holistic knowledge and moral and ethical conduct. In addition to these objectives HEIs are required to promote culture of research and development for the uplift of the society. Social entrepreneurship is inevitable in this situation. Universities are not only involved in developing economic well-being but also have missions for societal change. In this aspect, HEIs besides making profitable educational programs need to consider social needs of the society and link those needs with the research and development efforts we have. University-Business projects comprised of several norms and value that determine their role in the society. These norms also provide feasible commercial-social hybridization. Partnerships contains important. The question is what will happen if universities focus more on commercial aspects than society’s well-being? Definitely the true objective as social enterprise will be lost (Gregory Dees & Elias, 1998).

Research Question

How HEI can serve as social enterprise in Pakistan and what is the role of HEC in developing universities as social enterprises?

Methodology for systematic Review

This study has consulted 38 studies from 13 sources (journals, books, policy document) related to social entrepreneurship, economic well-being and higher education from 2000 to 2020 (Table. 1). These are peer reviewed journals listed by Social Science Citation Index (SSCI). The process of systematic review has been adopted as recommended by Denyer and Tranfield (2009) and Macpherson and Jones (2010). The following sequence has been followed for review as elaborated by the “flow diagram for review” in figure 1:

- Setting Research question.
- Defining theoretical areas.
- Inclusion criteria.
 - Search engines and databases.
 - Keywords for searching.

- Time period: 2000 to 2020.
 - Exclusion criteria.
 - Source validation.
- The flow diagram depicts the selection of journal articles as well as excluded articles due to one or the other reason for not being used in the study.

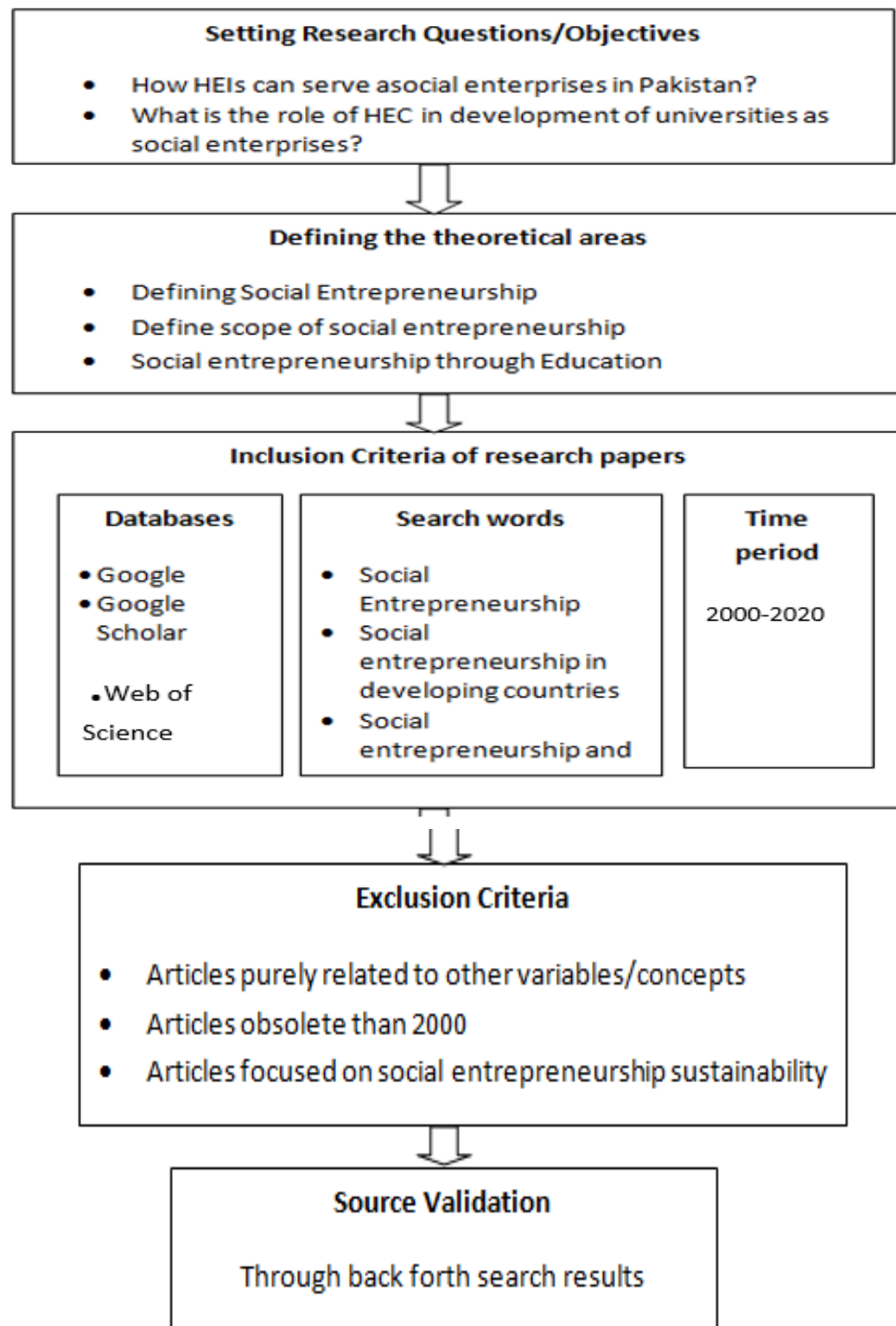


Figure 1: Flow Diagram for Review

The list of journals cited in four thematic areas is given below in table 1 as follows.

Table 1. List of Journals used in the Study for SLR

S.No	Journal Name with category	No. of Articles Used	Publisher
1.	Social Entrepreneurship		
	i. Entrepreneurship Theory and Practice	07	• Wiley Online Library
	ii. International Small Business Journal	05	• SAGE Journals
	iii. Journal of Entrepreneurship and Innovation in Emerging Economies	03	• World Scientific
	iv. Journal of Small Business Management	05	• Wiley Online Library
2.	Social Enterprises		
	i. Journal of Business Venturing	01	• Elsevier
	ii. Journal of business ethics	06	• Wiley Online Library
3.	Hybrid organizations		
	i. The Academy of Management Annals	01	• Academy of Management
	ii. Journal of Management	01	• SAGE Journals
	iii. Academy of Management Journal	05	• Academy of Management
	iv. Academy of management review	01	• Academy of Management
	v. The Academy of Management Perspectives	01	• Academy of Management
4.	Higher Education		
	i. International Journal of Educational Management	01	Emerald Insight
	ii. Higher Education Commission Pakistan	01	
5.	Text Books	04	Different Publishers

Discussion

The paper has focused on the four coinciding themes for discussion and reaching up to a more viable ground for future research and practice in SE in HEIs. The founding procedure of social enterprising is critical because due to various pressures and challenges, many enterprises die right after emergence (Renko, 2012). Social enterprises being a combination of two different forms of organizations face confrontation regarding legitimate aspects. As these entities do not fall in the single type of organization so legal issues are difficult to handle for these entities (Battilana & Lee, 2014). In such entities two or more institutional logic compete with each other in determining organizational course of action (Pache & Santos, 2013). Social entrepreneurs need a wide range of tangible and intangible resources. These also include financial, knowledge, organizational cultural as well as institutionalization (Montgomery et al., 2012). The resource suppliers also hesitate to extend supply of necessities and important resources to these hybrids because of their nature of formation (Battilana & Lee, 2014).

The issue remains with the survival of the entity, because hybrids support one logic more and practice on the recommendations of that institutional logic and lose balance. So the goal alignment is often more towards logic either social or commercial. Social and commercial enterprises are separate apart in terms of objectives and operating models (Farber et al., 2015) models. In such case organizations pretend to have the proportionate concern for both logic but in operations they do opposite. This phenomenon is referred as “decoupling” strategy. On the other hand in “Compromising” strategy, hybrids strive for a combination balance to reduce conflicting acceptance of entity for stake holders (Pache & Santos, 2013).

Another challenge is to unite different actors for a shared strategic goal. Social entrepreneurs need to involve business community, government, society members and other stakeholders (Montgomery et al., 2012). Continuing the concept of hybrid organizations, social entrepreneurship must be highlighted by further research and their generating mechanisms should be explored (Battilana & Lee, 2014). (Besharov, 2014) studied the nature of enterprises with divergent values of the organizational members. She examined the conflicts of personal values and turning all members' personal values towards a common goal of enterprise. This effort is one of the major issues in maintaining social enterprises, which have already based on competing institutional logics.

Developing Countries and Social Entrepreneurship

Rate of establishments of social start-ups is a sign of increase in the social capital in the society (Estrin, Mickiewicz, & Stephan, 2013). Recent economic disasters have proved many developing countries' governments being inefficient in accommodating social needs of their territories. It continues to spread the gaps of living standards between poor and rich members of society. Yet there are individuals as well as organizations (group of individuals), with passion of positively changing their surroundings. Their passion ignites entities with social causes, thus bringing in social enterprises with both concern for society and self-interest (Pless, 2012).

Developing countries are not far behind developed countries in terms of social entrepreneurship. These countries also see innovations through diverse needs of society called as social innovation (Drucker, 2014; Seelos and Mair 2005). Pakistan being a developing country has been thriving to mitigate social issues like poverty, unemployment, over population and unhealthy living conditions. For a last decade, she has been vulnerable to intense problems including terrorism, corruption, security, and economic disasters. With increase in social, economic and political problems, crimes increases. Lesser job opportunities, high inflation and political distrust lead to imbalance in the society. One major reason is economic downfall that limits individuals to snatch rather than to earn. This same situation is prevalent in Pakistan (Asghar, Qureshi, & Nadeem, 2016; Khan, Ahmed, Nawaz, & Zaman, 2015).

Considering a list of social issue prevalent in this society, social entrepreneurship (S.E) can command the way towards prosperity. One such study by Kazmi, Hashim, Kee, and Khan (2016), explained the need of social entrepreneurship in Pakistan. They further argued that there are several challenges to initiate further social entrepreneurial activities. They highlighted lack of education about S.E, funds, government support, awareness and competition as the main hindrance factors for S.E. However, individuals and groups can initiate S.E as hybrids and improve economic and social conditions of society. For this it is necessary to have sufficient research on the issues we have. Maak and Stoetter (2012) referred leadership as main driver of change of an entity towards social enterprises. They studied a case of under developed country with least resources. As a conclusion they proposed servant or steward leadership behaviours for bringing social entrepreneurship in their island. The high concern for society of a leader can lead to a big change as required in hybrids like social entities. Thus in a well combination of for-profit and not for profit enterprises must brought together on a forum to develop mutually for growth and development of a society (Pillay & Mitra, 2015).

Research is an eco-system encompassing close support from every segment of society and economic sectors. This support is based on the realization that research is the only way of sustaining progress in all walks of life. The concept of Applied Knowledge is also not a new intellectual discovery. This is research and development that give an upward thrust to the saturation growth points in the life cycles of products, organizations, nations and civilizations. Supporting research and intellect has been a key feature of every dominant civilization and nation, while their downfalls can be termed to the time horizons when such support is withdrawn. Insufficient investments in R&D of businesses are not favourable. Research and development sections should be given appropriate funds even if these are costly (Dees, 2012). This creates an urgency to consider SE in Pakistan because social entrepreneurship is recommended to be studies in Asian context among others for further development of theory in the field and comprehension of the true nature of social entrepreneurship (Chell et al, 2014)

Pakistani Universities as Social Enterprises

In Pakistan universities are divided into public, private, and not-for profit universities. The graduates produced by many universities lack intellectual knowledge and necessary skills for the job. Universities, especially private sector universities have been doubling the enrolment without out considering the specific job demands of the youth. Therefore need reforms in terms of quality assurance. Rather than founding more universities, government should persuade donors to fund, improve investment in social projects and develop policies to support universities (Halai, 2013). These proposed efforts have been implemented in establishment of Quality enhancement cells as well as research boosting units recommended by Higher education commission (HEC).

The Role of HEC in promoting Social Entrepreneurship

HEC is an autonomous government commission founded to promote and regulate higher education in Pakistan (Halai, 2013). It was established not only to promote higher education but research and

development also (HEC, 2002). It has been initiated to overcome the gap between research and the economic welfare. Several research grants each year have been provided to universities to carry out applied projects. These projects are focused on the objective of socio-economic development rather than just focusing on commercial aspects of an enterprise. HEC guides HEIs for the establishment of various projects to grow skilled and socially responsible work force. It has taken various steps towards human resource development which includes faculty development programs and scholarships schemes directed towards promotion of skilled workforce. A recent step of HEC towards addressing social and economic issues is the establishment of the specific departments in HEIs to promote socio economic development. These departments have been prevailing in developed countries but in developing countries the trend is recent.

Establishment of ORICs and BICs/TICs

A recent act of HEC's R&D division is establishment of Offices of Research Innovation and Commercialization (ORICs), Business Incubation centres (BICs)/Technology incubation centres (TICs) and research Parks. ORICs aim to grow industry, research and economic development efforts by using innovations arise from universities. BICs focus on providing platforms for infant entities to start up.

TICs/BICs	ORICs
<ul style="list-style-type: none"> • Funded by university/ government • Focused on incubation for students and individuals • Helps in prototyping • Attract venture capitalists • Promotes entrepreneurship and create job opportunities • Establish reput of University • Never an earning entity 	<ul style="list-style-type: none"> • Funded by university/ government • Focused on research commercialization • Refer workable start-ups to BICs. • Find funding bodies for paid projects • Earn money through research and commercialisation • Overall initiate an environment of research among faculty and students of University • Link industry and Academia

Source: developed by Author

By differentiating the two novel departments in Pakistani universities, we can understand the very nature of these bodies and their functioning requirements. Here if the universities seek commercial goals as well as societal goals (definitely these have to), then we can assume that universities are operating as hybrid organizations. Because a hybrid organization combine more than single institutional logics in its operations (Jay, 2013) and in this scenario of Pakistani universities where HEC recommends bringing social and economic improvement both, the mission is very clear. This argument refers to the need of operating universities as social enterprises with a mutual concern for commercial growth and welfare of society. Considering Pakistani universities as social enterprises and understanding their nature of operations is interesting to explore further. Secondly how can these become effective in order to sustain a position and contribute in economy and society? Thus the aim of this study is clarified as the following research question has aroused.

Inter-organizational relationship, combinations and complements remain blurring during social enterprise development and even after inception during operations. Issue of power distribution, conflict of interests and over emphasizing one of the logic leads to disturb the functioning of a social enterprise (Nicholls & Huybrechts, 2016). As discussed by Dees (2012), both institutional ideas/logics can be complementary and can be competitive to each other. Social mobility is an important aspect of SE but definition of SE has been changing since decades rendering social mobility as only core objective of the enterprise (Sassmannshausen & Volkmann, 2016). Hence in order to understand these logical dynamics in Pakistani universities as being social enterprises we must have to find the strategic frameworks for their operations and their core objectives.

The most obvious change towards social entrepreneurship is institutional change. It happens when already prevalent or for granted values, belief and shred practices are converted to the newer ones. These may be totally replaced or altered in some way. This change process needs an agency to perpetuate the change and disintegrate the existing organizational dogmas and initiate the desired change (Vaccaro & Palazzo, 2015). In Pakistan change agency have been emerged from HEC and the government. HEIs having been exposed to this change have to destabilize their organizational identities and transform through the expected change towards social entrepreneurship. HEC has a mission "To Facilitate Institutions of Higher Learning to serve as an Engine of Socio-Economic

Development of Pakistan". HEC itself states that promotion of higher education is accompanied with promotion of social and economic development of Pakistan.

Conclusion and Recommendations

The first question of this study aims at understanding the nature of social enterprise nature of Pakistani HEIs. This study explores how universities can be called hybrid organizations as social enterprises. What are their goals and operating basis? The second research question was considering organizational hindrances towards social entrepreneurship and institutional changes those have been initiated after inception of research departments like ORICs and BICs. The future study needs structured and unstructured interviews with the relevant department heads as well as government bodies like HEC. Secondly, the institutional framework of the HEIs and nature of the university must be clarified to understand the true nature of social entrepreneurship at original state. It must be further explored what roles universities are playing to address social issues, and how these issues are mitigated through new initiatives of HEC.

References

- Asghar, N., Qureshi, S., & Nadeem, M. (2016). Effects of Socio-Economic and Political Factors on the Crime Rate in Pakistan. *Journal of Political Studies*, 23(1).
- Austin, J., Stevenson, H., & Wei-Skillern, J. (2006). Social and Commercial Entrepreneurship: Same, Different, or Both? *Entrepreneurship Theory and Practice*, 30(1), 1-22. doi: 10.1111/j.1540-6520.2006.00107.x
- Battilana, J., & Lee, M. (2014). Advancing Research on Hybrid Organizing – Insights from the Study of Social Enterprises. *The Academy of Management Annals*, 8(1), 397-441. doi: 10.1080/19416520.2014.893615
- Battilana, J., Sengul, M., Pache, A.-C., & Model, J. (2015). Harnessing Productive Tensions in Hybrid Organizations: The Case of Work Integration Social Enterprises. *Academy of Management Journal*, 58(6), 1658-1685. doi: 10.5465/amj.2013.0903
- Besharov, M. L. (2014). The Relational Ecology of Identification: How Organizational Identification Emerges When Individuals Hold Divergent Values. *Academy of Management Journal*, 57(5), 1485-1512. doi: 10.5465/amj.2011.0761
- Betts, S. C., Laud, R. L., & Matsumoto, S. (2018). Social entrepreneurship: A contemporary approach to societal problems. *Journal of Business and Economic Research*, 16(1), 1-10. <https://doi.org/xxxx>
- Chell, E. (2007). Social enterprise and entrepreneurship: towards a convergent theory of the entrepreneurial process. *International small business journal*, 25(1), 5-26.
- Chell, E., Spence, L. J., Perrini, F., & Harris, J. D. (2016). Social entrepreneurship and business ethics: does social equal ethical?. *Journal of Business Ethics*, 133(4), 619-625.
- Choi, N., & Majumdar, S. (2014). Social entrepreneurship as an essentially contested concept: Opening a new avenue for systematic future research. *Journal of Business Venturing*, 29(3), 363-376.
- Dacin, P. A., Dacin, M. T., & Matear, M. (2010). Social Entrepreneurship: Why We Don't Need a New Theory and How We Move Forward From Here. *The Academy of Management Perspectives*, 24(3), 37-57.
- Dees, J. (2012). A Tale of Two Cultures: Charity, Problem Solving, and the Future of Social Entrepreneurship. *Journal of Business Ethics*, 111(3), 321-334.
- Di Domenico, M., Haugh, H., & Tracey, P. (2010). Social bricolage: Theorizing social value creation in social enterprises. *Entrepreneurship theory and practice*, 34(4), 681-703.
- Drucker, P. (2014). *Innovation and Entrepreneurship*: Taylor & Francis.
- Estrin, S., Mickiewicz, T., & Stephan, U. (2013). Entrepreneurship, Social Capital, and Institutions: Social and Commercial Entrepreneurship Across Nations. *Entrepreneurship Theory and Practice*, 37(3), 479-504.
- Farber, V. A., Caballero, S., Prialé, M. A., & Fuchs, R. M. (2015). Social Enterprises in Lima: Notions and Operating Models. *Journal of Entrepreneurship and Innovation in Emerging Economies*, 1(1), 56-78.
- Gregory Dees, J., & Elias, J. (1998). The Challenges of Combining Social and Commercial Enterprise. *University-Business Partnerships: An Assessment* Norman E. Bowie Lanham,

- MD: Rowman & Littlefield Publishers, Inc., 1994. *Business Ethics Quarterly*, 8(01), 165-178.
- Grimes, M. G., McMullen, J. S., Vogus, T. J., & Miller, T. L. (2013). Studying the Origins of Social Entrepreneurship: Compassion and the Role of Embedded Agency. *Academy of Management Review*, 38(3), 460-463. doi: 10.5465/amr.2012.0429
- Halai, N. (2013). Quality of private universities in Pakistan: An analysis of higher education commission rankings 2012. *International Journal of Educational Management*, 27(7), 775-786. doi: doi:10.1108/IJEM-11-2012-0130
- Hockerts, K. (2017). Determinants of social entrepreneurial intentions. *Entrepreneurship Theory and Practice*, 41(1), 105-130.
- Hoogendoorn, B. (2016). The Prevalence and Determinants of Social Entrepreneurship at the Macro Level. *Journal of Small Business Management*, 54(S1), 278-296.
- Jay, J. (2013). Navigating Paradox as a Mechanism of Change and Innovation in Hybrid Organizations. *Academy of Management Journal*, 56(1), 137-159. doi: 10.5465/amj.2010.0772
- Kazmi, S. S. A., Hashim, M., Kee, D. M. H., & Khan, F. U. (2016). Social Entrepreneurship and its Impact on Economy: In Perspective of Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(4), 161-166.
- Khan, N., Ahmed, J., Nawaz, M., & Zaman, K. (2015). The Socio-Economic Determinants of Crime in Pakistan: New Evidence on an Old Debate. *Arab Economic and Business Journal*, 10(2), 73-81.
- Korsgaard, S., & Anderson, A. R. (2011). Enacting entrepreneurship as social value creation. *International Small Business Journal*, 29(2), 135-151.
- Luke, B., & Chu, V. (2013). Social enterprise versus social entrepreneurship: An examination of the 'why' and 'how' in pursuing social change. *International Small Business Journal*, 31(7), 764-784.
- Maak, T., & Stoetter, N. (2012). Social Entrepreneurs as Responsible Leaders: 'Fundación Paraguaya' and the Case of Martin Burt. *Journal of Business Ethics*, 111(3), 413-430.
- Maclean, M., Harvey, C., & Gordon, J. (2013). Social innovation, social entrepreneurship and the practice of contemporary entrepreneurial philanthropy. *International Small Business Journal*, 31(7), 747-763.
- Mair, J., & Noboa, E. (2006). Social entrepreneurship: How intentions to create a social venture are formed. In J. Mair, J. Robinson, & K. Hockerts (Eds.), *Social entrepreneurship* (pp. 121-135). Palgrave Macmillan.
- Miller, T. L., Wesley, I. I., & Curtis, L. (2010). Assessing mission and resources for social change: An organizational identity perspective on social venture capitalists' decision criteria. *Entrepreneurship Theory and Practice*, 34(4), 705-733.
- Montgomery, A., Dacin, P., & Dacin, M. (2012). Collective Social Entrepreneurship: Collaboratively Shaping Social Good. *Journal of Business Ethics*, 111(3), 375-388.
- Nicholls, A., & Huybrechts, B. (2016). Sustaining Inter-organizational Relationships Across Institutional Logics and Power Asymmetries: The Case of Fair Trade. *Journal of Business Ethics*, 135(4), 699-714. doi: 10.1007/s10551-014-2495-y
- Nicholls, A. (2008). *Social entrepreneurship: New models of sustainable social change*. Oxford University Press.
- Nicolopoulou, K. (2014). Social entrepreneurship between cross-currents: toward a framework for theoretical restructuring of the field. *Journal of Small Business Management*, 52(4), 678-702.
- Pache, A.-C., & Santos, F. (2013). Inside the Hybrid Organization: Selective Coupling as a Response to Competing Institutional Logics. *Academy of Management Journal*, 56(4), 972-1001. doi: 10.5465/amj.2011.0405
- Pless, N. M. (2012). Social Entrepreneurship in Theory and Practice—An Introduction. *Journal of Business Ethics*, 111(3), 317-320. doi: 10.1007/s10551-012-1533-x
- Pillay, P., & Mitra, J. (2015). Socialising entrepreneurship: an activist approach. *Journal of Entrepreneurship and Innovation in Emerging Economies*, 1(1), 79-98.
- Renko, M. (2013). Early challenges of nascent social entrepreneurs. *Entrepreneurship Theory and Practice*, 37(5), 1045-1069.

- Santos, F. M. (2012). A Positive Theory of Social Entrepreneurship. *Journal of Business Ethics*, 111(3), 335-351. doi: 10.1007/s10551-012-1413-4
- Sassmannshausen, S. P., & Volkmann, C. (2016). The Scientometrics of Social Entrepreneurship and Its Establishment as an Academic Field. *Journal of Small Business Management*.
- Shaw, E., & de Bruin, A. (2013). Reconsidering capitalism: the promise of social innovation and social entrepreneurship?. *International Small Business Journal*, 31(7), 737-746.
- 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.
- Stephan, U., Patterson, M., Kelly, C., & Mair, J. (2016). Organizations Driving Positive Social Change. *Journal of Management*, 42(5), 1250-1281. doi: 10.1177/0149206316633268
- Vaccaro, A., & Palazzo, G. (2015). Values against Violence: Institutional Change in Societies Dominated by Organized Crime. *Academy of Management Journal*, 58(4), 1075-1101. doi: 10.5465/amj.2012.0865
- Weerakoon, C. (2024). A decade of research published in the journal of social entrepreneurship: a review and a research agenda. *Journal of Social Entrepreneurship*, 15(2), 377-399.
- Yitshaki, R., & Kropp, F. (2016). Motivations and opportunity recognition of social entrepreneurs. *Journal of Small Business Management* 2016
- Zahra, S. A., Newey, L. R., & Li, Y. (2014). On the Frontiers: The Implications of Social Entrepreneurship for International Entrepreneurship. *Entrepreneurship Theory and Practice*, 38(1), 137-158. doi: 10.1111/etap.12061