

Personal Factors of Entrepreneurs and Its Impact on Sustainability of Social Organizations in Pakistan

Asad Sarfaraz Khan, Qadar Bakhsh Baloch, Muhammad Adil, Syed Mohsin Ali

Institute of business studies and leadership, Abdul Wali Khan University, Mardan

Abstract

The purpose of the research is to investigate the personal factors (Personality traits, social capital and leadership) and their impact on the sustainability of Pakistani social organizations. These personal factors were hypothesized or assumed to have an impact on the Pakistani social organizations in a positive way. For this purpose a quantitative technique was applied and data was collected from 300 respondents using a closed ended questionnaire. Structural equation model was used to test the model of the research and the results supported all the proposed hypothesis. The results indicated that personality traits of the social entrepreneurs, their leadership capacity and their social capital positively affect the survival or sustainability of the social organizations in Pakistan.

Keywords: *personality Traits, Social Capital, Leadership, Sustainability, Social Enterprise.*

The process in which the resources are combined and utilized in innovative manners by social entrepreneurs to identify opportunities in order to bring changes that are social in nature and to address the social needs is called social enterprises (Mair and Marti 2006). A significant discussion can be traced in the literature regarding to what contributes to the enterprises that are social in nature. For instance, some researchers have discussed that creating the social value is the key objective of social enterprises and for this the social enterprises incorporate new business ideas for the successful and smooth operations of their enterprise (Weerawardena and Sullivan Mort 2006). Others have defined these social enterprises as sustainable business endeavors that has a desire in order to create social impact (Wolk 2008). Swanson and Zhang (2010) discounted the concept that one objective precedes the other when they conceptualized the social entrepreneurship zone. This concept places these social organizations in an organizational type that is explained by the nature of their mission which of course is social in nature and different stages of business sophistication at and beyond the point of self-sustainability. The concept of these social organizations has transformed over the years and has become more inclusive now which is evident from the literature discussed above. By looking at the transformed shape of the business ventures, most of the business enterprises now seem to have fixed a place for themselves in the domain of these social enterprises as to some extent these business ventures have incorporated in their missions the features of both the social and for profit organizations (Swanson and Zhang 2010).

These social organizations have become inclusive thereby incorporating the features of both not for profit organizations and for profit organizations as compared to the earlier versions of these social organizations which were exclusive in nature refer to revolutionary social innovations. These organizations involve themselves in such activities that increases the social wealth (Light 2008; Zahra, Gedajlovic, Neubaum, and Shulman 2009).

Pakistan is a developing country with a fragile economy. Because of its poor economic conditions Pakistan is unable to provide the basic necessities and needs to its people. The societal imperatives gave birth to the social organizations in Pakistan to fulfill the unmet needs of its community. The ecosystem of the social enterprise of the country is though in its emerging state yet this sector has seen a rapid growth and expansion in the past few years. This third sector is helping the government by filling the gap between the basic needs and services needed by the disadvantaged people of the community and the needs and services being provided by the government (Ahmad and Qadir, 2018). Social enterprises can offer viable models of service delivery, with the potential to help Pakistan towards the accomplishment of the Sustainable Development Goals. These enterprises can also offer economic empowerment, innovation and access to new markets at the bottom of the pyramid.

Pakistan has seen a growth in number of social enterprises working in diverse sectors and aiming to tacking some pressing issues faced by communities. Rapid urbanization, the growth of

public sector universities, an increased number of incubators and accelerator initiatives have all contributed to a new wave of young socially-oriented entrepreneurs across the country. It is encouraging to see entrepreneurs pitching ideas and implementing them in areas including energy, clean drinking water, education, health, construction, financial inclusion and retail, among others (Ahmad, 2016).

Today social enterprises are found in varied sectors of community welfare including microfinance (e.g. Akhwat and Kashf Foundation), sustainable and low-cost housing (e.g. Ghonsla), health and environment (e.g. Hashoo Foundation, DoctHERs, Milestone Disability, Naya Jeevan), Renewable energy (e.g. Sun Volts), skills development (e.g. SEED Ventures, Youth Engagement Services Network, Rabtt, Aman Foundation), income generation (e.g. Fori Mazdoori) food security (e.g. RIZQ), tourism (e.g. Desi Tour), peacebuilding and youth engagement (e.g. The Second Floor, SEPLAA and Peshawar 2.0), environmental protection (e.g. Saibaan) (Ahmad et al, 2019). Most social enterprises are led by relatively younger segment of entrepreneurs. Social enterprises hire nearly four times as many women as mainstream SMEs and most social enterprises are seeking to grow and develop new products and services. Education, health and social care are the most common sectors of operation for Pakistani social enterprises with nearly half of Pakistani social enterprises operating in the education sector. Despite the increase in appreciation for social enterprise, there is increasing recognition that sustaining and scaling a social enterprise can be difficult (Ahmad and Qadir, 2018).

By looking at the previous literature regarding the social organizations, we do find information about the factors that are important for success of social enterprises but there is very limited research available in the past that focuses purely on the factors that are important for the sustainability of these social enterprises (McBrearty, 2007).

Furthermore, when we discuss the social organizations and their sustainability we could not find a research work with proper theoretical framework rather there are just stories associated with this (Peattie and Morley, 2007). Another shortcoming of the past research work is that the agency theory and its role of in the sustainability of social organizations is mostly ignored. And when we talk about the social enterprises in a developing country like Pakistan, so far no research work has investigated the agency factors and its impact on the sustainability or survival of social organizations in detail.

Talking about the agency factors one of the most important element of the agency factors are the personal factors of the social entrepreneurs. For instance, (Say, 1971; Lisa, 2019) proposed that for an entrepreneur to be a successful person with a successful organization it is very important that he must possess special characteristics and qualities. Personality characteristics of an entrepreneur are the key to the success of an organization and without the personal capacity of the entrepreneur it is very hard for his/her organization to survive (McClelland (1961). The behavior of the entrepreneur is very much important. A person with a mindset of an entrepreneur takes prompt decisions and acts passionately to start a new social enterprise (Zakaria & Bahrein, 2018).

Furthermore (Coad et al., 2016; Abdul Wahab & Al-Damen, 2015) concluded that the behavior of the entrepreneurs is important for the performance of an enterprise. Similarly (Shin & Park, 2019) concluded in their research work that it is the unique ability of the social entrepreneurs to create a blended value orientation that effects the organizational performance. The prevailing research on social organizations is centered to developed nations only and there is very less information regarding the social organizations and their sustainability is available as far as the developing countries are concerned (Haski-Leventhal & Mehra, 2016). The current research work will add to the body of knowledge by identifying the relationship between personal factors of the entrepreneurs and its impact on the sustainability of social organizations in a developing country like Pakistan.

Literature review

In 1987, after the publication of Brundtland Report, the sustainable development and sustainability concepts have arose in prominent evolving philosophy (Dresner 2008), and there has been a increasing body of research on sustainability (Crews 2010). Still sustainability is a concept that is being described and understands differently by different organizations. Some take sustainability as to perform green practices (Smith and Sharicz 2011). To others, the sustainability of organizations means success. Top managers nearly 40% of them who self-identified as novices on sustainability concept explained sustainability as simply keeping organizations viable (Berns et al. (2009).

Just like traditional organizations the main problem that social enterprises are facing today is their sustainability as they are not profit-making organizations (Lee, 2008).

Key antecedents of the sustainability of social entrepreneurship

There are various factors such as individual social entrepreneurial, institutional and environment that are related to social entrepreneurship. When talking about the individual level factors, the social entrepreneur and his role is the focal point in this research because his behavior affect the success of the businesses (DeCharmes, 1968; Aldrich, 1989; Thompson et al., 2000; Dees et al., 2002; Handy and Ranade, 2002; Thompson, 2002; Mair and Noboa, 2003; Mair and Noboa, 2006b; Thompson and Doherty, 2006; Danna and Porche, 2008). In the following, the research examines the role of the social entrepreneur from the perspectives of the social capital of the social entrepreneurs, the Personality Traits and characteristics of the social entrepreneur and his leadership capacity.

Social capital of social entrepreneur

Social capital is “the sum of the resources, actual or virtual, that accrue to an individual or group by virtue of processing a durable network of more or less institutionalized relationships of mutual acquaintance and recognition.” (Bourdieu and Wacquant, 1997, p. 119). Thus a network of people that plays the role of an agent who can make connections between different segments of the society that are disconnected from each other’s is what makes a social capital (Burt, 1992). As it is already discussed that the individual level factors are vital for social enterprises. Tsai and Ghoshal, (1998) found that the use of the social capital alongside with other organizational factors like capital, top management and the structure of the venture on the successful operation of the social enterprises.

Bornstein (2004) defined the importance of networks and the role it plays in the success of social enterprises. Dees et al. (2002) also believed that the focus of the social entrepreneurs must be on their networks and association with different segments of the society because he believes that these relationships are very important for the performance of social enterprises. Likewise, Leadbeater (1997) also claimed that the social capital is essential for social entrepreneurship. Social capital also includes partnerships and collaborations with other stakeholders that are relevant. In simple words, social capital of the social entrepreneurs has a great impact on success of social organization. Therefore, we hypothesize that:

H₁: Social capital of the social entrepreneur is positively related to social enterprise sustainability.

Personality traits

These are the behavioral characteristics of an individual that helps in explaining how different individuals will react to identical situations (Llewellyn and Wilson, 2003). These individual characteristics which are called personality characteristics have contributed a lot in defining the hardworking and nimble nature of the social entrepreneurs (Llewellyn and Wilson, 2003). Despite having scarce resources and being exposed to the risks and different organizational settings, Social entrepreneurs have a unique capability to foresee a transformational change and bring that change in an efficient way by involving in it (Thompson, 2002; Thompson et al., 2000). Personality traits are the personal knowledge, norms and beliefs, his past experience and perception that makes a person different from another person and these individual characteristics are very hard to copy by another person as they are unique in nature (Kor et al., 2007). These personality characteristics and traits of the social entrepreneurs plays an important role in the process of decision making regarding the risk perception of the social entrepreneurs (Naffziger et al., 1994; Chaucin et al., 2007; Rauch and Frese, 2007). Another interesting research by (Crant, 1996; Frank et al., 2007) identified that in terms of starting up intentions of the entrepreneurs, the entrepreneurs possessing a personality that is proactive in nature has a great impact on his intentions to start a new venture.

This impact however diminishes with the passage of time. Entrepreneurs having personality skills like internal locus of control, self-efficacy, tolerance for uncertainty and the desire to achieve more appeared to be successful business owners (Ong and Ismail, 2008; Cools and Van Den Broeck, 2008; Rauch and Frese, 2007; D’Intino et al., 2007; Crant, 1996). There are research studies trying to establish the connection between personality characteristics or traits on entrepreneurship and in organizational settings produced unconvincing results (Ong and Ismail, 2008.; Abu Elanain, 2008). The above discussion provided the grounds for our second hypothesis.

H₂: Personality Traits is positively related to social enterprise sustainability.

Leadership

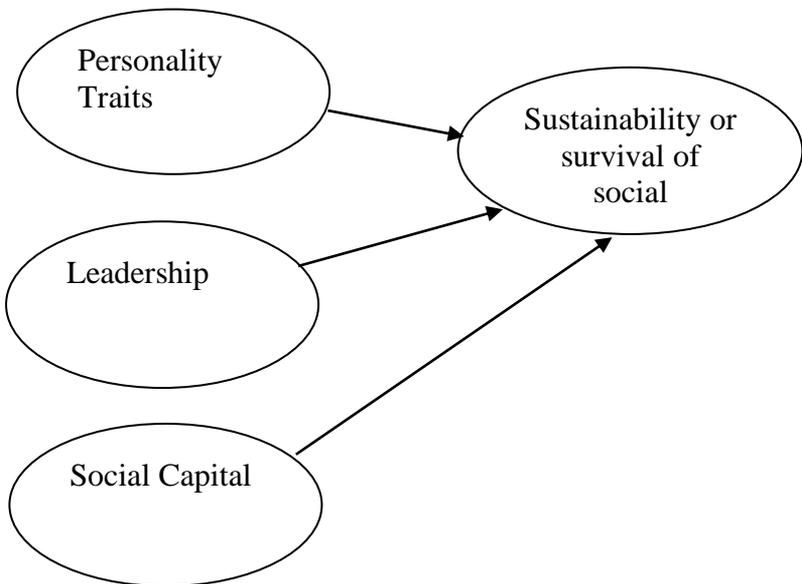
Most of the social organizations that we see today is because their founders are truly inspired leaders. These social entrepreneurs possess such an inspiring leadership that have a passion and visions to come up with market based solution to solve social problems (Block and Rosenberg, 2002). Many researchers like (Cogliser and Brigham, 2004) have highlighted in their research work that leadership has got a decisive role in the literature of entrepreneurship ever since it is realized that a successful enterprise cannot be developed in the absence of effective leadership behavior.

Northouse in 2007 defined leadership that it is a process of guiding and influencing the subordinates or other people in such a way that a common goal can be achieved by using their expertise. And when we are talking about the corporate or entrepreneurial environment, these goals are organizational goals whether these are commercial organizations or social organizations. Effective leadership is the essence of the success/failure of a venture and even of a nation/country (Fiedler, 1996). Past literature about the leadership also indicate that the performance of the organization can be improved through good leadership (Yang, 2008; Tarabishy et al., 2005; Ogbanna and Harris, 2000; Bass, 1990).

It is very important that the employees stay motivated and focused during the period of crisis and a positive leadership attitude will contribute in this as Paladan in 2015 concluded that one of the most important factor of the success of an organization is to have a good effective leader in the organization. Leadership that is inadequate appeared to be a primary factor that causes the failure of an organization (Davies et al., 2002). That's why it is acknowledge that entrepreneurship is required for an enterprise but what guides or drives that organization to become a successful venture is the leadership capacity of the entrepreneurs (Arham, Boucher and Muenjohn., 2013).The above discussion provided the grounds for our second hypothesis.

H₃: Leadership is positively related to social enterprise sustainability.

Theoretical Framework for the research



Methodology

Sample and population

Time frame in any research is very important. Conducting a research of a population is very difficult and required huge resources and time. Because of such constraints it is usually recommended to collect sample out of a population in order to conduct research. Sampling is basically a process in which the researcher picks his respondents in a manageable number out of the population that is a true representative of the population (Saunders, 2012). The population for this research study is the owners and employees of the social organizations of Pakistan. Convenient sampling technique is employed in the current research for picking up the respondents. 100 social organizations were selected for data collection purpose. The life span of the organization was the selection criteria for choosing these organizations. A minimum of five years was set as the criteria because it shows that the enterprise is not a failure.

325 respondents were nominated from these selected social organizations. A closed ended questionnaire was given to these respondents and out of 300 out of 325 were finalized because these questionnaires were filled completely and accurately.

Research Instrument

Gathering data using a closed ended questionnaire which is based on survey is the most popular technique used in social sciences research around the world. Questionnaire based survey is

a reliable technique to collect data in order to investigate the relationship among different variables for a research study (Saunders, 2012). If your purpose is to get the primary data for your research then this technique is consistent and promising. (Churchill 1995; and Blaikei, 2007).

Based on the past literature and previous research studies, a construct for the current survey based research based study is developed to test our hypothesis. The measurement instrument was adopted from the previous studies because they are already tested and reliable. In order to measure the sustainability of social enterprises, a construct developed by Crucke and Decramer (2016) was adopted for the current study. They measured the sustainability of social enterprises using five sub variables that are economic development, human development, community development, environmental development and governance. The construct of Leadership which is the first independent variable of the current research is adopted from the work of Sorensin (2000). The construct of second independent variable which is personality traits is adopted from the research work conducted by Deir, Sadeh and Pines (2010) and the construct of our last independent variable that social capital is adopted from the research work conducted by Fornoni, Arribas and Vila (2010). Seven point likert scale was used for data collection.

Data Analysis

Descriptive statistics were conducted in the first phase of the research to see the detailed profile of the sample selected. Then the relationship among the variables and their constructs was detected in the second phase of the research. Structure equation model (SEM) is used for this purpose. SEM itself is a process that is conducted in two phases. In the first phase confirmatory factor analysis (CFA) is done and then the relationship is identified using SEM.

Table1. Respondent's Profile

		N	%
Gender	Male	249	83
	Female	51	17
Age	31 to 40	29	9.7
	41 to 50	124	41.3
	50 Plus	149	49.7
Qualification	Bachelors level	36	12
	Master Level	264	88
	PhD	0	0
Designation	managers	225	75
	employees	75	25
Experience	6 to 10 years	6	2
	11 to 15 years	62	20.7
	16 to 20 years	152	50.7
	Above 20 years	80	26.7

The above table illustrates the characteristics of demographics of the sample. It shows that most of the respondents were male that is 83% of the total respondents. 91% of the employees belonged to the age that is more than 40 years. The education qualification of the respondents was also high as majority of them had a post graduate degree that is 81% in total. The majority of the respondents working in social organizations in Pakistan who are selected for this research are the managers who have more than 15 years of experience in the field, 98% in total.

Model Measurement

In order to see the measurement model fitness CFA was conducted. Checking the multivariate reliability is essential in order to conduct additional analysis. There are some indices to check the goodness of model fit like RMSEA (root mean square error of approximation), CFI (comparative fit index) and NFI (normed fit index). The value of RMSEA for the current research was .67 which indicates that it is a good fit because it falls in the acceptance region which is .5 to .8 as suggested by (Hair et al., 2010). Furthermore, the values of the other two indices that are NFI CFI for the current research were .924 and .966 respectively which are higher than the benchmark of .9. All these indicators suggest that the data is fit well with the measurement model for the current research.

Then the convergent validity for the current research is checked. The model according to Anderson & Gerbing in 1988 is said to have the convergent validity if all the factor loadings are above .7, which in the current research are above .7 indicating that the measurement model of the

current has convergent validity. After this CR (construct reliability) and AVE (average variance extracted) was calculated. The values of CR and AVE of all the constructs were greater than .7 and .5 respectively indicating that the values are in the region that is acceptable (Hair et al., 2010). To see the internal consistency of the constructs, Cronbach alpha was evaluated which appeared to be greater than .7 which is the minimum criteria Nunnally (1978).

Discriminant validity was also checked for the current research. In discriminant validity the values of squared correlation of the constructs and the values of their respective AVEs were compared with each other. The discriminant validity was also established because the values of AVEs were higher than the values of the squared correlation of the constructs. Now the final step of the research is see the relationship between the dependent variable and independent variables using SEM.

Table2. Results of confirmatory factor analysis

Constructs	Measurements	Loadings	AVE	CR	alpha
Economic performance	EP1	0.838	0.721062833	0.99003803	.944
	EP2	0.836			
	EP3	0.843			
	EP4	0.878			
	EP5	0.891			
	EP6	0.858			
Environmental performance	EnP1	0.834	0.717795833	0.98900533	.938
	EnP2	0.874			
	EnP3	0.821			
	EnP4	0.836			
	EnP5	0.893			
	EnP6	0.826			
Human development	HuD1	0.838	0.710801857	0.99030225	.945
	HuD2	0.861			
	HuD3	0.823			
	HuD4	0.835			
	HuD5	0.835			
	HuD6	0.859			
	HuD7	0.851			
Governance	GR1	0.836	0.694549714	0.99011794	.940
	GR2	0.835			
	GR3	0.794			
	GR4	0.845			
	GR5	0.866			
	GR6	0.886			
	GR7	0.769			
Community development	CoD1	0.847	0.74747925	0.98735939	.921
	CoD2	0.905			
	CoD3	0.858			
	CoD4	0.849			
Personality Traits	PT1	0.774	0.631209857	0.98697847	.923
	PT2	0.806			
	PT3	0.794			
	PT4	0.803			
	PT5	0.797			
	PT6	0.794			
	PT7	0.796			
Social Capital	SC1	0.895	0.690809	0.98719966	.832
	SC2	0.898			
	SC3	0.886			

	SC4	0.781						
	SC5	0.912						
	SC6	0.895						
Leadership	L1	0.821	0.668118429	0.98919532	.933			
	L2	0.869						
	L3	0.839						
	L44	0.816						
	L5	0.813						
	L6	0.863						
	L7	0.693						

Structural model

The values of RMSEA, TLI and CFI are .59, .975 and .93 respectively. Which reasonably indicated that the data fit the model. After this the association among the independent variables and dependent variable are examined.

Table3. Comparison of squared correlations and AVE

	EP	EnP	HuD	CoD	GR	PT	SC	L
EP	(0.722)							
EnP	0.0016	(0.718)						
HuD	0.0015	0.013	(0.711)					
CoD	0.0047	0.0046	0.0392	(0.757)				
GR	0.0002	0.024	0.0013	0.0032	(0.696)			
PT	0.0043	0.0053	0.0031	0.0023	0.0046	(0.688)		
SC	0.024436	0.023	0.0122	0.0053	0.0161	0.0025	(0.692)	
L	0.000676	0.0046	0.0063	0.0034	0.0038	0.0026	0.0033	(0.632)

Note: the diagonal numbers in parenthesis are the AVEs and the rest of the values are squared correlation

Table 4. Hypotheses Testing

		β	t-Values	Results
Personality Traits	→ Sustainability	.327	4.937	Accepted
Social Capital	→ Sustainability	.135	2.790	Accepted
Leadership	→ sustainability	.215	3.371	Accepted

Results

All of the three independent variables significantly appeared to have a positively affecting the sustainability and survival of the Pakistani social organizations as a result of structural equation model. Results depicted that Personality traits of the social entrepreneurs positively affect the sustainability or success of Pakistani social organizations with $\beta=.327$ and $P<.05$ which shows that our first hypothesis H1 is supported. Similarly the impact of Leadership capacity of social entrepreneurs on the sustainability of social enterprises was also investigated. The leadership capacity of the social entrepreneurs also appeared to be positively impacting the success or sustainability of Pakistani social enterprises with $\beta=.035$ and $P<.05$ and hence accepting our second hypothesis as well which is H2. And at the end social capital of the social entrepreneurs and its impact on sustainability was investigated. Social capital of the social entrepreneurs also appeared to have significantly contributing in the sustainability or success of social organizations in Pakistan with $\beta=.215$ and $P<.05$ there by approving the third hypothesis as well.

Discussion and Conclusion

The current study has identified or drawn some important results. It is identified that the personality traits that social entrepreneurs possess have a significant and positive effect on the sustainability or survival of social organizations of a developing country like Pakistan which is consistent with the past literature like (Crant, 1996) investigated the same relationship and

identified that the personality traits of social entrepreneurs have a significant positive effect on the entrepreneurial development. Similarly, (Frank et al., 2007) declared in their research study that a proactive personality of the entrepreneurs has a great impact on the startup intentions and success of new business ventures. (Ong and Ismail, 2008) also identified that the personality characteristics have a great impact on the success of a business enterprise.

Similarly the leadership capacity of the entrepreneurs in Pakistani social organizations appeared in this research to have a significantly positive affect on the sustainability or survival of the social organizations as it is also evident from the previous work done by the researchers like (Day, 2000) concluded in their research that leadership is considered as a source of dynamic advantage in the organizations. Similarly, (Lowe and W. Gardner, 2000) also identified in their research study that effective leadership plays a key role in the sustainability of an organization because without effective leadership it is impossible to carry on with strategic plans. (Gupta, MacMillan, and Surie, 2004) concluded that leadership ability is vital for the success and growth of a business enterprise.

This research further discovered that the social capital of the social entrepreneurs also plays a significant and positive part to play in the sustainability and survival of Pakistani social organizations and this is also evident from the previous literature like (Dees et al, 2002) found in their research study that relationship in the form of social capital are the essence of the performance of the social enterprises because it make innovative arrangements to solve social problems. Similarly, (Tsai and Ghoshal, 1998) also concluded in their research study that the social capital of the social entrepreneurs positively affect the successful operations of the social organizations.

Practical implications

As we have come across through our results and discussions that the sustainability and survival of Pakistani organizations that are social in nature can greatly be influenced by Personality characteristics of social entrepreneurs, the social capital of the social entrepreneurs and leadership capabilities of social entrepreneurs. There are many contributions and implications can be drawn for social organizations in Pakistan. For example, lets, first talk about the personality characteristics of the social entrepreneurs. The social entrepreneurs should have such a personality characteristics that is transformational in nature and should possess the ability to foresee the different organizational situations, risks and opportunities. Through his hard working and agile personality he is able to overcome the risks, used the scarce resources of his social organization and avail the opportunity in the market to solve the social problems of the society in an innovative way. By looking at the results of the current research, social capital of the social entrepreneurs also appeared to positively affect the sustainability and survival Pakistani social enterprises. The social entrepreneurs in Pakistan should enlarge their circle of relationship with other businesses, social activists and public because networks make big differences in the process of social entrepreneurship. Social networking is one of the most important factors of the sustainability of social enterprises in Pakistan therefore the social entrepreneurs must extent their social network to incorporate politicians, rich people and big commercial businesses who can help him in achieving his social objectives.

Furthermore, the sustainability of social organizations is Pakistan can be enhanced through the leadership capacity of the social entrepreneurs. Having the right kind of leadership behaviors especially towards their staff and employees helps into better organizational performance. In an organization there are different types of employees to deal with. Without excellent leadership capacity a social entrepreneur cannot make a good solid team of his diverse natured employees in order to achieve his social objectives in a sustainable way. To keep employees motivated, it is important to have the right leadership style. In a way, by having the right leadership style, meaning that when you are able to provide good directions, good plans to them, you know how to motivate them and at the same time help to reduce their stress level, then only the employees can really perform and improve our organizational performance.

Limitation and Future directions for research

Like any other research study this research also has some limitations. Only one section of the population is studied in this research and that is the trusts because of lack of resources and time. Therefore, it is recommended for the future researcher to include other segments of the social enterprises of Pakistan. Similarly only personal factors of the entrepreneurs and its impact of organizational sustainability are investigated in the current research whereas we know that none of the organization you know operates in isolation or in desired external environment. There can be so many important environmental factors that need to be investigated in relation to the social enterprises and their sustainability in Pakistan such as Government policies, proper market for your product/service and economic conditions etc. (Lee, 2014). So, it is therefore suggested for the future

researchers to investigate the combine effect of both internal factors and external factors on the sustainability of social organization in Pakistan.

References

- Abdul Wahab, M. H., & Al-Damen, R. A. (2015). The impact of entrepreneurs' characteristics on small business success at medical instruments supplies organizational in Jordan. *International Journal of Business and Social Science*, 6(8), 164–175.
- Abu Elanain, H. M. (2008). An investigation of relationship of openness to experience and organizational citizenship behavior. *Journal of American Academy of Business*, 13(1), 72–78.
- Ahmed, V., & Qadir, A. (2018). Building the economy of tomorrow: A project synthesis report. *Friedrich-Ebert-Stiftung*, Islamabad.
- Ahmed, V. (2016). Social enterprises and development. The news on Sunday, October 30, 2016, accessed via web: <http://tns.thenews.com.pk/social-enterprises-development/#.XE34e1wzY2w>.
- Ahmad, V., Nazir, A., Gregory, D., Faraz, Z., Ace., T. Nabeel, Y., & Agyben, M. (2019). Social enterprise development in Pakistan: Way forward. *Developing inclusive and creative economy Pakistan*, issue paper.
- Aldrich, H. E. (1989). Networking among women entrepreneurs, in Hagan, O., Rivchun, C. and Sexton, D. (Eds), *Women-Owned Business*, Praeger, New York, NY, 103-32.
- Arham, A., F., Boucher, C., & Muenjohn, N. (2013). Leadership and entrepreneurial success: A study of SMEs in Malaysia. *World Journal of Social Sciences*, 3(5), 117-130.
- Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organisational Dynamics*, 18(3), 19-31.
- Blaikie, N. (2007). *Approaches to Social Inquiry: Advancing knowledge* (2nd ed.). Cambridge, Polity.
- Block, S. R., & Rosenberg, S. (2002). Toward an understanding of founder's syndrome: an assessment of power and privilege among founders of nonprofit organizations. *Nonprofit Management and Leadership*, 12(4), 353-368.
- Bourdieu, P., & Wacquant, L. (1997). *An invitation to reflexive sociology*. University of Chicago Press, Chicago, IL and London.
- Bornstein, D. (2004). *How to change the world: Social entrepreneurs and the power of new ideas*, Oxford University Press, New York.
- Burt, R.S. (1992). *Structural holes: The social structure of competition*, Harvard University Press, Cambridge, MA.
- Berns, M., A. Townend, Z. Khayat, B. Balagopal, M. Reeves, M. S. Hopkins, & Kruschwitz. N. (2009). The business of sustainability: What it means to managers now. *MIT Sloan Management Review* 51 (1): 20–26.
- Coad, A., Segarra, A., & Teruel, M. (2016). Innovation and firm growth: does firm age play a role? *Research Policy*, 45, 387–400.
- Cools, E., & H. Van den Broeck, H., V., d. (2008). The hunt for the heffalump continues: Can trait and cognitive characteristics predict entrepreneurial orientation? *Journal of Small Business Strategy*, 18(2), 23–41.
- Crant, J. M. (1996). The proactive personality scale as a predictor of entrepreneurial Intentions. *Journal of Small Business Management*, 34(1), 42–49.
- Crews, D. E. (2010). Strategies for implementing sustainability: Five leadership challenges. *Advanced Management Journal*, 75 (2), 15–21.
- Cruke, S., & Decramer, A. (2016). The development of a measurement instrument for the organizational performance of social enterprises, *sustainability*, 8(2), 161-191.
- Cogliser, C. C. & Brigham, K. H. (2004). The intersection of leadership and entrepreneurship: Mutual lessons to be learned. *The Leadership Quarterly*, 15(6), 771-799.
- Chaucin, B., D. Hermand, & Mullet, E. (2007). Risk perception and personality facets. *Risk Analysis* 27(1), 171–185.
- Davies, J., Hides, M., & Powell, J., (2002). Defining the development needs of entrepreneurs in SMEs, *Education + Training*, 44(8/9), 406-412.
- DeCharmes, R. (1968), *Personal causation; The internal effective determinants of behavior*. Academic Press, New York, NY.
- D'Intino, R., S., M., G., Goldsby, J. D., Houghton & C. P. Neck, C. P. (2007). Self- leadership: A process for entrepreneurial success. *Journal of leadership and organizational studies*, 13(4), 105-120.

- Rauch, A., & Frese, M. (2007) Let's put the person back into entrepreneurship research: A meta-analysis on the relationship between business owners' personality traits, business creation and success. *European Journal of Work and Organizational Psychology*, 16: 353–385.
- Churchill, G. A. (1995). *Marketing Research: Methodological Foundations* (7th ed.). Fort Worth, The Dryden Press 1995.
- Dees, G. J., Emerson, J., & Economy, P. (2002), *Strategic tools for social entrepreneurs: Enhancing the performance of your enterprising nonprofit*, John Wiley & Sons Inc, New York, NY.
- Danna, D., & Porche, D. (2008), Establishing a nonprofit organization: a venture of social entrepreneurship. *The journal for nurse practitioners*, 4(10), 751-2.
- Day, D., (2000), Leadership development in the context of ongoing work. *Leadership Quarterly*, 11(4), 581-613.
- Dresner, S. (2008). *The principles of sustainability*. 2nd ed. London: Earthscan
- Dvir, D., Sadeh, A., & Pines, A., M. (2010), The fit between entrepreneurs' personalities and the profile of the ventures they manage and business success: An exploratory study. *Journal of high technology management research*, 21(1), 43-51.
- Fiedler, F. E. (1996). Research on leadership selection and training: One view of the future. *Administrative Science Quarterly*, 41(2), 241-250.
- Fornoni, M., Arribas, I., & Vila, J. E. (2011). Measurement of an individual entrepreneur's social capital: a multidimensional model. *International Entrepreneurship management journal*, 7, 495-507.
- Frank, H., M. Lueger, C., & Korunka. (2007). The significance of personality in business start-up intentions, start-up realization and business success. *Entrepreneurship & Regional Development*, 19, 227–251.
- Gupta, V., MacMillan, I. C., & Surie, G. (2004). Entrepreneurial leadership: Developing and measuring a cross-cultural construct. *Journal of Business Venturing*, 19, 241–260.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Upper Saddle River, NJ: Pearson Education, Inc.
- Handy, F., & Ranade, S. (2002). Factors influencing women entrepreneurs of NGOs in India. *Nonprofit Management and Leadership*, 13(2), 139-54.
- Haski-Leventhal, D., & Mehra, A. (2016). Impact measurement in social enterprises: Australia and India. *Social Enterprise Journal*, 1, 78–103.
- Leadbeater, C. (1997). *The Rise of the Social Entrepreneur*, Demos, London.
- Kor, Y. Y., Mahoney, J. T., & Micheal, S. C. (2007). Resources, Capabilities and Entrepreneurial Perception. *Journal of Management Studies*, 44(7), 1187– 1212.
- Lee, K. T. (2014). *An Empirical Study on the Success Factors of Sustainable Social Enterprise* (PhD thesis). Soongsil University, Seoul.
- Lowe, K. B., & Gardner, W. (2000). Ten years of the leadership quarterly: Contributions and challenges for the future. *Leadership Quarterly*, 11(4), 459-514.
- Light, P. C. (2008). The search for social entrepreneurship. *International Entrepreneurship and management journal*, 6, 351-355.
- Lisa, O. (2019). The Effect of Entrepreneurial Behavior and Organizational Innovation on MSMEs Performance, *Jurnal Ilmiah Bidang Akuntansi dan Manajemen*, 16(2),
- Llewellyn, D. J., & K. M. Wilson, K. M. (2003). The controversial role of personality traits in entrepreneurial psychology. *Education + Training*, 45(6), 341–345.
- Mair, J., & Marti, I. (2006). Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of world business*, 41 (1), 36–44.
- Mair, J., & Noboa, E. (2003). Social entrepreneurship: how intentions to create a social enterprise get formed. Working paper, University of Navarra Business School, Barcelona.
- Mair, J., & Noboa, E. (2006b). Social entrepreneurship: how intentions to create a social enterprise get formed, in Mair, J., Robinson, J. & Hockerts, K. (Eds), *Social Entrepreneurship*, Palgrave Macmillan, London, 203-14.
- McBrearty, S. (2007). Social enterprise: a solution for the voluntary sector? *Social Enterprise Journal*, 3(1), 67–77.
- Naffziger, D. W., Hornsby, J. S., Kuratko, D. F. (1994). A Proposed Research Model of Entrepreneurial Motivation. *Entrepreneurship Theory & Practice*, 18(3), 29–42.
- Northouse, P. G. (2007), *Leadership: Theory and Practice*, 4th Edition, Sage Publications, London.
- Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.). New York, NY: McGraw-Hill.
- Ong, J. W., & Ismail, H. (2008). Revisiting personality traits in entrepreneurship study from a resource based perspective. *Business renaissance quarterly*, 3(1), 97–114.

- Ogbanna, E., & Harris, L. C. (2000). Leadership style, organizational culture and performance: empirical evidence from UK companies. *The International Journal of Human Resource Management*, 11(4), 766-788.
- Paladan, N. N. (2015). Transformational Leadership: The Emerging Leadership Style of Successful Entrepreneurs. *Journal of Literature and Art Studies*, 5(1), 64-72.
- Peattie, K., & Morley, A. (2007). Social enterprises: Diversity and dynamics, contexts and contributions. Cardiff: BRASS / ESRC / Social Enterprise Coalition.
- Saunders, M. N. K., Lewis, P., & Thornhill, A. (2012). *Research Methods for Business Students* (6th ed.). Harlow, Pearson Education Limited.
- Shin, C., & Park, J. (2019). How Social Entrepreneurs' Value Orientation Affects the Performance of Social Enterprises in Korea: The Mediating Effect of Social Entrepreneurship. *Sustainability*, 11, 5341
- Smith, P., & C. Sharicz, C. (2011). The shift needed for sustainability. *The Learning Organization*, 18 (1), 73–86.
- Sorenson, R, L. (2000). The contribution of leadership style and practices to family and business success. *Family business review*, 13(3). 183-200.
- Swanson, L. A., & Zhang, D. D. (2010). The social entrepreneurship zone. *Journal of Nonprofit and Public Sector Marketing*, 22 (2): 71–88.
- Tarabishy, A., Solomon, G., Fernald, Jr, L. W., & Sashkin, M. (2005). The entrepreneurial leader's impact on the organization's performance in dynamic markets. *Journal of Private Equity*, 8(4), 20-29.
- Thompson, J., Alvy, G., & Lees, A. (2000). Social entrepreneurship – a new look at the people and the potential. *Management Decision*, 38(5), 328-38.
- Thompson, J. (2002). The world of the social entrepreneur. *The International Journal of Public Sector Management*, 15(4/5), 412-32.
- Thompson, J., & Doherty, B. (2006). The diverse world of social enterprise: a collection of social enterprise stories. *International journal of social economics*, 33(5/6), 361-75.
- Tsai, W., Ghoshal, S. (1998). Social capital and value creation: the role of intrafirm networks. *Academy of management review*, 19(2), 90-118.
- Weerawardena, J., & Mort, G. S. (2006). Investigating social entrepreneurship: a multidimensional model. *Journal of World Business*, 41(1), 21-35.
- Wolk, A. M. (2008). Advancing social entrepreneurship: Recommendations for policy makers and government agencies. *Root Cause and the Aspen Institute*, Washington, DC.
- Yang, C. W. (2008). The relationships among leadership styles, entrepreneurial orientation, and business performance. *Managing Global Transitions*, 6(3), 257-275.
- Zahra, S. A., Gedajlovic, A. E., Neubaum, D. O., & Shulman, J. M. (2009). A typology of social entrepreneurs: Motives, search processes and ethical challenges. *Journal of Business Venturing*, 24(5), 519–532.
- Zakaria, M. N., & Bahrein, A. B. (2018). Formation of Social Entrepreneurship Intention in Malaysia. *International Journal of Advanced Studies in Social Science & Innovation*, 2(2), 57–69.