

Bridging the gap: A qualitative insight into the role of social entrepreneurship in empowering minorities

Andriyani, Gracy Adira Lasta, Afina Hasya*

Department of Management, Faculty of Economics and Business, Universitas Diponegoro, Semarang, Indonesia

*Corresponding Author(s) Email : afinahasya@lecturer.undip.ac.id

ABSTRACT

Social entrepreneurship has emerged as a viable approach of addressing the challenges faced by social minorities. Despite its growing importance, there is a lack of understanding of the factors that affect social entrepreneurs and their approaches to creating social value. This study aims to narrow this gap by examining the fundamental factors influencing the rise of social entrepreneurs, value creation processes, and the role of social entrepreneurship in addressing minority issues. The study used a qualitative, phenomenological approach and purposeful sampling to choose four informants who each had their own unique and representative traits. Data were collected through semi-structured interviews and validated through documentary analysis. The findings indicate that the motivations for social entrepreneurship stem from both external and internal factors. Nevertheless, social entrepreneurs consistently prioritize social objectives as their primary focus. Research reveals that resource constraints often impede value creation in social entrepreneurship, hence postponing progress. Despite all the obstacles, social entrepreneurship has immense benefits for the entrepreneurs themselves and for the communities they want to reach out to. The results also show that larger impacts could have been achieved by social entrepreneurs through refinements in their business strategies, creative solutions to social problems, good relationships with stakeholders, and ensuring financial sustainability of the venture.

Keywords: Entrepreneurial Motivation; Resource-Based View; Minority Empowerment; Social Value Creation; Phenomenological Study

JEL Code:

D64, L31, M13, O15

DOI:

10.31106/jema.v21i2.22632

Article History:

Received 2024-07-31

Reviewed 2024-08-12

Revised 2024-10-30

Accepted 2024-11-28

Licensed:

CC-BY

How to Cite:

Andriyani, A., Lasta, G. A., & Hasya, A. (2024). Bridging the gap: A qualitative insight into the role of social entrepreneurship in empowering minorities. *JEMA: Jurnal Ilmiah Bidang Akuntansi dan Manajemen*, 21(2), 307-336. doi: 10.31106/jema.v21i2.22632

Introduction

Rare disability conditions, such as Cornelia de Lange Syndrome (CdLS), often do not receive sufficient attention from governments. CdLS is a genetic condition linked to a specific pathogen variant found in a cohesion complex or protein. It is characterized by unique facial features, growth deficiency, psychomotor delays, behavioral issues, and malformations of the upper limbs (Setiawan et al., 2023). Though CdLS is a rare condition, it is not an infectious disease. In Indonesia, the incidence rate is 1 in 30,000 births, meaning that only one child per 30,000 is likely to be affected. According to a survey by the CdLS Foundation Indonesia, as of September 2023, the number of individuals diagnosed with CdLS in the country is 93.

CdLS represents a significant social issue that needs greater awareness. It is crucial for the community to understand these challenges in order to address them effectively, preventing any further harm to individuals or society (Fazal et al., 2023). Awareness involves recognizing the difficulties faced by individuals with disabilities, understanding that they deserve equal opportunities, rights, and dignity (Hervie, 2023). A society that is aware of these issues is better equipped to inspire change and improve the conditions for those affected (Eldiva et al., 2023). Moreover, collaboration is essential to strengthen diagnostic capabilities and ensure access to adequate healthcare (Hunt et al., 2022).

Today, society's response to disability varies widely. Many people now have a better understanding, which helps remove barriers and create environments that support individuals with disabilities (Eldiva et al., 2023). One of the ways the community can support people with disabilities is through the social entrepreneurship movement, which focuses on raising awareness and creating social change. This can be achieved by establishing social foundations dedicated to educating the public about disabilities.

Social entrepreneurship is typically defined as a process in which a group of people works together to address pressing social issues in an entrepreneurial way. It is often seen as a catalyst for development and positive change (Fazal et al., 2023), as it focuses on areas where government and societal efforts have been insufficient. By leveraging market forces, social entrepreneurship provides an efficient approach to solving social problems (Francisco & Fernandes, 2021). It involves creating new products, services, or organizational structures that are more effective than traditional methods used by the public sector, philanthropy, or market-driven approaches in addressing the needs of minority groups in society.

Innovators and social entrepreneurs are drawn to social entrepreneurship because it offers an opportunity to create social value and achieve self-transcendence (Zhang, 2023). Many social entrepreneurs are motivated by personal life experiences that shape their mission and connection to social causes. These experiences inspire them to come up with creative solutions to address pressing social issues (Kimakwa et al., 2023). Their ability to generate innovative ideas and take action is what drives the success of their ventures. These entrepreneurs are deeply committed to solving problems and meeting the needs of marginalized communities. Their work is focused on creating lasting social impact through their entrepreneurial efforts.

India is a leading country in promoting social entrepreneurship, with a large number of organizations dedicated to social development. While religious organizations dominate the landscape, many others focus on important social issues such as education, healthcare, and community development (Sahrakorpi & Bandi, 2021). Social entrepreneurs in India are highly motivated by intrinsic values, as seen in the fact that a significant portion of social enterprises in the country operates with minimal staff. For instance, 73.4% of social entrepreneurship organizations are small, employing just one or two paid workers, while only 8.5% have more than ten paid employees (Bulsara et al., 2015). This strong motivation is reflective of their commitment to addressing social challenges despite limited resources. In India, social entrepreneurship thrives as a grassroots movement, driven by a desire to improve lives and foster community development.

In contrast, the development of social entrepreneurship in Africa remains in the early stages. Many organizations in Africa lack the deep-rooted motivation that characterizes social enterprises in other regions, and they often neglect the core mission of social solidarity. Instead, some adopt hybrid models, mixing profit-driven and non-profit activities (Mbiru et al., 2023). This shift towards hybrid business models has led to a complex landscape in African social entrepreneurship, where the focus is often on generating income rather than creating social value. Despite these challenges, there is potential for social entrepreneurship to grow in Africa, as awareness of its impact and potential benefits continues to increase. The future of social entrepreneurship in Africa may depend on a stronger focus on mission-driven goals and a shift away from profit-centric models.

Brazil has made significant strides in the social entrepreneurship sector, with initiatives spread across several areas such as education, healthcare, housing, and financial services. The country has actively worked to foster social entrepreneurship as a means to build skills, confidence, and motivation among the population, particularly to combat poverty (Barki et

al., 2020). This approach to social entrepreneurship has been instrumental in addressing social inequalities and creating opportunities for marginalized communities. The Brazilian model emphasizes community empowerment and economic inclusion as key elements of social change. By focusing on skills development and access to resources, social entrepreneurs in Brazil are contributing to long-term improvements in society. This growing movement highlights the importance of supporting social enterprises that can tackle deep-rooted social challenges.

The United Kingdom is another example of a country where social entrepreneurship has reached an advanced stage. Social entrepreneurs in the UK are utilizing digital technologies to enhance their efforts and increase the impact of small social enterprises. This use of technology has proven effective in providing essential services to communities with limited access to resources. By integrating digital solutions, UK-based sociopreneurs are able to overcome traditional barriers and scale their impact more efficiently. The country's progressive approach to social entrepreneurship has set a model for others to follow. It shows how innovation and technology can be powerful tools for driving social change and improving access to critical services.

In Indonesia, social entrepreneurship has grown rapidly in recent years. According to a survey by the British Council, social entrepreneurship activity in the country saw a significant increase of up to 70% between 2017 and 2022. One of the prominent social entrepreneurs in Indonesia is CdLS Indonesia, which works to support individuals with CdLS. This foundation has embraced social entrepreneurship by providing both mental and financial support to individuals affected by CdLS. Through their efforts, CdLS Indonesia is helping to raise awareness and improve the lives of those with this rare condition. Their work highlights the positive impact of social entrepreneurship in addressing specific social issues and enhancing the well-being of marginalized groups. The growing momentum of social entrepreneurship in Indonesia signals the potential for further progress in addressing social challenges.

Social entrepreneurs often turn to crowdfunding to raise funds for their initiatives, helping them achieve their social missions. Crowdfunding has become one of the fastest-growing alternative financing methods for new business ventures in the modern market (Leonski, 2022). The primary goal of crowdfunding is to meet the funding threshold required to achieve the intended outcomes of a project. This form of financing is particularly valuable for individuals with innovative ideas but lacking the financial resources to bring them to life. In Indonesia, crowdfunding has proven to be highly effective, as reflected in the 2021 World

Giving Index (WGI) report, which ranked Indonesia as the most generous country globally, with a score of 69%. The report further highlights that 8 out of 10 Indonesians donated in 2021, and the country's volunteer rate is three times higher than the global average.

Building on these insights, this study aims to better understand the factors that contribute to the growth of social entrepreneurship in Indonesia. Specifically, it explores how sociopreneurs collaborate with various stakeholders to address social issues faced by minority groups and how this fosters interest in becoming sociopreneurs. The study examines the motivations, processes, and key outcomes driving the success of social entrepreneurship initiatives, such as the CdLS Indonesia Foundation, which works to support individuals with CdLS. This research delves into the broad processes of social entrepreneurship, from motivations to the creation of social value and the generation of benefits. The focus is on the CdLS Indonesia Foundation, analyzing how it operates as a social enterprise that benefits those affected by CdLS.

This study adopts a qualitative research methodology with a phenomenological design, utilizing both primary data from interviews and secondary data from existing research, government agency reports, infographics, and photographs taken during the interviews. Purposive sampling was used to select participants, allowing the research to bridge existing knowledge gaps and offer new insights into the role of social entrepreneurship in addressing minority issues CdLS. The findings confirm and expand upon prior research, contributing to the literature on social entrepreneurship while offering fresh perspectives on creating distinctive approaches to addressing minority issues. The study enhances our understanding of the unique characteristics and challenges sociopreneurs face in tackling social problems. Lastly, the structure of the paper includes an introduction, literature review, hypothesis development, research methodology, results, discussion, and concludes with the study's limitations and suggestions for future research.

Literature Review

This study examines the role of Opportunity-Based Entrepreneurship Theory, Schumpeterian Theory of Innovation, and Social Network Theory in fostering social entrepreneurship and addressing issues faced by social minorities. These theoretical perspectives provide a foundation for understanding how sociopreneurs identify opportunities, drive innovation, and leverage networks to create meaningful social impact. By integrating these frameworks, this study explores how social entrepreneurship can go beyond profit-making to address societal challenges and promote sustainable development. The

application of these theories allows for a deeper understanding of how social entrepreneurs recognize and respond to changes in their environment to generate innovative solutions that benefit marginalized communities. Through this lens, the study highlights how entrepreneurial behavior contributes to economic and social transformation.

Opportunity-Based Entrepreneurship Theory, introduced by Peter Drucker, suggests that entrepreneurship is not solely driven by profit but by the ability to identify and respond to change as an opportunity (Nteere, 2021). This theory asserts that entrepreneurs can recognize shifts in consumer demands, technological advancements, or regulatory changes and use them as a basis for innovation and growth (Johnson & Schaltegger, 2020). According to He et al. (2020), two main mechanisms—entrepreneurial opportunities and entrepreneurial ability—allow entrepreneurs to shape the social and economic environment for sustainable development. The theory emphasizes that business opportunities are not limited to financial gains but also include the potential to create positive social and environmental change. This aligns with the idea that entrepreneurship can drive sustainable development by integrating opportunity recognition with a responsibility to address global challenges. In this way, social entrepreneurs leverage change not only to establish successful ventures but also to contribute to societal well-being.

Social entrepreneurship closely aligns with the principles of Opportunity-Based Entrepreneurship Theory, as both emphasize the importance of recognizing and acting on opportunities for impact. Ebrashi (2013) describes social entrepreneurship as the process of identifying and capitalizing on opportunities that create positive change. While opportunity-based entrepreneurship does not always explicitly focus on social issues, it shares a common foundation with social entrepreneurship in its reliance on creativity, innovation, and an entrepreneurial mindset (Nteere, 2021). The link between these approaches lies in the ability to develop solutions that simultaneously drive economic success and address pressing social or environmental challenges. Sociopreneurs apply this theory by identifying societal needs and introducing innovative responses that improve the lives of underserved communities. By harnessing opportunities arising from technological progress, regulatory shifts, and cultural changes, social entrepreneurs can create sustainable and impactful business models that support both economic and social advancement.

Social Network Theory focuses on the role of interpersonal, organizational, and institutional relationships in shaping human actions within social systems (Nimmon et al., 2019). This theory provides critical insights into social entrepreneurship by emphasizing the importance of social connections, networks, and interactions in facilitating entrepreneurial

activities that drive positive social change. Social networking involves both organizational relationships and individual ties with key stakeholders such as customers, investors, suppliers, and competitors (Cote, 2019). For social entrepreneurs, these networks serve as crucial sources of information, resources, and strategic partnerships that enhance their ability to create sustainable and impactful ventures (Peng et al., 2022). Strong social connections can offer emotional support and operational assistance, while broader, weaker ties provide access to new opportunities and external expertise. In social entrepreneurship, leveraging these networks enables sociopreneurs to collaborate, pool resources, and scale their solutions to address pressing societal challenges more effectively.

From a theoretical perspective, Social Network Theory underscores how the structure and quality of relationships influence an entrepreneur's ability to identify and capitalize on opportunities. The strength, diversity, and density of networks determine the extent to which entrepreneurs can access knowledge, funding, and collaboration opportunities. For sociopreneurs, cultivating strong relationships within their networks helps in securing essential resources, while maintaining broader networks allows for innovation and expansion beyond their immediate circles. These networks are especially critical when dealing with complex social issues, where partnerships and cross-sector collaborations play a pivotal role in ensuring long-term success (Anggadwita et al., 2020). By strategically building and utilizing their networks, social entrepreneurs can amplify their impact, enhance innovation, and sustain their initiatives in the long run. Social Network Theory, therefore, provides a valuable framework for understanding how social entrepreneurship thrives through relationship-building and knowledge-sharing.

Meanwhile, Schumpeterian Innovation Theory, which emphasizes economic development through technological innovation and market-based entrepreneurship, closely aligns with the principles of social entrepreneurship (Śledzik, 2013). While traditional Schumpeterian entrepreneurship focuses on disruptive innovation to gain competitive advantage, social entrepreneurship expands this concept by applying innovation to solve social problems rather than solely pursuing financial gains. Social entrepreneurship integrates economic sustainability with a commitment to social impact, ensuring that business models generate both profits and meaningful contributions to community welfare (Choi & Majumdar, 2014). Both theories recognize the transformative power of innovation in driving change, but social entrepreneurship prioritizes social and environmental benefits alongside economic viability. By leveraging innovation as a tool for sustainable development, social

entrepreneurs bridge the gap between business and social responsibility, creating ventures that generate long-term social value while maintaining financial stability (Fazal et al., 2023).

From a theoretical perspective, Schumpeter's concept of "creative destruction"—the process of dismantling outdated systems to introduce innovative solutions—closely aligns with the principles of social entrepreneurship. Sociopreneurs embody this idea by challenging traditional norms and structures to address pressing societal issues. Through their dynamic approach, they not only drive economic growth but also deliver meaningful societal benefits, positioning entrepreneurship as a catalyst for social progress. Social entrepreneurship expands on Schumpeter's framework by integrating social responsibility into the innovation process, ensuring that the solutions developed are both sustainable and equitable. While Schumpeter viewed entrepreneurship as a powerful force for wealth creation and economic advancement, social entrepreneurship broadens this vision by emphasizing the importance of societal welfare alongside economic success (Śledzik, 2013).

In summary, the conceptual framework of this study is built on the interplay of government efforts, social entrepreneurship, and theoretical foundations. While governments have implemented various programs to address social problems, minority issues—such as those faced by individuals with CdLS—often remain overlooked. The emergence of CdLS as a social phenomenon has sparked positive community responses through the social entrepreneurship movement. This movement reflects business activities driven by opportunities to solve social and environmental challenges through innovative approaches (Klärner et al., 2022). Sociopreneurs think creatively to find unique solutions, often prioritizing social impact over financial gain (Galan, 2021). This aligns with the Opportunity-Based Entrepreneurship Theory, which emphasizes recognizing societal changes as opportunities. Accordingly, this study examines how this theory influences the formation of sociopreneurs and shapes their distinctive business characteristics.

Furthermore, this study integrates Social Network Theory and Schumpeterian Innovation Theory to provide a comprehensive understanding of how social entrepreneurship generates social value. Social entrepreneurship relies heavily on networks to mobilize essential resources, including social capital such as information, support, and access to opportunities, which are central to Social Network Theory (Choi & Majumdar, 2014; Klärner et al., 2022). These networks enable sociopreneurs to secure funding, expertise, guidance, and inspiration, which are critical for the sustainability and growth of their initiatives. Additionally, social entrepreneurship emphasizes the fusion of innovation and entrepreneurial activities to tackle social and environmental challenges (Zhang, 2023). This approach aligns with Schumpeter's

view of entrepreneurship as a force capable of driving both economic progress and wealth creation, while also highlighting community welfare as a core outcome (Śledzik, 2013). Through the integration of these theories, this study aims to deepen the understanding of the mechanisms through which social entrepreneurship creates lasting social impact.

Methods

This qualitative research study, supported by a phenomenological design, investigates the development of different sociopreneurial traits, processes of social value creation, and potential role of crowdfunding in mitigating the socioeconomic issues affecting minorities. The current study used a qualitative approach to deeply explore and understand the lived experiences of sociopreneurs, as they may highlight particular motivations and processes that differentiate their particular social entrepreneurship efforts. This design focuses on the subjective experiences of the sociopreneurs working in collaboration with the CdLS Indonesia Foundation; thus, it captures nuances of social entrepreneurship not captured by quantitative methods. Phenomenology is an appropriate methodological tool for explaining the what in participants' experiences and can go a step further to allow an in-depth analysis of how sociopreneurs navigate challenges and create social value.

A phenomenological design was necessary because the researchers had a need to understand how sociopreneurs develop their motivation to create social value and overcome obstacles while responding to minority social issues, especially with the integration of crowdfunding. This design is particularly suited to exploring the underlying processes and meanings that sociopreneurs attribute to their work and the way in which they establish their identity as social entrepreneurs. In this study, purposive sampling was also used to select informants who were directly related to the CdLS Indonesia Foundation to ensure the sample was relevant to the research objectives. It focused its informants on the basis of their function as sociopreneurs and experience with the foundation, thereby gaining insight into the practical aspects of social entrepreneurship.

Data collection was conducted through a combination of primary and secondary sources. Primary data were gathered through in-depth interviews with the selected sociopreneurs and key figures within the CdLS Indonesia Foundation. These interviews, which were conducted via Zoom and in-person meetings, were designed to provide rich, qualitative data on the sociopreneurs' experiences, motivations, and challenges. Secondary data sources included previous studies, government agency reports, and supporting materials such as infographics, transcripts of the interviews, and photographs taken during the interview process. The use of

these multiple data sources ensured the reliability and comprehensiveness of the findings. The combination of primary and secondary data allowed for triangulation, which strengthened the validity of the results by cross-referencing information from different perspectives.

The data analysis methods followed a systematic, iterative process, in line with phenomenological research practices. All data obtained from interviews and documents were transcribed and reviewed to identify patterns and key themes related to the research questions. This analysis process involved a reflective approach, allowing the researchers to immerse themselves in the data and uncover the essence of the participants' experiences. The study employed Sanders' (1982) phenomenological framework, which guided the researchers in minimizing preconceptions, allowing the participants' voices to emerge clearly through the data. This framework provided a structured approach for identifying and analyzing the lived experiences of the sociopreneurs, ensuring that the study's findings were grounded in the participants' realities.

To ensure the reliability and validity of the findings, the study utilized triangulation and member checking. Triangulation was conducted by cross-referencing data from various sources, which helped to ensure objective analysis and reduce bias. This process also helped to identify any gaps or inconsistencies in the data, ensuring a more thorough and accurate analysis. Member checking was employed to validate the findings by allowing informants to review the results of the interviews and ensure that their perspectives were accurately represented. This process not only improved the accuracy of the research but also provided an opportunity for participants to clarify or expand on their responses.

The informants were selected based on their involvement with the CdLS Indonesia Foundation and their experience as sociopreneurs. The sample included individuals who had significant experience in social entrepreneurship and who were directly engaged in addressing the needs of individuals affected by CdLS. The selection of these informants was crucial to ensuring that the research was focused on individuals who could provide meaningful insights into the unique challenges and benefits of social entrepreneurship in this context. The sample design was appropriate for the research objectives, as it allowed for a deep exploration of the sociopreneurs' motivations and the process of social value creation.

Through this comprehensive methodology, the study aimed to achieve three main objectives: to explore the factors behind the formation of sociopreneurs and their distinctive characteristics, to understand the process of creating social value through social entrepreneurship, and to investigate how social entrepreneurship benefits both sociopreneurs

and the wider community. By addressing these key areas, the research provided valuable insights into the mechanisms that drive social entrepreneurship and the impact it has on addressing minority social issues.

Result and Discussion

Table 1 presents details about the informants involved in this study. The table includes four key participants identified by their initials to maintain confidentiality. It provides their age, occupation, and the number of years they have been involved as sociopreneurs. The informants consist of individuals from different professional backgrounds, including entrepreneurs and employees, offering diverse perspectives on social entrepreneurship. The variation in experience levels, ranging from 2 to 15 years, ensures a comprehensive understanding of how sociopreneurs develop their initiatives, and create social value.

Table 2 shows the external driving factors that influenced the informants to become solopreneurs. All informants were highly influenced by life experiences, especially by witnessing the struggles of children with CdLS in their respective communities. Their attachment to the real-life challenges faced by individuals with disabilities sparked their interest in social entrepreneurship. In addition to personal life experiences, expectations about the current state of the community also played a major role. Seventy-five percent of the informants mentioned that they could not turn a blind eye to the plight of children with special needs, especially in disaster situations where they received little attention or support. The feeling of helplessness created by unmet needs was thus a strong driving force to start their projects. Another significant external factor was the realization of a gap in services and resources for children with disabilities within their communities. Three out of the four informants were able to identify major gaps in services for children with disabilities that started their projects. They realized these gaps not just as needs but also as areas where their initiatives could make much-needed differences.

Table 1. Informants of the Study

Initial	Age	Occupation	Years as a Sociopreneur
GB	43	Entrepreneur	11 years
AD	50	Employee	2 years
AB	37	Entrepreneur	9 years
UW	42	Entrepreneur	15 years

Table 2. Interview Results for External Driving Factors of Becoming Solopreneurs

Indicators	Freq. Response	Sample Quotations
External Driving Factors		
Life Experiences Can you share a specific life experience that inspired you to become a sociopreneur?	4/4	"Seeing the struggles of children with CdLS in my community really opened my eyes and made me realize I had to do something to help."
Expectation What social problems in your community or environment motivated you to act?	3/4	"I couldn't ignore the sight of so many special needs children suffering during disasters, mainly when no one is around to support them. The helplessness of their families while watching their children in such bad shape broke my heart, and I knew I had to do something that would bring about a change."
Unmet Needs What gaps or unmet needs in your community did you identify before starting your initiative?	3/4	"There was a clear lack of services for children with disabilities in my area."

Table 3 reveals that empathy and personal connection are the key motivators, with all four informants emphasizing how their own experiences and deep awareness of the societal issues at hand, particularly those affecting vulnerable people, provide the fuel to commit to making a change. A third witness stated: "Being able to serve others is giving back to life, realizing the personal satisfactions from little things that really mean a lot in other people's lives." Some of their informants strongly identified with family values and upbringing, with two reporting that their parents' involvement in civic affairs influenced their perceptions of compassion and service as motivations for pursuing a career in socio-entrepreneurship. The majority of respondents prioritize religious and ethical considerations, with three out of four citing faith as one of the most important motivators for their actions. For them, social entrepreneurship is an activity with a soul and purpose, rather than just a business, founded

on the idea that true happiness can only be discovered by contributing to the well-being of others.

Table 3. Interview Results for Internal Driving Factors of Becoming Solopreneurs

Indicators	Freq. Response	Sample Quotations
Internal Driving Factors		
Empathy and Personal Connection How do your personal values or experiences drive your commitment to social entrepreneurship?	4/4	“I can relate deeply with these issues because, through them, I have been able to see firsthand how much small changes can make in the lives of others. This is personal; when I am helping others, it feels like giving back in a manner which truly matters, and that keeps me going no matter the challenge.”
Role of Family and Upbringing Did your upbringing or family values influence your decision to become a sociopreneur?	2/4	"Yeah, my parents have always engaged in community activities. Growing up, I personally experienced how big the difference helping someone can bring into one's life. Thus, their value on kindness and service shaped much in my entering sociopreneurship."
Religious or Ethical Motivations How do religious beliefs or ethical considerations impact your approach to social entrepreneurship?	3/4	"My faith plays a central role in what I do—it motivates me to make a meaningful impact in people's lives. I truly believe that helping others and doing good is part of my purpose, and that belief guides every decision I make in my social ventures. It's inspired by the idea that "the best people are those who are most beneficial to others."

In detail, two of the four informants stated that the driving factors for them to become sociopreneurs were seeing and interacting directly with individuals with CdLS in which they could witness and feel social problems that were occurring. Informant GB became a sociopreneur because he often met children who were CdLS survivors in his home environment, creating a feeling of empathy and care for them. Likewise, the UW informant became a sociopreneur because when he was a disaster volunteer, he met many children with special needs who experienced obstacles in getting help, both because of access and professional staff. Therefore, UW established a foundation for children with special needs around Semarang. Meanwhile, informant AD cared more about social problems and became a sociopreneur because since he was little, AD witnessed his parents doing a lot of social activities. The driving factors felt by AD informants follow the opinion of Eldiva et al. (2023), who states that people aware of social problems in their environment will provide motivation and inspiration to change and improve these unfavorable conditions. Furthermore, informant AB explained that he decided to be a sociopreneur because he was concerned about the condition of social problems faced by minorities. Informant AB thought that those minorities had the same rights. Then, he must take the side of people with disabilities to receive special attention and adequate services from the government. What informant AB felt was the opinion of Eldiva et al. (2023), who stated that many people in the community have a good understanding, so they can eliminate obstacles and create an environment that supports people with disabilities. Fazal et al. (2023) state that social entrepreneurship catalyzes growth and change by addressing the underperformance of governmental and community interests and effectively utilizing market forces to tackle social issues (Adro & Fernandes, 2021).

Due to the calling and feeling connected to those individuals with CdLS, informant AD and informant AB joined the CdLS Indonesia Foundation. They claimed that support for them is sustainable because it comes from a sincere call. Likewise, informant UW had been actively involved in social activities since he was a university student. Therefore, he never considered the risks or benefits he got when participating in those social activities. When carrying out a social activity, he became more courageous. The UW informant said that being continuously active in many social activities was how he expressed his gratitude to God for His blessings.

The internal motivation of the informants comes from the calling of the heart. The informants acknowledged the existence of a strong emotional or inner urge to do something significant. It has to do with having empathy, a sense of duty, or a desire to improve society or other people's lives. This calling corresponds to Abraham Maslow's Hierarchy of Needs

Theory. Maslow argued that human behavior is related to their needs, when a series of needs have been met, they are no longer a motivational factor. Having a calling is one of the motivations for sociopreneurs because they have been able to fulfill the four levels of the pyramid; physiological, security, social, and appreciation. As Maslow stated, humans would be driven to achieve the next degree, self-actualization, once the four stages have been met. A person becomes self-actualized by listening to his heart's calling, which leads to not only finding great personal fulfillment but also positively impacting the world around him. Factors motivating sociopreneurs create distinctive characters in social entrepreneurship. Sociopreneurs need to look for new and innovative solutions to solve existing problems in the environment, whether in a business context or to create social changes (Adro & Fernandes, 2022).

These findings can be understood through Opportunity-Based Entrepreneurship Theory, which highlights how entrepreneurs spot and act on opportunities others may miss. The informants demonstrated this by identifying unmet needs in their communities, such as limited support for children with special needs or the social exclusion of minority groups. Sociopreneurs like GB, AB, and UW saw these issues as challenges and chances to create social value, perfectly aligning with the theory's focus on serving underserved groups through entrepreneurial initiatives.

The Schumpeterian Theory of Innovation also applies here, emphasizing entrepreneurs as innovators who disrupt traditional systems with new approaches. Informants like UW and AD embodied this by developing creative solutions to support marginalized groups, such as establishing foundations or launching initiatives to fill service gaps. Their actions reflect Schumpeter's view of entrepreneurship as innovation, using fresh ideas to break barriers and generate social impact.

Finally, Social Network Theory sheds light on the importance of relationships in their work. For sociopreneurs, strong networks are crucial for building support, sharing knowledge, and securing resources. Informants like AB and UW highlighted how social capital—trust, connections, and collaborations—helped them gather funding, create alliances, and sustain their initiatives. These networks played a key role in their ability to mobilize resources and achieve their social missions.

Identification of Opportunities and Risks

Based on an interview study of four informants, a diversity of perceptions regarding opportunities and risks in the context of social entrepreneurship was identified. Firstly, for

opportunity perception, two informants (UW & GB) are not tied to explicitly identifying opportunities but instead focus on maximizing potential and achieving predetermined social goals. They focus on the contribution and achievement of social goals. Informant AB shows a proactive attitude by finding opportunities in various aspects, including small things that can be optimized for bigger steps in the future while informant AD indicated involvement in social entrepreneurship based on opportunities to help children's development. Secondly, for risk perception, informants AD & UW were worried about the possibility of other goals outside the social aspect, such as publication or personal gain, which could damage the image of social entrepreneurship. Informant UW expressed concerns regarding the possibility of social entrepreneurship deviating from its initial goals and transforming into an entity oriented towards personal gain. Moreover, informants GB and AB informants face demands to balance social goals with other goals that are outside the scope of social entrepreneurship. The findings in Table 4 regarding opportunities and risks indicated that 1) sociopreneurs have diverse perceptions about opportunities and risks in social entrepreneurship, 2) careful assessment of opportunities and risks is a crucial step for sociopreneurs before making a decision, and 3) maintaining a focus on social goals. Two informants did not fully follow the Opportunity-Based Entrepreneurship Theory. because they prioritized contribution and process over opportunity seeking. These findings enrich our understanding of the motivation and strategies of sociopreneurs in running their businesses.

From a theoretical perspective, Opportunity-Based Entrepreneurship Theory explains how sociopreneurs like AB and AD always seek ways to maximize social impact. Their proactive approach to identifying and acting on opportunities reflects this. For example, AB focuses on small opportunities that can grow into larger impacts, showcasing how entrepreneurs succeed by recognizing and pursuing opportunities, even in uncertain or modest situations. Meanwhile, Schumpeterian Innovation Theory shows their commitment to staying true to their social goals. Sociopreneurs often hesitate to shift focus out of concern that their work could become profit-driven, losing its original purpose. This highlights the delicate balance between innovation and maintaining their mission. They continuously adapt and innovate—not just in the products or services they offer but in preserving their social vision in an ever-changing environment.

The Process of Social Value Creation

According to the Table 5, informants GB and AB had diverse answers related to barriers to achieving social goals where informant GB emphasized the obstacle in the absence of clear

Table 4. Interview Results for Identification of Opportunities and Risks

Indicators	Freq. Response	Sample Quotations
Opportunity Perception How do you identify and evaluate opportunities in social entrepreneurship?	2/4	“I don’t necessarily start by searching for opportunities; instead, I focus on the problems I see around me and think about how I can make the biggest impact. For example, when I saw families struggling to find proper support for children with disabilities, I realized that what was missing wasn’t just a service, but a sustainable solution to fill that gap—so I built my project around that need.”
Risk Perception What risks do you associate with engaging in social entrepreneurship?	2/4	“One of my biggest worries is that when people start focusing too much on personal gain or profit, it can dilute the real mission of social entrepreneurship. For example, I’ve seen initiatives where the initial passion for helping others fades when the financial pressures take over, and that’s a risk I always try to avoid in my own work—to stay true to the social cause, no matter the obstacles.”
Balancing Goals How do you maintain a balance between social and other goals in your initiatives?	2/4	“Balancing our social objectives with other demands is challenging, especially when financial limitations or time constraints arise, but it is critical that we remain focused on our mission. For example, when we expanded our outreach program, we had to prioritize impact above profits, which meant working harder to acquire funding that coincided with our social values rather than pursuing immediate cash.”

Table 5. Interview Results for The Process of Social Value Creation

Indicators	Freq. Response	Sample Quotations
Barriers to Achieving Social Goals What challenges do you face in achieving your social objectives?	2/4	"Building trust and synergy within our team has been crucial, but when it comes to external partnerships, it's harder to get that same emotional connection to the cause. They're often more focused on the numbers, which can make collaboration feel a bit detached at times."
The Role of Crowdfunding How does crowdfunding contribute to the sustainability of your social initiatives?	4/4	"Honestly, crowdsourcing has been helpful, but it is not always dependable. It's excellent to get the ball moving, but if we have an immediate need, the funds raised aren't always steady. Sometimes we strike our goals; other times, the answer just isn't there. It's difficult to prepare for the long term when you're dependent on something so uncertain. So, while it helps us in the short term, we cannot rely on it to continue the initiative in the long run."
The Role of Social Networks How do social networks influence the success of your social entrepreneurship?	3/4	"Having a strong network has been a game changer for me—it builds trust and opens doors to new opportunities, whether it's funding, partnerships, or advice."
The Role of Social Innovation What role does innovation play in sustaining and growing your social enterprise?	3/4	"Innovation keeps the work fresh and real, but this needs to coincide with where we are in terms of both resources and capacity. So, for example, a digital platform we came up with has brought volunteers so much more in touch with a person in need and, yeah, was a real game-changer. That one was important so our team were ready for the slightly more complicated."

indicators used as targets and materials to predict what would happen in sociopreneur work. Informant AB called barriers as challenges, he said in every business activity, the doers surely encounter challenges. He added that in social entrepreneurship there are internal and external barriers. The internal one that he experienced was understanding the characters of each person in charge at work as well as the characters of the families of CdLS survivors and cooperation partners which allows for better collaboration. In the end, understanding each other creates optimal synergy to achieve common goals, to build trust, which in turn increases commitment and loyalty. External barriers occur when building a process of alignment and cooperation with external parties as they do not have an emotional tie to CdLS disabilities.

Second, regarding the role of the crowdfunding method, all informants had various views on this method. Informant AB stated that crowdfunding was one of the ways to obtain funds for the sustainability of social activities carried out by social entrepreneurship. There are other ways, for example by creating product innovations, having investments, or sharing profits. Informant AB added that the crowdfunding method at CdLS Indonesia Foundation was not optimal yet because it was still in the early stages of development and required a lot of trials to be able to create a social impact and recognition from the environment. Informant AD explained that the crowdfunding method was very much needed to support social activities, but the application of this method needs to be accompanied by a sustainable program. One strategy that encouraged the crowdfunding method was by inviting large-scale companies as cooperation partners. He argued that larger scale companies usually have a certain nominal percentage which is intended to encourage social activities. Inviting young entrepreneurs is also a good strategy because young entrepreneurs tend to be more idealistic and have a long-term commitment. Meanwhile, according to the informant GB, the crowdfunding method is considered unable to support social activities, because the amount generated is very fluctuating. The commitment and abilities of donors are inconsistent, so they must be accompanied by other sources of income.

The three informants stated that the crowdfunding method could work optimally if it was accompanied by updates and ways to obtain supporting funds. Informant UW stated that apart from using the crowdfunding method, sociopreneurs also need to seek income from businesses that generate profits. He had cross-subsidies to support the foundations he managed. An important key in funding social activities was how the foundation managed sources of income. Several years ago, Informant UW established a profit organization by employing semi-volunteer employees. The profits generated were channeled to the non-profit foundation he owned.

Third, the role of social networks, the informants clarified social networks, particularly in social entrepreneurship, are crucial to the process of generating social value. According to informant GB, social networks are the cornerstone of social entrepreneurship, particularly if the company is new and has a robust financial structure. Additionally, informant AB thought that social networks are essential for assisting all entities, including individuals and organizations, through the development of relationships that facilitate the accomplishment of social objectives. It would be challenging for a social company to improve the social environment if it had a solid social network. Therefore, having individuals who are skilled at creating social networks proves essential for social entrepreneurship. Informant AD also said that if a social program is initiated by a networking specialist, then without having to create innovation, partners would come to cooperate, including companies that intend to channel their Corporate Social Responsibility (CSR) funds. Informant UW further clarified that to boost collaboration partners' trust and provide more prospects, social entrepreneurship needs a strong social network. Social networks offer non-material as well as material benefits, for instance, they facilitate the sharing of crucial information by suggesting relevant partners. Informant AB also mentioned the significance of social capital, which includes opportunities, knowledge, and support. Based on his own experience, this capital could facilitate the development of social business far quicker.

Fourth, social innovation plays a significant part in the growth of social entrepreneurship. Social innovation provides social entrepreneurship an advantage in the competition that boosts client loyalty by enabling the creation of goods, services, or procedures that differentiate it apart from rivals. The GB informant clarified that all kinds of organizations—not just social entrepreneurs—must foster innovation. While some businesses choose to develop large-scale ideas, others would rather develop small-scale yet long-lasting inventions. He proposed that social entrepreneurship generates more innovation than entrepreneurship, despite its more challenging interventions. Informant AD claims that social innovation may increase the sustainability of social initiatives in the face of a constantly shifting corporate environment. Informant AB also acknowledged the significance of social innovation. However, he stated that social organizations that are still relatively new should not create major innovations that surpass the capacity of the management.

Social Network Theory helps explain how relationships contribute to the success of social enterprises. The informants' experiences show the importance of social capital, such as trust, access to resources, and the ability to rally support. Social networks play a key role in expanding the reach of their initiatives, forming partnerships, and securing funding. These

relationships aren't just about gathering resources—they create a supportive environment that helps sociopreneurs overcome challenges and achieve their social goals.

Similarly, Schumpeterian Innovation Theory highlights the role of innovation in driving social entrepreneurship. The informants demonstrated this through creative efforts like developing new products or using crowdfunding to secure funding. This aligns with Schumpeter's idea of entrepreneurship as a source of innovation that builds competitive advantages and ensures sustainability. For sociopreneurs, innovation goes beyond new products or services—it's about reimagining how to create and sustain social value.

Overall, based on the findings of informant interviews, the process of creating value was often slower than that of entrepreneurship. Resource access restrictions were the root of the problem. Despite their gradual progress, sociopreneurs were able to appreciate each step of the process. They comprehended that the societal goals they intended to accomplish are never-ending, thus it was preferable to concentrate on minor details in the hopes that the outcomes would be better and might be used as support for larger initiatives down the road.

In creating social value, sociopreneurs acknowledged the important role of social networks, social innovation, and also the fund collection methods used. Social networks refer to an organization's social relationships, as well as individual relationships with customers, investors, competitors, or suppliers (Cote, 2019). Social networks play a crucial role in supporting the process of achieving social value in social entrepreneurship because, with a strong social network, new opportunities will be created for social entrepreneurship. This aligns with Social Network Theory, which emphasizes the role of relationships and networks in providing resources, knowledge, and support essential for success. The theory underscores the value of both the structure and quality of these networks. For sociopreneurs, strong ties—close and trusted relationships—offer crucial emotional and practical support, while weak ties—connections with acquaintances or less frequent interactions—open doors to new information and opportunities that might not be accessible within their immediate circles.

Understanding and utilizing social networks effectively allows sociopreneurs to enhance their capacity to overcome social challenges, encourage innovation, and build sustainable businesses that benefit individuals, communities, and society as a whole (Anggadwita et al., 2020). The support obtained from social networks is not only material support but also non-material support such as mental support and providing information. Social support consists of four aspects, namely emotional support, instrumental support, information support, and friendship support (Uchino, 2009). Emotional support or self-esteem conveys empathy, care, attention, positivity, and encouragement to the person which helps provide comfort and

feelings of being loved in times of stress. Real or instrumental support involves direct or material assistance. Informational support includes providing advice, direction, or feedback on how a person does something. Friendly support refers to the availability of others to spend time with a person, providing a feeling of familiarity and connection.

Social innovation is also as crucial as social networks in the process of creating social value. Social entrepreneurship has many limitations and interventions so social innovation is required. Similar to what Schumpeter stated innovation is a factor that determines risk-takers which are common among entrepreneurs. In Schumpeter's opinion, an entrepreneur is someone who "creatively destroys" or is a person who is a "creative destructor" and therefore innovations and technologies are capable of disrupting the market and replacing existing products or services. However, in creating social innovations, social organizations that are still relatively new should not create major innovations beyond the ability of managers.

Furthermore, the method of collecting funds is also very important to support the process of achieving social goals. To achieve the goals and run beneficial programs, sociopreneurs must be able to utilize various sources of funding, using alternative sources of financing, such as crowdfunding. Crowdfunding is considered an effective way to encourage the sustainability of social activities. To get funds, apart from crowdfunding, sociopreneurs might learn to do it in other ways, for example by creating product innovations, making investments, or sharing profits.

Applying the crowdfunding method is not ideal if the organization is still in the early stages of development. A lot of trials should be conducted to create social impact and recognition from the environment. Moreover, the amount generated from crowdfunding is so fluctuating that it is not able to support social activities. This is because the commitment and capability of contributors are inconsistent. The crowdfunding method is truly needed to support social activities and program sustainability and therefore to implement this method optimally, innovation or new ideas are required. One strategy that can be performed to encourage successful crowdfunding is to invite large-scale companies as partners, for the reason that large-scale companies usually have a certain nominal percentage that is intended for social activities. Another action that can be carried out is to invite young entrepreneurs they tend to be more idealistic and have a long-term commitment.

The Benefits of Social Entrepreneurship

A primary goal of social entrepreneurship is to provide benefits. Table 6 shows that informant GB claimed that the creation of moral and emotional support, which helps parents

or relatives of CdLS disabilities feel less isolated, is an invaluable benefit the CdLS Indonesia Foundation could offer. Additionally, based on the interview, the informants recognized a positive impact on their spirituality as a result of being sociopreneurs. According to informant GB, when he started his career as a sociopreneur, he was able to comprehend that everything that God makes must have a unique purpose. While informant AD said that he felt more content within and thought that what we gave away would ultimately find its way back to him in surprising ways. As for informant AB, becoming a sociopreneur teaches him about both spiritual and business progress. He was still initially ‘forced’ into being a sociopreneur by his buddy. However, he could sense a shift in himself—for example, he no longer complained or

Table 6. Interview Results for Social Entrepreneurship Benefits

Indicators	Freq. Response	Sample Quotations
Moral and Emotional Support What non-material benefits do your social initiatives provide to others?	4/4	“Our foundation helps families of CdLS disabilities feel less isolated, providing emotional support.”
Spiritual Growth How has being a sociopreneur impacted your spirituality or personal beliefs?	4/4	“Sociopreneuring has deepened my faith because every challenge and opportunity is part of His plan to test and strengthen us. For instance, when I had to struggle in sustaining my initiative, it had brought me comfort to know that helping others is a form of ibadah and reminded me of the Prophet's teaching that the best of people are those who are most beneficial to others.”
Personal Development What personal changes or growth have you experienced through social entrepreneurship?	4/4	“Being involved in social entrepreneurship has made me more grateful and grounded because I’ve seen firsthand how even small efforts can change someone’s life. For example, after helping a family with a child who has CdLS access proper support, I felt a deep sense of fulfillment that no material success has ever given me—it’s a kind of happiness that stays with you.”

compared. Informant UW also noticed improvements in himself, participating in social activities made him happier because it could benefit other people, and vice versa. According to him, He claimed that there was a distinct contentment that surfaced, nothing can measure his level of contentment.

The goal of social entrepreneurship is to create an impact towards better change. It turned out that the benefits of social entrepreneurship were not only felt by individuals affected by social problems but were also felt by sociopreneurs. For individuals with CdLS, the CdLS Indonesia Foundation and sociopreneurs were able to provide both moral support and emotional support. Moral support made them feel appreciated and accepted for who they were, thereby boosting their self-confidence and happiness. Emotional support, such as empathy, attentive listening, and encouraging in difficult times, helped reduce stress and strengthened emotional bonds between individuals. This kind of interaction fostered feelings of having each other and mutual care. Individuals with CDLS and their families felt safer and more at ease in communicating their thoughts when they received constant moral and emotional support, which helped to foster a family atmosphere.

On the other hand, sociopreneurs also perceived the benefits, including the feeling of change in spirituality. They were not only learning the process of business growth but also spiritual growth, starting with the process of exploring and searching for the ultimate purpose of life. The informants acknowledged that they felt more content within, were able to comprehend that everything God created must have a purpose, were aware that not all processes start pleasant, and thought that what was given to others would eventually come back in a different form. Apart from that, sociopreneurs also admitted that they were more content as they might be advantageous to others, and vice versa. They tended to be dejected and felt as though something was missing if they did not engage in social activities. Still, they claimed that the seeming happiness was not the same as normal. Their pleasure was incomparable since it resulted from little but significant life events, including achieving spiritual fulfillment and experiencing inner serenity.

The findings confirm a research conducted (Morris et al., 2021) that stated that social entrepreneurship is different from almsgiving, non-profit management, social innovation, and corporate responsibility programs. This study also confirms that the sociopreneur inclusion process consists of opportunity or need identification, social innovation, organizing & resourcing, social value creation & dissemination, growth, and impact assessment. Also, this study is in line with research conducted Anggadwita et al. (2020) that stated the sociopreneur's success in running the business and their social characters—which

encompasses social ideals, civic society, innovation, economic activity, and social impact were inseparably connected.

This study supports a study result by Zhang (2023), first, that previous experience had a positive effect on social entrepreneurial innovation. The informants stated that the events they had previously experienced motivated them to become sociopreneurs and care more about minority social problems. Second, some informants said that their experience had made them more willing to take risks. This is following research results which stated that social innovation does not affect fear of failure and the ability to identify opportunities. Not only that, this research also supports the study findings conducted (Kurniawan et al., 2023) which stated that intellectual capital, social networks, and financial capital have a significant influence on social entrepreneurship performance.

The findings also align with Schumpeter's Innovation Theory, which emphasizes innovation as a driving force behind entrepreneurial success. Schumpeter describes innovation as a process of "creative destruction," where new ideas disrupt and replace existing systems, products, or services, leading to growth and transformation. In social entrepreneurship, sociopreneurs act as agents of "creative destruction" by introducing innovative solutions to tackle social challenges and disrupt the status quo. The informants' ability to leverage their experiences and develop fresh approaches to address social issues reflects Schumpeter's focus on the transformative power of innovation. This theory underscores how sociopreneurs, by blending social goals with innovative strategies, can create meaningful impact and sustainable progress. Their innovations often include adopting new technologies, rethinking resource allocation, or finding new ways to engage with communities, reinforcing Schumpeter's view of entrepreneurship as a catalyst for change.

Conclusion and Suggestion

This study investigated those aspects that defined the character of social entrepreneurs, the means of creating social values related to social problems such as Cornelia de Lange Syndrome. From the result, intrinsic motivational factors and the extrinsic become important to encourage the sociopreneurs. The personal touch and interaction with atypical disabled people and commitments toward social justice affect their objective much. The application of Opportunity-Based Entrepreneurship Theory, Social Network Theory, and Schumpeterian Innovation Theory helps sociopreneurs to overcome various challenges and create sustainable societal impact. Sociopreneurs, despite limited resources, persist in their efforts, focusing on gradual advancements for the long-term benefit of their communities.

This research emphasizes that resource limitation factors can be understood using pragmatic tools such as social networks, social innovation, and crowdfunding. Through crowdfunding, resources and means required for sociopreneurs' business become more accessible and easier to scale. By pursuing business goals, a sociopreneur derives spiritual development and personal satisfaction. Social entrepreneurship generates impacts in dual levels: social impact for the served community and personal impact on entrepreneurs. These findings would thus suggest that the objectives of social enterprises should encompass both individual development and social innovation.

The research would, therefore, fill the literature gaps by deepening the understanding of how social entrepreneurship addresses issues at the level of minorities, such as CdLS, and develops insights on the role of innovation and stakeholder management for maintaining social impact. Future research may focus on the relationship between social entrepreneurship and personal development in sociopreneurs, on influences from the outside, like governmental laws, and on influences that digital technologies may have in diffusing social companies. Moreover, examining the enduring effects of crowdfunding on the sustainability of social enterprises could yield valuable insights for both sociopreneurs and investors.

Disclosure The Use of AI Technologies

During the preparation of this work, the author(s) used Grammarly-AI to translate, paraphrase, and correct the grammar. After using these tools/services, the author(s) reviewed and edited the content as needed and take full responsibility for the final content of the publication.

References

- Anggadwita, G., Alamanda, D. T., Eshtrefi, L., Ramadani, V., & Permatasari, A. (2020). Social characters as predictors of sociopreneurs' motivation. *World Review of Entrepreneurship, Management and Sustainable Development*, 16(4), 445. <https://doi.org/10.1504/wremsd.2020.10032334>
- Barki, E., de Campos, J. G. F., Lenz, A. K., Kimmitt, J., Stephan, U., & Naigeborin, V. (2020). Support for social entrepreneurs from disadvantaged areas navigating crisis: Insights from Brazil. *Journal of Business Venturing Insights*, 14, e00205. <https://doi.org/10.1016/j.jbvi.2020.e00205>

- Bulsara, H. P., Gandhi, S., & Chandwani, J. (2015). Social entrepreneurship in India: An exploratory study. *International Journal of Innovation*, 3(1), 7–16. <https://doi.org/10.5585/iji.v3i1.20>
- 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(5), 363–376. <https://doi.org/10.1016/j.jbusvent.2013.05.001>
- Cote, R. (2019). The evolution of social network theory: Perceived impact on developing networking relationships. *American Journal of Management*, 19(3), 19–34. <https://doi.org/10.33423/ajm.v19i3.2187>
- Ebrashi, R. El. (2013). Social entrepreneurship theory and sustainable social impact. *Social Responsibility Journal*, 9(2), 188–209. <https://doi.org/10.1108/SRJ-07-2011-0013>
- Eldiva, F. T., Jofipasi, R. A., Anwar, A. R. K., & Annisa, R. (2023). Peningkatan kesadaran dan penerimaan masyarakat terhadap individu disabilitas. *JPPKH (Jurnal Pengabdian Pendidikan Khusus)*, 1(2), 10–17.
- Fazal, S. A., Mamun, A. Al, Hayat, N., Peris, S. F., Ali, M. H., & Jamaluddin, H. (2023). Progressing sustainable development through social entrepreneurship: Modelling intentional predictors for Bangladesh using the value–belief–norm model. *Sustainability (Switzerland)*, 15(17). <https://doi.org/10.3390/su151712971>
- Francisco, & Fernandes, C. A. (2021). Social entrepreneurship and social innovation: Looking inside the box and moving out of it. *Innovation: The European Journal of Social Science Research*, 35(103). <https://doi.org/10.1080/13511610.2020.1870441>
- Galan, N. (2021). Identification of international opportunities: A study of mature firms in mature industries. *Content courtesy of Springer Nature*. Rights reserved.
- He, J., Nazari, M., Zang, Y., & Cai, N. (2020). Opportunity-based entrepreneurship and environmental quality of sustainable development: A resource and institutional perspective. *Journal of Cleaner Production*, 256, 120390. <https://doi.org/10.1016/j.jclepro.2020.120390>
- Hervie, V. M. (2023). Social inclusion of children with intellectual disabilities in Accra, Ghana: Views of parents/guardians and teachers. *Children and Youth Services Review*, 147, 106845. <https://doi.org/10.1016/j.childyouth.2023.106845>
- Hunt, X., Bradshaw, M., Vogel, S. L., Encalada, A. V., Eksteen, S., Schneider, M., Chunga, K., & Swartz, L. (2022). Community support for persons with disabilities in low- and

- middle-income countries: A scoping review. *International Journal of Environmental Research and Public Health*, 19(14). <https://doi.org/10.3390/ijerph19148269>
- Johnson, M. P., & Schaltegger, S. (2020). Entrepreneurship for sustainable development: A review and multilevel causal mechanism framework. *Entrepreneurship Theory and Practice*, 44(6), 1141–1173. <https://doi.org/10.1177/1042258719885368>
- Kimakwa, S., Gonzalez, J. A., & Kaynak, H. (2023). Social entrepreneur servant leadership and social venture performance: How are they related? *Journal of Business Ethics*, 182, 95–118. <https://doi.org/10.1007/s10551-021-04986-y>
- Klärner, A., Gamper, M., Keim-Klärner, S., von der Lippe, H., Moor, I., Richter, M., & Vonneilich, N. (2022). Social networks and health inequalities: A new perspective for research. In *Social Networks and Health Inequalities*. https://doi.org/10.1007/978-3-030-97722-1_1
- Kurniawan, R., Endrawati, T., Destiana, R., Santoso, A., & Pontoan, D. R. (2023). The effect of intellectual capital, social networks, financial capital on the performance of social entrepreneurs in West Java. *Jurnal Bisnisan: Riset Bisnis dan Manajemen*, 5(1), 33–44. <https://doi.org/10.52005/bisnisan.v5i1.132>
- Leonski, W. (2022). Crowdfunding as an innovative source of financing business initiatives in Poland. *Procedia Computer Science*, 207, 2915–2923. <https://doi.org/10.1016/j.procs.2022.09.350>
- Mbiru, J., Ayentimi, D., & Wickham, M. (2023). Does entrepreneurial project monitoring and controlling process matter in social enterprises? Evidence from a developing African country. *International Journal of Project Management*, 41, 102435. <https://doi.org/10.1016/j.ijproman.2022.102435>
- Morris, M. H., Santos, S. C., & Kuratko, D. F. (2021). The great divides in social entrepreneurship and where they lead us. *Small Business Economics*, 57(3), 1089–1106. <https://doi.org/10.1007/s11187-020-00318-y>
- Nimmon, L., Artino, A., & Varpio, L. (2019). Social network theory in interprofessional education: Revealing hidden power. *Journal of Graduate Medical Education*, 11(3). <https://doi.org/10.4300/JGME-D-19-00253.1>
- Nteere, K. K. (2021). Theories of social entrepreneurship: An empirical review. *The*.
- Peng, L., Wang, Q., & Zhou, D. (2022). Social networks, trading, and liquidity. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.4099114>

- Sahra Korpi, T., & Bandi, V. (2021). Empowerment or employment? Uncovering the paradoxes of social entrepreneurship for women via Husk Power Systems in rural North India. *Energy Research and Social Science*, 79(March), 102153. <https://doi.org/10.1016/j.erss.2021.102153>
- Sanders, P. (1982). Phenomenology: A new way of viewing organizational research. *Academy of Management Review*, 7(3), 353–360. <https://doi.org/10.2307/257327>
- Setiawan, A., Nugroho, N., Hadipranata, T., Andriani, B. A., & Sasangka, J. A. (2023). Cornelia De Lange syndrome in the international classification of functioning, disability and health perspective: A case report. *Indonesian Journal of Physical Medicine and Rehabilitation*, 12(01), 33–42. <https://doi.org/10.36803/indojpmr.v12i01.352>
- Śledzik, K. (2013). Schumpeter's view on innovation and entrepreneurship. *A Visão de Schumpeter Sobre Inovação e Empreendedorismo*. SSRN Electronic Journal, 89–95. <http://www.ssrn.com/abstract=2257783>
- Uchino, B. N. (2009). Understanding the links between social support and physical health: A life-span perspective with emphasis on the separability of perceived and received support. *Perspectives on Psychological Science*, 4(3), 236–255. <https://doi.org/10.1111/j.1745-6924.2009.01122.x>
- Zhang, K. (2023). Social entrepreneurs, market dynamics, and social enterprise innovation: An empirical study based on the Global Entrepreneurship Monitor. *Journal of the Knowledge Economy*, 1–27. <https://doi.org/10.1007/s13132-023-01446-y>

About The Author

Andriyani, a lecturer at Universitas Diponegoro, specializes in Human Resource Management and Payroll. She has made significant contributions by identifying the connections between theory and real-world practice, ensuring that academic concepts are effectively applied in the field. Additionally, she plays a key role in developing interview guidelines, facilitating the process of gathering relevant information.

Gracy Adira Lasta, contributed significantly by analyzing and discussing the results of interviews in this research. Her insights helped interpret the qualitative data, providing a deeper understanding of the findings. Through her contributions, she played a crucial role in linking the interview responses to the research objectives, enhancing the overall analysis and ensuring that the study's conclusions were grounded in real-world experiences.

Afina Hasya, a lecturer at Universitas Diponegoro, specializing in Operational Management, Digital Strategy, and ERP. She has made valuable contributions in analyzing partner issues for this research, particularly by examining and understanding complex challenges faced by entrepreneur. Hasya's expertise also extends to providing practical solutions for improving business operations and strategies.