

# LITERATURE REVIEW ON SOCIAL ENTREPRENEURSHIP: AN INTERNATIONAL AND MOROCCAN PERSPECTIVE

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## ABSTRACT

Social entrepreneurship has emerged as a critical area of study and practice, blending entrepreneurial principles with social missions to address societal challenges. This literature review aims to explore the similarities and differences in the definitions, motivations, and impacts of social entrepreneurship as discussed by various authors. Additionally, the review provides a comparative analysis between the international discourse and the Moroccan context, highlighting unique cultural, economic, and regulatory factors. The primary purpose of reviewing the literature is to understand the recommendations from previous studies, as noted in their findings. Recent research has shown an increased focus on social entrepreneurship, the different types of social entrepreneurs, social enterprises, and social transformation. Many studies have examined the impact of social entrepreneurship intentions on the creation of social enterprises and their societal effects. In the current research, the author has examined and reported on the most relevant studies conducted in Morocco and internationally concerning the role of social entrepreneurs in driving social change and the role of cultural values and practices in enhancing social entrepreneurship.

**Keywords:** Social Entrepreneurship, Value Creation, Social Impact, Social Innovation, Sustainability, Opportunity Recognition

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## INTRODUCTION

Social entrepreneurship represents a hybrid model that merges the profit-oriented goals of traditional entrepreneurship with the mission-driven focus of social organizations. The term has gained significant attention from scholars and practitioners alike, especially in recent years. This review delves into the evolving definitions, theoretical frameworks, and practical applications of social entrepreneurship, examining contributions from authors up to 2024.

It also provides a focused look at the state of social entrepreneurship in Morocco, a country with unique socio-economic dynamics. As there are very limited existing Moroccan SE studies or literature, our review underlines the urgent need for field research to address such a research gap. This research aims to further understand social entrepreneurship (SE) in the Moroccan context by identifying its main stakeholders, their perceptions of the concept, its challenges and opportunities, and the social entrepreneur profile. It aims to accomplish these objectives by conducting semi-structured interviews with each of the eight identified stakeholder groups. The current study fills current research gaps by building an essential knowledge foundation aiming to better understand SE patterns in a Southern economy through a comparative analysis of our findings with international findings. It adds much value to the existing SE debate, as there has been an increasing interest in literature for SE due to the sector's very rapid growth. Despite this, the field is still relatively young and a lack of consensus of what social entrepreneurship actually is still prevails.

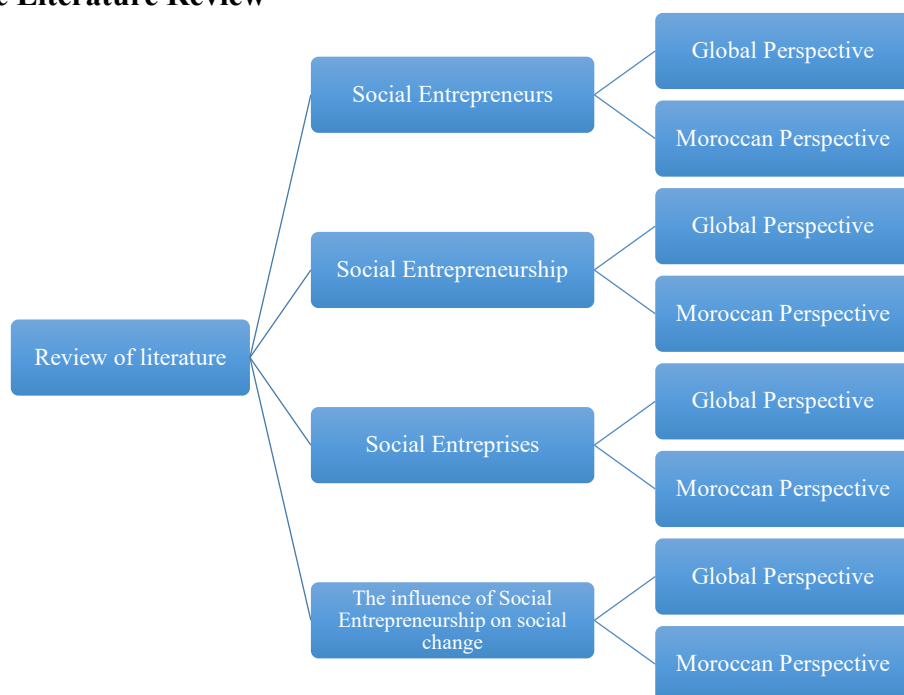
Additionally, and as stated by Weerawardena and Mort, "the nature and typologies of SE, or its paradoxes and challenges, is still ambiguous to management researchers, as is the role SE plays in modern society."

The present section reviews the literature under four categories:

- 1) Review of Literature on Social Entrepreneurs
- 2) Review of Literature on Social Entrepreneurship
- 3) Review of Literature on Social Enterprises
- 4) Review of Literature on the Influence of Social Entrepreneurship on Social Change

## LITERATURE REVIEWS

### Map of the Literature Review



## 1) Review of Literature on Social Entrepreneurs

### 1.1) Global Perspective

Reynolds et al. (2002) The GEM Executive Report revealed that approximately 66% of the actively innovative adults in GEM 2002 countries are pursuing attractive business opportunities voluntarily. Conversely, around 33% engage in entrepreneurship out of necessity, as they cannot find other suitable employment. Opportunity-driven entrepreneurs dominate in developed nations, whereas necessity-driven entrepreneurs make up to half of those involved in entrepreneurship in developing countries.

Age and gender consistently relate to entrepreneurial activity, with men being twice as likely to be involved as women, and individuals aged 25 to 44 being the most engaged in various entrepreneurial activities. The processes leading to women's involvement in entrepreneurial activities may differ from those for men. In developed countries, women are more involved where there is equality in career opportunities, whereas in developing countries, women's participation may reflect a lack of job opportunities and inadequate education.

All economic sectors are reflected in the types of new businesses being created. However, 93% of actively innovative adults consider their business to be a replication of an existing business activity. A small minority (7%) expect their new firms to create a significant new market niche or economic sector. A small portion of these firms anticipate creating new market niches, providing at least 20 jobs within five years, and exporting outside their own country. Most of these "high potential" new ventures reflect the pursuit of opportunity, though many necessity-driven entrepreneurs also believe their businesses will have a high impact.

Evidence continues to show that the national level of entrepreneurial activity has a statistically significant relationship with subsequent economic growth levels. However, it is important to interpret these findings cautiously, as several more years of data are necessary to fully determine the causal mechanisms.

Diamanto Politis (2005) This article examines and integrates existing research into a theoretical framework to enhance the understanding of entrepreneurial learning as an experiential process. It highlights the central role of experience in enabling entrepreneurs to better identify and exploit opportunities, as well as to navigate and manage the inherent challenges of new ventures, known as the liabilities of newness. The article challenges the simplistic view that assumes a direct correlation between a specific experience and the knowledge derived from it. It argues that, while experience is a crucial source of entrepreneurial learning, it is vital to understand the experiential process that converts experience into entrepreneurial knowledge.

Steiner, Artur, Jack, Sarah, and Farmer, Jane (2009) In their study, compared social entrepreneurs with commercial entrepreneurs. Social entrepreneurs are driven by social objectives and aim for social change. This study explores the key characteristics that distinguish social visionaries from general entrepreneurs. The primary differences lie in their mission, vision, focus, and operational levels. The study suggests that social entrepreneurs should adhere to specific guidelines to enhance their entrepreneurial efforts through a structured approach.

Hockerts, Kai (2017) extended the research on the model proposed by Mair and Noboa in 2006, which identified four key factors influencing social entrepreneurial intentions. Hockerts' study suggested that this model could be enhanced by adding two additional variables: the social entrepreneur's previous experience and the prevailing social problems in the area. The research found a positive relationship between prior experience and the motivation to establish a social enterprise. Additionally, self-efficacy emerged as a significant determinant in the establishment and success of social entrepreneurs.

Orlando, Beatrice, and Ferri, Maria (2018) This investigation focuses on social enterprises in contrast to profit-driven organizations, highlighting their reliance on social legitimacy and the creation of social value, often employing marginalized individuals. The study specifically

examines the characteristics of starting a business when entrepreneurs come from disadvantaged groups. Using an extensive dataset with 1,563 observations on a global scale, the research spans from 2004 to 2018. It investigates the main traits of business initiation, considering the socioeconomic status (low and low-medium income) and gender of the founders. The study finds that, at a macro level, policies aimed at promoting social entrepreneurship and social development are still largely ineffective. This research contributes to the relatively new field by revealing that gender differences are not a significant factor in social entrepreneurship.

Joyce K.H. Nga et al. (2018) This study aims to enhance the understanding of how the Big 5 Personality Traits influence various dimensions of social business (social vision, sustainability, networking, innovation, and financial returns) in the context of Argentinean and Peruvian social enterprises. Previous research often relied on student samples and rarely included the Latin American context. This study introduces a unique sample of entrepreneurs from countries where social enterprise is not well-researched but is seen as crucial for bridging the gap between the state and the free market in providing sustainable resources for social sector growth. The findings indicate that Conscientiousness is the most influential personality trait, affecting all dimensions except financial returns. Openness significantly positively impacts networking and innovation, while Extroversion positively influences networking and financial returns but negatively affects sustainability.

## 1.2) Moroccan Perspective

Cheikh and Alaoui (2018) The current document forms the essence of a research endeavor conducted through a survey involving 113 Moroccan entrepreneurs from the younger cohort. This group is distinguished not solely by its age range (25-45 years) but notably by its distinct behavioral patterns, commitment to economic nationalism, ventures into high-risk sectors, and contributions to national initiatives promoting innovation, education, and industrial modernization. Through this study, insights into the origins of the Moroccan entrepreneurial class and its relationship with ongoing reforms in modern Morocco are gleaned, alongside an analysis of evolving trends. Each criterion is substantiated by a series of firsthand accounts gathered from a diverse array of entrepreneurs and public officials, spanning various geographical, ethnic, social, and occupational backgrounds, united by a common aspiration: fostering a prosperous future for Morocco. Culminating the study is the delineation of a conceptual framework for the emerging cadre of entrepreneurs termed as "The Elite Entrepreneur." It's important to acknowledge that unraveling the intricacies of entrepreneurship in Morocco entails navigating a landscape of considerable complexity.

El Agy (2019) This article emphasises that social entrepreneurship is a recent and a bit explored discipline. This is the interest of the research which aims to be exploratory. It is situated among the interpretative essays of social enterprising of success. To do this, the authors have opted for a qualitative approach based on semi-directive interviews carried out with entrepreneurs operating within the Moroccan agricultural sector. Results of the analysis of case studies show that enterprising success, according to the informants asked, is distinguished on a major point. This distinction, which is psychological, is the interest shown by the interviewers and interviewees respectively to the other (collective aspect) and to oneself. The results of this research allow better appreciation of the behaviour of social entrepreneurs. They are relevant to researchers, practitioners and involved parties. They are devoted to the regional and local development, by offering some points of reference which are more precise and can help them understand better this phenomenon.

Mgueraman and El Abboubi (2024) The primary objective of this study is to explore the inclination of Moroccan undergraduate students toward engaging in social entrepreneurship. To achieve this, the research utilizes the theory of planned behavior as its theoretical foundation. The study enhances this model by incorporating entrepreneurial and pro-social

personality traits as additional factors. A survey was administered to a sample of 300 young adults through a structured questionnaire. The findings reveal positive correlations between attitudes, perceived behavioral control, subjective norms, moral obligation, and social entrepreneurial intentions. However, empathy did not show any significant impact on social entrepreneurial intentions, attitudes, or subjective norms. This study contributes to the emerging field of social entrepreneurship research by examining the connection between entrepreneurial and pro-social personality traits and the intention to pursue social entrepreneurship.

## **2) Review of Literature on Social Entrepreneurship**

### **2.1) Global Perspective**

Roberts and Woods (2005) conducted a study examining comparative literature through both academic and participant lenses. Their research amalgamated influential works on commercial entrepreneurship and social entrepreneurship. They found that many of the qualities and skills exhibited by social and commercial business pioneers are similar; both demonstrate creativity, high levels of energy, perseverance, and resilience, and are motivated by a passionate commitment to their vision. However, the key distinction lies in their motivation and purpose. Social entrepreneurs are driven by a desire to address a societal need, whereas entrepreneurs are primarily motivated by financial objectives.

Austin et al. (2006) According to research conducted by James Austin and colleagues, significant commonalities exist between social and business enterprises. However, their study also identified key differences such as market failure, mission, resource mobilization, and performance measurement. The authors delved extensively into the PCDO structure of social business enterprises and suggested that certain adjustments could enhance its value for experts and analysts. They propose that to underscore the centrality of the social mission in social entrepreneurship, this factor should serve as the driving force of the framework, termed as the Social Value Proposition (SVP). The unique nature and pivotal role of strategic social ventures, coupled with the multifaceted nature of the social value generated, highlight the profound significance of the SVP within the system.

Mair and Noboa (2006) underscored in their study that the intentions behind social entrepreneurship stem from cognitive abilities, particularly in countries where government intervention and support are pronounced, leading to significant social impact. They advocate for further exploration through both practical and theoretical research avenues.

Certo and Miller (2008) highlighted the intriguing aspect of social enterprise in its ability to merge elements from both business and volunteer sectors. However, they noted that this amalgamation could pose challenges to defining social entrepreneurship. Rooted in both business and public policy realms, they urge scholars and professionals to address fundamental questions and defining features of social enterprise, suggesting interdisciplinary collaboration for future research endeavors.

Hoogendoorn (2009) identified social entrepreneurship as a burgeoning phenomenon influenced by various factors across countries. Utilizing data from the Global Entrepreneurship Monitor, 2009, which is the largest database covering 49 countries, the study examined different stages of entrepreneurship growth. It revealed a strong positive correlation between social capital and social entrepreneurship. The study also emphasized the impact of government support and spending budgets on the growth of social enterprises, particularly in countries fostering interdependence and partnerships between government and social organizations. Hoogendoorn's research advances the interdependence theory of social entrepreneurship and highlights the influence of societal individualism levels on social entrepreneurship.

Letts, Brown, and Alvord (2010) conducted a comprehensive examination of seven social enterprise cases recognized for their success. Their paper delves into the elements associated with successful social entrepreneurship, particularly those leading to significant changes in the

social, political, and economic landscapes for marginalized and underserved groups. The study generates hypotheses concerning core innovations, leadership, organization, and scaling up in successful social enterprises. It concludes with discussions on implications for social enterprise practice, further research directions, and the ongoing development of support mechanisms and networks to foster future social entrepreneurship.

Santos (2012) endeavored to develop a theory of social entrepreneurship to aid advanced scholarly research. The author emphasized the impact of external contexts on value creation. Social entrepreneurship, according to Santos, revolves around devising lasting solutions to existing problems while capitalizing on positive opportunities. While commercial entrepreneurs often overlook problems with potential opportunities, social entrepreneurs actively seek out such situations to establish their businesses. The study's findings propose a conceptual model that comprehensively grasps the evolution of social entrepreneurship and elucidates the roles, duties, functions, and responsibilities of a social entrepreneur.

Huybrechts and Nicholls (2012) characterized social enterprise as market-oriented endeavors pursuing social objectives creatively. Despite the widely agreed-upon foundational elements, social enterprise remains a contested concept understood and promoted diversely across various contexts. This diversity is partly due to the inherently hybrid nature of much social entrepreneurship, which blurs the boundaries between previously established divisions and organizational structures. This segment also examined and differentiated social enterprise from other concepts with which it is commonly compared or associated.

Braunerhjelm and Stuart Hamilton (2012) shed light on the burgeoning phenomenon of social enterprise, also referred to as cultural business, which has garnered increased attention and popularity among policymakers, opinion leaders, and researchers. However, the concept lacks a comprehensive definition, and this review outlines various alternative definitions and classifications derived from recent research. These classifications are based on comparisons between social entrepreneurship and other organizational forms, the core elements necessary for social entrepreneurship, and the identification of environmental factors shaping the work of social entrepreneurs. Despite the recent surge in research interest, the paper notes the absence of robust data, limited use of quantitative methods, a lack of rigorous theory testing, little diversity in research designs, a need for a clear definition to serve as a foundation for future studies, and a thorough examination of the contributions of social entrepreneurship to society.

Swanson, Lee, and Zhang (2012) summarized previous research on social entrepreneurship and presented some of the findings from their own study. They explored the diversity of social missions and strategic policies among organizations operating in the social enterprise sector. The researchers examined how social entrepreneurs conceptualize their social identities and assessed the impact of resource constraints, management strategies, and methods of measuring social impact. The final section investigated the reasons provided by respondents for variations in emphasis between the social and business performance aspects of their missions. One of the researchers' objectives was to highlight the uniqueness of social entrepreneurship and illustrate how both social and economic objectives are integrated into social entrepreneurship missions. Mokhtar, Abdullah, and Tong Yoon Kin (2014) made a significant contribution by designing a comprehensive model for social enterprise using an integrative approach. Their framework for Social Entrepreneurship considers all possible precursors or drivers of Social Entrepreneurship activities and describes the outcomes of Social Entrepreneurship, namely social entrepreneurship performance and social integration. Unlike previous works on Social Entrepreneurship that focus on the roles of Entrepreneurial Expectation using psychological attractiveness and feasibility factors, this study considers the values-based indicators of subjective attractiveness and feasibility, i.e., inclusiveness and capability. The functionality of this research framework should be examined and verified using precise data concerning the social entrepreneurship landscape in Malaysia.

Irene and colleagues (2019) examined the concept of responsible innovation, which encompasses both social and economic aspects, and often refers to entrepreneurs leading such efforts as "social entrepreneurs". Their study of 100 Mexican small and medium-sized enterprises (SMEs) provides exploratory insights into organizational models conducive to SMEs in the generation and development of responsible technologies. Through cluster analysis, the study identified and characterized four organizational models based on the extent of social entrepreneurship aspirations achieved. The "Technological organization" emerged as the model with the highest viability for Mexican entrepreneurs, representing half of the SMEs examined.

Fadda (2018) investigated the impact of entrepreneurial orientation dimensions on firm performance in the tourism sector. The paper aimed to ascertain whether entrepreneurial orientation dimensions are significant determinants of performance. The research findings revealed that innovativeness, proactiveness, and autonomy were significantly associated with tourism firm performance, while risk-taking and competitiveness were not.

Andri Irawan and colleagues (2019) conducted a study focusing on the dimensions of social entrepreneurship, which has led to the development of a qualitative approach. The research findings highlight several key dimensions of social entrepreneurship, including conscience, humanity, spirituality, trustworthiness, and social learning, all aimed at assisting others in their surroundings. Moreover, the study emphasizes the role of social entrepreneurship in contributing to human resource development by shaping individuals with enhanced qualities such as empathy, social intelligence, accountability, creativity, and innovation.

## 2.2) Moroccan Perspective

Kabbaj et al. (2016) Today, social entrepreneurship is considered as a growth driver for emerging countries. This phenomenon that combines economic utility and social efficiency has recently attracted considerable interest in the academic world as well as among public institutions. In Morocco, it is during the last decade we witnessed an infatuation toward this new type of entrepreneurship. Several actors are working today to promote the sector; however, there is a lack of research on their role in developing the ecosystem of the Moroccan social enterprise. Based on a qualitative study, this article aims to map the stakeholders of social entrepreneurship, their missions and their role in creating a favorable environment for the emergence of social entrepreneurs. The results are presented as an exploratory basis.

Bachiri (2019) Rural areas, in Morocco, have unequivocally witnessed a plethora of development problems in the last three decades. Such problems are largely happening due to the marginalization and poverty striking the population. Likewise, it would be unfair to systematically point out the lack of resources in Moroccan rural areas knowing that certain areas are abundantly renowned for possessing natural resources, be they food, mines, fish, natural organic cosmetics, and so forth. In fact, these areas seem to have resources that are not truly entirely valorized, and hence commercialized and traded. Consequently, migration from rural to urban areas or even from rural areas to the European Eldorado has increasingly become a mushrooming phenomenon that is worth intellectually curious and studious efforts to understand both its root causes and implications on both local and Mediterranean levels. The project primarily seeks to qualitatively study migration dynamics of Moroccan rural women, and hence offer insights from the new entrepreneurial process so as to alleviate the effects of migration on both the sending and receiving cities/countries. More specifically, the main objective is to come up with some anchored initiatives for rural women in order to contribute to their eudaimonia. Therefore, the project endeavors to theoretically and empirically investigate the root causes of migration in rural exodus. In effect, the hypothesis behind the study principally assumes that if rural women are empowered through fruitful development initiatives to valorize and concretize their traditional know-how, and thus generate financial independence to support both themselves and their families, they would potentially question

their migration quest. Furthermore, the impetus behind the project is to contribute to providing insights based on action research, which will notably be accomplished through a deep analysis of the immediate and mediate environment, using qualitative reasoning and/or systems thinking. In the same vein, a specific literature review, field visits, interviews, and real case studies have been exploited to collect relevant data regarding the aimed value chain. Such a chain and its “intrinsic innovation process” needs to be understood and analyzed in order to be able to define a new entrepreneurial process for the purpose of qualifying Moroccan rural women and encouraging them to stay within their community.

Kreitmeyr (2020) This paper analyzes social entrepreneurship networks (SENs) – composed of social entrepreneurs, business and political elites, and international actors – in Jordan and Morocco and how they foster processes of authoritarian renewal through neoliberal forms of co-optation. I argue that these new neoliberal networks and pre-existing patterns of social interaction complement each other, fostering linkages between well-established elites and hand-picked social entrepreneurs as well as societal groups. The two case studies illustrate different trajectories of the development of SENs and their embeddedness in the respective political, social and economic contexts. Importantly, such trajectories indicate a similar direction of travel: social entrepreneurship, rather than acting as a driver of progressive change, has been aligned with the authoritarian regimes and cements neoliberalism as a mode of governance. This mutation of neoliberal tactics towards more inclusionary and consensual patterns seeks to ensure the survival of both neoliberalism and of authoritarian governance. Thus, the article brings to light repertoires of authoritarian neoliberalism that have hitherto been under-studied. Moreover, it offers a critical perspective on social entrepreneurship as an increasingly popular phenomenon that, in academia and beyond, has all too often been approached from an uncritical and apolitical perspective.

Talbi et al. (2020) The objective of this chapter is to highlight the contribution of social entrepreneurship to sustainable development. To achieve this, a theoretical examination of measures aiming at promoting social entrepreneurship, and thus likely to contribute to sustainable development in Morocco, is carried out. Accordingly, the authors first proceed to a global reading of the phenomenon of social entrepreneurship through a synthetic review of the literature. In a next step, they focus on the secondary key concepts of this study: social entrepreneurship and sustainable development strategies, as adopted in Morocco. This identifies the links that may exist between these concepts. Finally, a framework of action will be proposed for the promotion of sustainable social entrepreneurship in Morocco.

Hmama (2022) Social entrepreneurship is a topic of much debate in the academic environment. Much recent research has highlighted the supporting role of social entrepreneurs in solving social problems that public sectors and business environments have demonstrated their incapacity to solve. However, the identification of the social enterprise’s characteristics in emerging countries has not yet been thoroughly examined. This article focuses on social enterprises; its aim is to identify the profile of social enterprises in the Moroccan context. Beyond the motivations and passions that drive social entrepreneurs in their quest to create value, we highlight the different characteristics of social enterprises in a developing country. The research question is: What are the characteristics of Moroccan social enterprises? In order to answer the study’s main objective and research question, an approach based on an exploratory quantitative study was adopted with 37 Moroccan social entrepreneurs. This article revealed specific challenges faced by Moroccan social enterprises which aim to achieve economic and social performance. The results made it possible to discuss two essential points: the need to create a legal status for social enterprises and the nature of the process mobilized in the creation of social enterprises. Considering the limitations and future research directions, this article opens the way to clarify a growing ambiguity of the Moroccan social enterprise, but it does not represent in any way a complete and definitive identification of the Moroccan social



enterprise's profile. Rather, it represents a first step towards more profound and effective research on social enterprises in Morocco.

### **3) Review of Literature on Social Enterprises**

#### **3.1) Global Perspectives**

Mair and Marti Lanuza (2004) emphasises that social enterprise offers a unique opportunity to challenge, question, and reexamine concepts and assumptions from various management and business research fields. They present social enterprise as a process that catalyzes social change or addresses significant social needs without prioritizing direct financial benefits for entrepreneurs. Unlike other forms of entrepreneurship, social business focuses on promoting social value and innovation rather than capturing economic value. To stimulate future research, the authors introduce the concept of embeddedness as a nexus between theoretical perspectives for studying social enterprise, discussing different research methodologies and their implications.

Nicholls (2008) provides a comprehensive account of the state of participation in the emerging field of social investment, which addresses the financing needs of organizations that primarily create social or environmental value. He concludes that social investment is at a crossroads, with significant growth potential but also substantial institutional barriers. This report reviews current research and practice across social institutions in supply, intermediation, and demand to explore ongoing developments and offer recommendations for leveraging future opportunities. It establishes key definitions, develops analytical frameworks, and applies them to the social investment landscape, highlighting risk issues as primary barriers while discussing ambiguities around the nature and valuation of social return.

Giulia Galera and Carlo Borzaga (2009) discuss the broad and growing appreciation of social enterprises across different countries. Despite significant advancements, a universally accepted definition of social enterprise does not yet exist. However, this lack of common understanding should not be seen as a limitation to further development. The rise of social enterprises challenges the conventional notion of enterprises as organizations serving the exclusive interests of their owners. Instead, social enterprises focus on providing general-interest services and goods, where profit maximization is no longer a primary condition. This evolution necessitates radical changes in the theoretical definition of enterprises, legal structures, and economic laws, which often consider organizational forms rather than social significance.

Shin (2018) identifies the behavior of social entrepreneurs as a critical success factor for social enterprises. Social entrepreneurs are expected to exhibit openness and creativity, traits that are fostered through education and training. In Korea, support policies for social enterprises have primarily focused on external assistance, such as tax relief and employment cost subsidies. Shin argues that government support should also include education and training for dynamic social entrepreneurs, as the development of social businesses ultimately leads to the creation of social and economic value, contributing to the sustainability of social enterprises.

#### **3.2) Moroccan Perspective**

Zoubir and Elouidani (2017) This research is a review of the relationship between CSR (Corporate Social Responsibility of the Company) and CVA (Creation of shareholder value) in the context of a developing country (Developing Countries). By triangulation arguments Freidman, of McWilliams and Siegel and Freeman, we derive a hypothesis providing a non-monotonic relationship between CSR measured by obtaining the Moroccan label issued by CGEM (General Confederation of Enterprises of Morocco) CVA and operationalized by three steps are the EVA (Economic Value Added), EP (Economic Profit) and QTobin (Tobin's Q). A second methodological triangulation is performed by the combination of parametric and non-parametric econometric models to test the research hypothesis on the population of companies listed on the BVMC (Securities and Exchange Casablanca), 2006 to 2011. The results confirm

the existence of a non-monotonic relationship between the two variables and raise the question of how a CSR label becomes a source of CVA in a developing country

Makati and Benabdelhadi (2017) Corporate Social Responsibility, which originated in Bowen's work (1953), is a multidimensional concept known for the plurality of definitions and approaches to which it refers. Generally defined as: “the voluntary integration by companies of social and environmental concerns into their business activities and their relations with stakeholders”. (European Commission, 2012). The 'social' term on the definition refers to all the internal stakeholders of the company, namely employees. This leads us to consider the association of CSR practices with the human resources management policy. The aim of this qualitative research is to know how industrial companies take ownership of CSR approaches based essentially on ISO 26000 standards. And to know what are the opportunities and threats induced by the deployment of these approaches especially on the function of human resources. To this end, a qualitative study was carried out among senior executives, HR managers and employees of two Moroccan companies that are leaders in the operationalization of CSR approaches in the industrial sectors.

#### **4) Review of Literature on the Influence of Social Entrepreneurship on social change**

##### **4.1) Global Perspectives**

Thurik et al. (2002) aim to outline the relationship between entrepreneurship and economic performance from a macro perspective. This paper focuses on identifying the outcomes of entrepreneurial activities, reviewing recent research on the link between entrepreneurship, small business, and economic growth. It proposes a theoretical framework connecting entrepreneurship and growth at various levels of aggregation and presents historical case studies to illustrate these connections.

Alvord, Brown, and Letts (2004) argue that specific attributes contribute to the success of social entrepreneurship, particularly those ventures that generate social, financial, and political impact for the disadvantaged. Their study forms hypotheses related to innovation, leadership, and social organizations, suggesting these factors create social transformation. The article concludes with propositions for social entrepreneurship practices, future research directions, and continuous development.

Hart and Haughton (2007) review the main options for developing a suitable strategy to identify and analyze the economic and social impacts of social ventures. They identify the types of questions that can be genuinely posed and answered, focusing on potential methodological approaches. The report critiques existing work and outlines additional research needed to enhance knowledge of social enterprise impacts. It concludes with suggestions for future research endeavors.

El Ebrashi (2013) aims to contribute to social business literature by providing new insights into social entrepreneurship behavior. This research delves beyond the achievements of social entrepreneurs, exploring their motivations and behaviors. It examines the contextual factors leading to social enterprise creation, underlying organizational elements and structures, and how these typologies measure social impact, mobilize resources, and achieve sustainable social change.

Son, Lee, and Chung (2017) focus on analyzing the value creation mechanisms of social entrepreneurs in Korea's manufacturing industry. Their empirical investigation examines the relationships between product innovation, social capital, value creation, and financial performance. Results indicate that social value is influenced by social innovation and social capital, with positive associations between product simplicity, accessibility, standardization, and social transformation. Social change mediates the relationship between product innovation and financial performance. The researchers propose a model for successful innovation strategies to achieve social transformation.

Kannampuzha (2017) seeks to understand social entrepreneurship concepts and measure its component dimensions. This thesis addresses resource constraints in developing marketing strategies for social enterprises, using a case study of a social startup delivering healthcare in rural India. Findings advance knowledge on the development of marketing strategies in social enterprises and contribute to social entrepreneurship education and resource acquisition. The study examines how the conflicting aspects of social innovation and earned income in social entrepreneurial organizations affect perceived social impact and fundability. It conceptualizes organizational social entrepreneurship as a construct consisting of social innovation, earned income, and governance. The research develops scale items to measure these components, providing significant implications for policymakers and governments interested in evaluating social ventures' performance. This pioneering study establishes a scale for conceptualizing and measuring organizational social entrepreneurship, aiding future quantitative studies in the field.

#### 4.2) Moroccan Perspectives

Rossi and Kjeldsen (2015) During the last few years, social entrepreneurship has received greater recognition from the public sector as well as from scholars (Alvord et al., 2004; Dees & Anderson, 2006; Weerawardena & Mort, 2006; Volkmann et al., 2012) especially since Muhammad Yunus, founder of the Grameen Bank, a renowned example of a social enterprise, won the Nobel Peace Prize in 2006. Yunus founded the Grameen Bank in order to give to the poor people living in Bangladesh access to microloans.

Nafil and Bouazza (2019) Innovation has always been a concept related to science and technology, particularly in the service of economic performance in companies. However, any innovation, even scientific or technological, has a social character that has become more pronounced over the decades as innovation has also become capable of addressing social and environmental challenges. This process of « Socialization» of innovation gave rise to Social Innovation from the 1970s onwards in an environment marked by economic crises and new social demands, in order to find new ways (goods, services, ideas...) to satisfy social needs unmet by the market and/ or the State for the benefit of disadvantaged individuals and groups. In Morocco, things are not different. The country is currently suffering from serious problems at all levels, which gave birth to several demands and citizen movements that threaten its stability and social cohesion. As a result, it is a question of using new alternative models of territorial development and basing them on the principles and practices of Social Innovation. On this point, the authors propose in this paper to investigate the role that Social Innovation plays in socio-economic development in Morocco, based on an exploration of the existing literature (whose thinness and dispersion about our subject matter will be shown), followed by the production of four case studies of associations recognized for their real contribution to Social Innovation in Morocco in key social sectors: education, care for people with special needs, child protection and protection of single mothers. Through semi-structured interviews with directors in the four associations as well as other means (documentary analysis, follow-up questions), they collected primary and secondary data that they analyzed according to a thematic method, in order to understand the contribution of Social Innovation to socio-economic development in Morocco, this contribution which is based on 1) The contributions of Social Innovation to address the unmet social needs of disadvantaged individuals and groups (place occupied by Social Innovation in initiatives and actions undertaken to meet these needs, social impact, challenges faced), which may or may not confirm the existence of Social Innovation in Morocco, and 2) The internal and external environment of Social Innovation (How do social innovators in Morocco participate in the dynamics of socio-economic development? With what means? What difficulties? What are their profiles? Their business model?).

Jabbouri et al. (2024) In this article, the authors explore how NGO's local entrepreneurial initiatives to empower women entrepreneurs can compensate for weak state policies for women

in a context of male-dominated socio-cultural norms. They used the case of a local entrepreneurial initiative launched in the Atlas region of Morocco, the Empowering Women in the Atlas Initiative (EWA). They collected data through 51 semi-structured interviews of women entrepreneurs in three cooperatives which exploit the natural resources of their region to establish a social venture. Their data are longitudinal as they were collected at two time periods: before and after the initiative. The findings of this study suggest that local entrepreneurial initiatives can have a significant impact on rural women entrepreneurs' empowerment. The improved perception of empowerment has not only helped them develop capacities to leverage the business opportunities linked to the natural resources of their region, but it has also increased their status and role within their family and community.

The authors make recommendations for policymakers to encourage this type of initiative to compensate for the absence of supporting policies geared toward women. Our study is one of the first to look at empowerment as a policy instrument to develop women entrepreneurial activities in rural areas of developing countries. This paper uses a unique hierarchical perspective and a multidimensional framework for analyzing social cooperative ventures and rural women entrepreneurs' empowerment. This paper unravels interesting insights for women entrepreneurs' narration strategies.

### **5) Research Gap**

Studying the concepts of social entrepreneurship and elucidating the unique behaviors, distinctiveness, and typologies of social enterprises will enhance research aimed at creating sustainable communal prosperity, rather than merely focusing on private wealth and company performance. The hypothesis of social entrepreneurship may serve as a catalyst for social expansion through efficient and sustainable models. Social entrepreneurs prioritize the creation of social impact, social change, and social transformation. By introducing and explaining new organizational typologies centered on social change and transformation, we can deepen our understanding of how social organizations evolve, how global conditions affect these organizations, and how these organizations sustain the social fabric.

### **6) Research Aim and objectives**

The social economy has emerged as a leading area of research in the field of social enterprise and social entrepreneurship studies since approximately 1998. However, it appears that although scholars have advanced theories and conducted individual case studies on this topic, no leading theory has emerged that satisfactorily accounts for the profound ways that social economy innovations differ from the forms taken by innovations in the profit sector.

The private sector has always been central to the development of modern economics. According to Baumol (1968: 25), what is the single most important function of private entrepreneurs? - Motivation to innovate. Who is central to private sector change and growth? - Tarantelli (1990), and entrepreneurs. They are the actors responsible for changes that affect our material and leisure possibilities and introduce new activities and services. They stimulate growth as they embody the economy's innovation momentum. Although traditionally diffused, such behavior has been actually focused mainly on particular groups of entrepreneurs, known as social entrepreneurs.

### **7) Theoretical Foundations**

Social entrepreneurship, defined as a unique approach to human development aimed at delivering change and social value, satisfaction through the construction of innovative business strategies, integrates methods of private sector organizations to increase social value and initiate social change effectively at the local, regional or national level. Instead of comparative effectiveness, social entrepreneurship puts the focus on the operation of the organization, which evolves primarily around social issues. These include public health, human rights, education, and economic development.

The collapse of the main operating system often induces entrepreneurs to develop creative responses to important social issues including structural discrimination, maladministration of regulation, ecological degradation, and other forms of structural inequality, which cannot be eradicated within the current formal and informal frameworks.

## **8) Summary of Review of Literature on Social Entrepreneurship**

### **8.1) Global Perspectives**

In recent years, social entrepreneurship has gained increasing interest. But even if carrying out social missions is not a new phenomenon, most of the research comes from the field of management. The topic still remains unexplored in the fields of economics and other social sciences. The available literature on social entrepreneurship is still small and somewhat fractured between non-profit and business visions.

An examination of the literature shows that different disciplines show alternative approaches to the common foundation of social entrepreneurship. This emphasizes the vision that social enterprises seize opportunities to create social wealth, develop creativity and innovations that lead to solutions to social problems and arduously manage entrepreneurial processes.

The concept of social entrepreneurship lacks a universally accepted definition, reflecting its multidisciplinary nature. However, several themes consistently emerge:

- 1) Mission-driven: Social entrepreneurs prioritize social impact over profit maximization (Dees, 2001; Mair & Martí, 2006).
- 2) Innovative solutions: They leverage innovation to solve social problems (Austin et al., 2006).
- 3) Sustainability: Financial self-sufficiency is often emphasized to ensure long-term impact (Yunus, 2010).

Recent literature (2023-2024) continues to expand on these themes. For instance, Smith and Stevens (2023) highlight the role of technology in scaling social ventures, while Chen et al. (2024) discuss the importance of inclusive business models in reaching marginalized communities.

Social entrepreneurship is neither easy to define, nor adequate to separate from profit-driven entrepreneurship. In essence, social enterprises, although independent, can generate revenue from commercial activities such as selling goods or services on the open market. However, business activities in social enterprises are only tools to achieve the real social goals.

According to Dees, social entrepreneurship, or social enterprise, encompasses a wide range of activities. Both MBA teaching and academic research in this field have connected an impressive array of activity streams, including start-ups, well-established social entrepreneurs, multiple approach strategies, and businesses with a mix of commercial and social purpose. However, there is an increasing misuse and abuse of the term "social entrepreneurship" (to what extent are activities usually carried out socially?). At this stage, numerous authors use the term 'social entrepreneurship' as a means of valorizing economic behavior that contributes to generating social objectives.

### **8.2) International Statistics**

#### **8.2.1) Number of Associations, Cooperatives & social enterprises in the world**

As of recent data, there are approximately 3 million cooperatives worldwide.

These cooperatives play a significant role in the global economy, providing jobs or work opportunities to 280 million people, which constitutes about 10% of the world's employed population.

The largest 300 cooperatives alone generate a combined turnover of over \$2.4 trillion USD.

In addition to cooperatives, there is a growing movement of social enterprises. Social enterprises prioritize social and environmental goals alongside financial performance. Although precise global numbers for social enterprises can be challenging to pin down due to

varying definitions and criteria, the movement is substantial and influential, with active participation in at least 77 countries.

This global network of cooperatives and social enterprises illustrates a significant shift towards more sustainable and socially responsible business models.

#### 8.2.2) The illiteracy rate in the world

As of recent data, the global illiteracy rate remains a significant challenge. There are approximately 773 million illiterate adults worldwide, with a notable majority being women.

The steady rise in literacy rates over the past few decades is encouraging, particularly among younger generations, but disparities persist across different regions and age groups.

Efforts to improve literacy continue to be a focal point in global education initiatives, aiming to meet the Sustainable Development Goals (SDG 4) to ensure inclusive and equitable quality education for all and promote lifelong learning opportunities by 2030.

#### 8.2.3) The rate of women's inactivity in the world

The global female inactivity rate, which refers to the proportion of women who are neither employed nor actively seeking employment, varies significantly across different regions. As of recent estimates, the global inactivity rate for women is approximately 47% (OECD Stats).

This high rate of inactivity is influenced by various factors, including cultural norms, educational opportunities, availability of childcare, and overall economic conditions. Efforts to reduce this rate often focus on improving access to education and vocational training, enhancing workplace policies to support work-life balance, and addressing broader socio-economic barriers that prevent women from participating fully in the labor market (Resolution Foundation).

#### 8.2.4) The unemployment rate in the world

As of 2024, the global unemployment rate is projected to be around 5.2%, reflecting an increase from the previous year's rate of 5.1%. This uptick indicates emerging labor market challenges and vulnerabilities. Despite labor market improvements in some regions post-pandemic, economic recovery remains uneven, with significant disparities between high and low-income countries. Higher-income countries have a lower unemployment rate at 4.5%, compared to 5.7% in lower-income countries.

### 8.3) Moroccan Perspectives

Although social entrepreneurship is a well-established concept in many regions outside of the Western world, this is not the case in Arab countries, specifically in Morocco.

There are many contributors to this reality, as several levels of supporters depend on several enabling factors. In Morocco, it is the first time since there has been interest among the private sector, civil society, and universities regarding both learning about social entrepreneurship, importing models of social entrepreneurship from other countries, or adapting them to the local market.

The legal aspect of social enterprise definition in the law also plays a significant role in explaining this delay in interest.

At the level of research, compared to other countries that have sustained interest in this subject for several decades and had extensive studies of research in general on social entrepreneurship in the Arab world, and specifically in Morocco, has been largely undeveloped despite its long history.

This research gap is why we find the concept is not well defined in Moroccan organizations, although they are working in a socially innovative way and have the ability to provide services, products, and solutions to social issues better than government and government-like organizations. These organizations work in economic activities based on social value creation and are not working for the interests of the owners.

In Morocco, social entrepreneurship is increasingly recognized as a tool for economic and social development. Definitions align with international perspectives but also reflect local nuances:

- 1) Community-focused: Emphasis is placed on addressing community-specific needs (Mourad, 2018).
- 2) Cultural relevance: Social ventures often integrate traditional Moroccan values and practices (El Idrissi, 2019).
- 3) Youth engagement: There is a significant focus on empowering young entrepreneurs (Haddad, 2020).

Recent studies (2023-2024) by Moroccan scholars such as El Ouali (2023) and Bennis (2024) underscore the role of social entrepreneurship in rural development and women's empowerment.

#### 8.4) Moroccan Statistics

##### 8.4.1) Number of Cooperatives & Associations in Morocco

As of recent data, Morocco has around 47,000 cooperatives. These cooperatives span various sectors, including agriculture, handicrafts, and services, and play a crucial role in the country's economic and social development.

In terms of associations, there are tens of thousands operating in Morocco, covering a wide range of activities from social and cultural initiatives to economic development projects. However, precise numbers for associations are less consistently reported compared to cooperatives.

These cooperatives and associations are essential for supporting local economies, particularly in rural areas, and often focus on empowering marginalized groups, including women and small-scale farmers.

##### 8.4.2) The illiteracy rate in Morocco

As of recent reports, the illiteracy rate in Morocco stands at approximately 35% among adults. Efforts to combat illiteracy have seen some progress, but significant challenges remain, particularly among women and in rural areas. The Moroccan government has set ambitious targets to reduce the illiteracy rate to less than 10% by 2026.

In urban areas, literacy rates are generally higher compared to rural regions, where cultural and logistical barriers have historically limited access to education. Various programs and initiatives have been launched to address these disparities, focusing on adult education and literacy campaigns tailored to different demographics.

##### 8.4.3) The rate of women's inactivity in Morocco

The inactivity rate for women in Morocco is notably high, with about 73% of women being inactive in the labor market as of recent studies. This means that a significant majority of Moroccan women are neither employed nor actively seeking employment. The inactivity rate is particularly pronounced among married women and those with lower educational attainment. This high rate of inactivity is influenced by several factors, including traditional gender roles, limited job opportunities, and socio-economic barriers. Despite improvements in education and economic conditions, cultural attitudes and structural issues continue to restrict women's participation in the labor force.

##### 8.4.4) The unemployment rate in Morocco

As of the most recent data available at the HCP (High Commission for Planning), the unemployment rate in Morocco is approximately 11.8% in 2023.

## 9) Summary of Motivations for Social Entrepreneurship

### 9.1) Global Motivations

Globally, motivations for social entrepreneurship include:

- 1) Personal passion: A strong personal commitment to social causes (Bornstein & Davis, 2010).

2) Market gaps: Addressing unmet needs that are ignored by traditional businesses (Nicholls, 2011).

3) Policy incentives: Government policies that encourage social ventures (Kerlin, 2013).

Recent research highlights the growing influence of the Sustainable Development Goals (SDGs) as a motivating framework for social entrepreneurs (UNDP, 2023).

## 9.2) Moroccan Motivations

In Morocco, motivations are influenced by:

1) Social solidarity: Rooted in cultural values of mutual aid (Chraibi, 2017).

2) Economic necessity: High youth unemployment drives innovation in job creation (Toumi, 2020).

3) Government programs: Initiatives like the National Initiative for Human Development (INDH) provide support (El Azhari, 2021).

Recent studies by Fakir (2023) and Karim (2024) explore how Moroccan social entrepreneurs are motivated by both altruistic goals and economic challenges.

## 10) Comparative Analysis

In comparing international and Moroccan perspectives on social entrepreneurship, it is necessary to understand the context of their use. In order to reach an understanding of this issue, we have begun with an investigation of the sole reference to the Moroccan case in the literature on social entrepreneurship.

A deeper understanding of the possibilities for development of this type of entrepreneurship has led to comparative discussions of both the definitions provided by authors from the international context and those established by Moroccan experts.

The deployment of the concept of social entrepreneurship at the international level can only be understood in the light of a rapid presentation of this concept, followed by a presentation of the theoretical attempts to delimit and define this concept.

We can then present the Moroccan case, before devoting the third section to presenting these different concepts and making certain critical comments on them for the purpose of a comparative analysis, which will allow us to be more accurate in the analysis of the characteristics of the Moroccan case."

## Summary of our Review of Literature of the most influential authors in S.E

Concepts	Authors
Mission Driven : Priority to social Impact over profit maximisation	- Dees (2001) - Mair & Marti (2006) - Kerlin (2013) - Mourad (2018) - El Ouali (2023) - Chen et al. (2024) - Bennis (2024)
Innovative Solutions Technology	- Austin, Stevenson & Wei-Skilleni (2006) - Bostock (2009) - Nicholls (2011) - Toumi (2020)
Sustainability	- Yunnus (2010)
Financial self-sufficiency	- Dacin et al. (2010)
Government & Policy Incentives	- Bours and van Oppen (2009) - Kerlin (2013) - Doherty et al. (2014) - El Azhari (2021)
Cultural Relevance	- Chraibi (2017)



Concepts	Authors
	- Mourad (2018) - El Idrissi (2019) - Fakir (2023)
Bridging socio-economic disparities	- Toumi (2020) - Benbrahim (2023) - Daoudi (2024)
Youth's engagement	- Haddad (2020)
Rural Development	- El Amrani (2019) - El Ouali (2023)
Women's empowerment	- Boussaid (2020) - Bennis (2024)
Education & Health	- Lahlou (2021)

### 11) Key Themes and Findings of the Review of Literature

This section provides an overview of key themes and findings found in this literature review. Our goal is to synthesize the current knowledge independent of the methodology or sample, leading to a high heterogeneity of data.

The issues discussed in this literature review are grouped along major research directions. This includes the discussion of major contributions, dependent and independent variables, and the theoretical issues. The high complexity of the literature reviewed, however, is such that conclusions and new issues are also used throughout this chapter.

The search strategy found a total of 96 contributions discussed in the literature review. It is evident that the current literature on social entrepreneurship is recent, growing rapidly, and increasingly recognized by the scientific community as a new approach to address societal problems independently or in collaboration with government, business, and non-profit sectors. It collectively proposes different merchant and non-merchant models with historical cases.

In the international literature, more diverse methods are used, not depending only on secondary data. The literature also focuses heavily on social outcomes, and more than half of the studies were conducted in the context of development. Furthermore, the search strategy shows a high number of descriptive contributions evidencing tensions between profit and social goals, and differences in organization, behavior, context as a standalone model or a subset of commercial entrepreneurship and non-profit organization.

### 12) Impact of Social Entrepreneurship

#### 12.1) Global Impact

The impact of social entrepreneurship is measured in various ways:

- 1) Social impact: Improvements in quality of life, education, health, and environmental sustainability (Zahra et al., 2009).
- 2) Economic impact: Job creation and economic growth (Dacin et al., 2010).
- 3) Policy influence: Shaping policies and advocating for systemic change (Doherty et al., 2014).

Recent literature highlights the use of impact measurement tools such as Social Return on Investment (SROI) and Impact Reporting and Investment Standards (IRIS) (Global Impact Investing Network, 2024).

#### 12.2) Moroccan Impact

In Morocco, social entrepreneurship has shown significant impact in areas such as:

- 1) Rural development: Enhancing livelihoods in rural communities (El Amrani, 2019).
- 2) Women's empowerment: Providing opportunities for women's economic participation (Boussaid, 2020).
- 3) Education and health: Improving access to essential services (Lahlou, 2021).

Recent research by Benbrahim (2023) and Daoudi (2024) highlights the role of social enterprises in bridging socio-economic disparities.

### **13) Comparative Analysis between Global and Moroccan Perspectives**

#### **13.1) Similarities**

- 1) Mission-driven focus: Both international and Moroccan social entrepreneurs prioritize social impact.
- 2) Innovation: Use of innovative approaches to address social issues.
- 3) Sustainability: Emphasis on financial self-sufficiency.

#### **13.2) Differences**

- 1) Cultural context: Moroccan social entrepreneurship is deeply rooted in local culture and traditions, whereas international models may be more diverse.
- 2) Regulatory environment: Differences in government support and legal frameworks.
- 3) Economic conditions: Varying economic challenges and opportunities influence the scope and nature of social ventures.

### **14) Implications for Research and Practice**

The chapter presents three major implications for research and practice. On the research side, there are two main implications, namely filling in the gap concerning the context of social entrepreneurship in Morocco and combining the categories. Regarding the implications for practice, the following deals with the insights for the application of the work conducted.

This chapter examines the acknowledgment of the existing definitions, the international and Moroccan situations of social entrepreneurship, its role in society, as well as its enabling and constraining factors. It allows for a better understanding of a phenomenon without overlooking its importance.

The impacts are twofold: scientific and practical.

From a scientific perspective, the insights and inspiration about the work previously conducted can be beneficial for researchers studying countries in a similar context to Morocco and to the international context.

The identified lack of data is apparent. Profiling and comparing different nations require standardized data collection. However, this is not so obvious for several reasons. First, the difficulties in defining social entrepreneurship and delimiting it from the rest of entrepreneurial activities mean that the scope and therefore the questions to be asked remain debated. Second, it is difficult to collect data about the people, their projects, and their sources of support and financing.

### **15) Theoretical Contributions**

The phenomenon is intercultural and varied according to the historical-societal-political context. It is important to know the historical context of social entrepreneurship in each country to measure the success and effectiveness of social entrepreneurship cases. Social entrepreneurship concepts have evolved according to the countries where it emerged. The relational context in which these entities are embedded has an indirect impact on their performance. It has an impact on leadership and articulates the strategic management and therefore the actions and results of these entities.

There is a significant difference between international literature on "social entrepreneurship" and local literature. The most widely used author in international literature on entrepreneurship is Yunus. The most mentioned country in the international literature is Bangladesh. The social entrepreneurship sector benefits from more work in other countries like Bangladesh, Bhutan, and Madagascar, but then again, it is a micro country. Morocco is an intermediate country and is more taken into account, for example, than Spain, but it has relatively limited work. Even in emerging countries, as we have just mentioned, we are witnessing an increasing interest in social entrepreneurship. However, in the kingdom of Morocco, the sector of social entrepreneurship is not yet very developed. This justifies the choice of the research field in

Morocco, especially as Morocco experienced a wave of popular protests in 2011, as part of the Arab Spring, following the example and winds of other democratic changes in the Arab world.

### **16) Practical Implications**

Of the recommendations, we can suggest on the educational aspect, that it is essential to include in school and university programs courses related to ethics, citizenship, history of economic thought showing the commitment of companies in the citizen space in order to raise a more prepared youth and open self to the participation of this new movement without despair too much behind hired jobs. However, it is necessary to abuse the creation and support of strategic projects of solidarity companies, train people from all social strata by offering tools such as courses, conferences, workshops, seminars, allowing individuals to be considered as entrepreneurs and free business managers to operate in the social and solidarity economy.

In terms of regional development, we can push key players and local committees to network between the social economy, large companies and traditional SMEs in order to structure territories around social responsibility approaches within companies. It is necessary to give real support to social and labor integration companies by fully integrating users into collective actions by creating their own production units and making them responsible for managing common resources in the broad sense. It is necessary to support companies, providing permanent training to integrate the concepts of social responsibility into its business model and increase benefits through the development of rational and emotional intelligence among employees.

### **17) Conclusion**

Social entrepreneurship continues to evolve, offering innovative solutions to complex social problems. While there are common themes across the global landscape, regional contexts like Morocco provide unique insights into how social entrepreneurship can be adapted to local needs. Future research should focus on longitudinal studies to assess long-term impacts and explore the intersection of social entrepreneurship with emerging technologies.

Discussing this topic across different national contexts leads to the conclusion that the role played by different institutions in channeling the social entrepreneur movement in national societies gives a specific dimension to social entrepreneurship in these countries. Our study emphasized four different elements: role of religion (Islamic finance), role of the public authorities, the social protection system (Welfare States), and legitimacy in social entrepreneurship institutions.

In Western countries and the U.S. in particular, social business is viewed as a necessary strategy for mediating the withdrawal of public services due to fiscal reasons. This view led to supporting the development of several policy measures by governments, such as legislation that recognizes and supplies social entrepreneurship.

In the case of Islamic countries, the absence of a modern and efficient governmental action against poverty and the underprivileged in Muslim societies represents another rationale for the development of a new social entrepreneurship sector that is openly inspired by religious values (Zakat, Waqf, Qur'an). However, this phenomenon takes a distinctive form of social entrepreneurship related to two specific characteristics: the principle of solidarity and the importance of religious norms. Indeed, the first one (the principle of solidarity) is an expression of the preferred relationship between members of the same faith community. Given the religious nature of the poor and the fact that Muslims receive assistance from non-Muslims, this view contrasts with the Western vision of universal protection. Likewise, for social entrepreneurs and investors in the Islamic world, religion represents both a founding norm and the distinctive feature of their social approach that they can use as leverage for wresting funds from almsgivers.

### **18) Summary of Key Points**

This paper presents a comparative literature review of social enterprise (SE) and social entrepreneurship (S-ENT), in its international and Moroccan contexts. It aims at identifying and synthesizing the most dominant and alternative points of view characterizing S-ENT, identifying the most influential, at an international level, points of view, and shedding light on the Moroccan analysis patterns of S-ENT by comparing them with the international ones.

As of the first criterion, the paper identifies three characteristics of the most dominant S-ENT conceptualizations: economic mission/mechanism, human and social added value, and innovative mechanism/reshuffling capability. As for the most influential perspectives, the paper emphasizes the economic, legal, marketing, political, capability, strategic management, human resource management, proximity, and social reality perspectives.

As to the diversion points influencing the Social Entrepreneurship concept at the international level, the paper points out nine main ones. First, the identified and published Social Entrepreneurship works affect Social Entrepreneurship conceptualization. Second, the diverse contextual settings have induced a variety of Social Entrepreneurship definitions and have broadly influenced the conceptualization of this phenomenon. Income-generating mechanism is the third factor that has impacted the Social Entrepreneurship. Fourth, the variety of innovation forms and mechanisms may constitute a factor contributing to the factorial diversity of the motives and goals led by Social Entrepreneurs or Social Entrepreneurship. Fifth, the increasing academic, communicative, and institutional development of S-ENT in the economic and social spheres has influenced Social Entrepreneurship conceptualization. The legal form and the mission related to public supply are conflicting interests reflecting a political controversy poisoning the differentiation field between the non-profit SE and the ESFL. In addition, the plurality of interest and the lesser decision centers have impacted Social Entrepreneurship conceptualization through the reshaping of the incumbent resources and missions, as well as the regrouping and progressive polarization of the common interest-reflecting practices and orientations, including the specificity of the tools and practices used.

### **19) Future Research Directions**

The study of social entrepreneurship is in its infancy, especially in Morocco. The doors are therefore wide open. It is necessary to initiate original and methodologically sound empirical research. This thesis offers future research one avenue, but other possibilities exist. With the conceptual framework provided in this thesis, future research can unpack specific elements contained within the institutional context and explore the unique and interrelated regulatory, normative, and cultural-cognitive pillars of the social entrepreneurial and market enterprise fields in Morocco.

More generally, the unique characteristics of institutional arrangements in different contexts have not been fully accounted for in prior work. In particular, very little research has been undertaken in the area of social entrepreneurship in countries with hybrid institutional models. For a better understanding of Social Entrepreneurship in hybrid institutional systems, several authors have recently used experimental designs. The impact of institutional pillars must be dissociated and studied separately. There is a juxtaposition of institutional members on social entrepreneurship. In light of these issues, future research must examine the interaction effect of the institutional environment and the formative elements of social entrepreneurship. The historical perspective of the institutional theory makes it possible to rely on longitudinal studies. It is generally in rich and thick empirical materials, collected over time, that key lessons on the institutional dynamics of SE as well as its limitations will be found. Indeed, long longitudinal studies make it possible to analyze the institutional dynamics that explain the observed behaviors. They also find those who react to them. They also find those who contribute to these changes.

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