



## A CASE ANALYSIS ON FACTORS AFFECTING THE EMERGENCE OF SOCIAL INNOVATIONS AFTER COVID-19 IN TURKEY

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### ABSTRACT

**Purpose-** The study aims to explore the factors that accelerate the emergence of social innovations after Covid-19. With the study, it is also aimed to emphasize the topicality and importance of the subject by drawing the attention of stakeholders and academia in the field of social entrepreneurship, where a limited number of studies are conducted in Turkey.

**Methodology-** The study employs a qualitative method that includes literature review, observations and in-depth interviews with 6 social ventures in Turkey.

**Findings-** The analysis reveals that, being extraversion, openness to experience, conscientiousness, passion, need for achievement, social vision and desire to help others are the most common characteristics among social entrepreneurs participants. It is seen that entrepreneurs are highly open to new experiences and conscientious in their relationships. All extroverted participants make progress in their social initiatives by using their personal networks and experience a sense of personal satisfaction through their social ventures. Another implication of the study is that the actions and efforts of the individuals are encouraged by the work itself and the desire to achieve inner satisfaction, and they use their solutions in creating value not only for their own benefits but also for the others. Although there is limited evidence to support the researchers' basic premise that the COVID-19 pandemic period accelerates and encourages the emergence of social entrepreneurship, the findings are consistent with the authors' conceptual model. Social entrepreneurs are intrinsically motivated to express their needs and passion for achievement, while being extrinsically motivated as social visionaries to satisfy their desire to help their target community.

**Conclusion-** The results of the research confirm the researchers' proposition that the prominent factors in the establishment of social enterprises are pro-social factors and personal motivations. While the factors of passionate and need for achievement from personal motivations drew attention, desire to help others and social vision factors from pro-social factors were determined as leading factors. In this context, it has been concluded that since the social vision is one of the prominent features of social entrepreneurs, participants who are open to experiences can define social problems more easily.

**Keywords:** Social entrepreneurship, social ventures, entrepreneurship motivation, post Covid-19.

**JEL Codes:** L26, L31, M13

## 1. INTRODUCTION

The COVID-19 (Coronavirus) pandemic has put the public health, jobs and incomes of millions of people at risk (OECD, 2020), with major knock-on effects on daily life worldwide. It has revealed the violations in existing practices, chronic deficiencies and injustices in areas such as health, shelter and poverty. It has slowed the global economy by affecting businesses, disrupting the world trade and movements (Haleem et al., 2020). The astonishing number of the deaths and confirmed cases of COVID-19 give an idea about the devastating dimension of the effects of pandemic on countries and reveal the difficulty of countries' struggles with the health, social effects of it. Moreover, poverty and inequality are expected to continue to increase all over the world after the pandemic.

Many countries had to introduce a series of measures to mitigate the crisis on public health, and economy (OECD, 2020). Restrictions such as the closure of schools and borders, social distance and quarantine to prevent the spread of the epidemic

have led serious problems mostly economic and social. Commercial activities have decreased, and recruitment, supply and production chains (Ivanov, 2020) have been disrupted. Cash flow, sales and marketing activities, consumer demand (Donthu et al., 2020) and consumer spending were adversely affected (Baker et al., 2020) as the labor & financial markets (Coibion et al., 2020) was suspended.

The negative effects of the epidemic are not limited to the public health & national economy. The pandemic, which also negatively effects countries socially, has caused significant problems on the disadvantaged group compromising of elderly, the disabled and children, who are known as the most affected by the pandemic. Many elderly and disabled people could not participate in social and economic life, and children remained away from education (Bonnici, 2020). More importantly, considering the size of the negative effects seen so far, it should be admitted that such a global epidemic has a high potential to generate millions of new disadvantaged groups and more diverse social problems. Apparently, it will the states, which are currently mostly incapable of responding to increasing social problems as well as economic problems will have difficulties in dealing with social unrest and agitation alone.

It is known that every crisis offers some opportunities in terms of innovation and change as well as its devastating effects. Researchers argue that in times of crisis, entrepreneurs maintain the flow of goods and services by donating critical resources in the form of products and services (Linnenluecke et al., 2017), thereby contributing to business continuity (Herbane 2010).

In this context, it can be concluded that besides the devastating effects of each crisis, it also offers some window of opportunity in terms of innovation and change. The ongoing pandemic and social unrest can also have a positive impact on the emergence of social enterprises operating to improve the well-being of citizens through innovative products, services or methods. It may enhance the role of social entrepreneurship in the recovery from the social and economic crisis and accelerate the emergence of new social ventures. As a result of this, social ventures that proliferate and spread all over countries may contribute to post-COVID-19 recovery by reducing the impact of the pandemic (Boin et al., 2007). Likewise, social enterprises are known to fill institutional gaps where disaster recovery systems fail and restructure the social and economic infrastructure in communities (Linnenluecke et al., 2017). Collectively, the researcher lends credence to the idea that understanding the factors promoting the emergence of social ventures may not only enhance the proliferation of more social ventures all over the countries but also contribute to the development of societies and economies.

Turkey has been exposed to the devastating effects of the COVID-19 pandemic. In this period, the need for social enterprises increased and the effect of social entrepreneurship in responding to social and economic problems was better understood. The challenges encountered dictate the need to increase the number of social enterprises that are an important ally in tackling the new and old economic and social challenges facing society. This need requires an understanding of what factors drive them, both in practice and in theory. This is necessary not only for accelerating and stimulating the emergence of new social enterprises, but also for the development of society and the economy. Therefore, in this qualitative research study, in which in-depth interviews were conducted with 6 social enterprises in Turkey, it is aimed to investigate the factors that affect the emergence of social enterprises after COVID-19 in Turkey.

## **2. LITERATURE REVIEW**

### **2.1. Effects of COVID-19 Pandemic on Countries**

The COVID-19 pandemic is an important crisis that has affected the whole world in a very short time period, and its devastating consequences are felt all over the world. Although the effects vary in terms of time and amount according to the development status of the countries and the measures they take, each country had to struggle with the effects of most destructive epidemic of the century.

In order to reduce the health crisis caused by the pandemic, countries had to introduce a series of strict containment and precautionary packages (OECD, 2020) to curb the increase in transmission of virus in the first half of 2020. The implementation of measures such as closure of borders, schools and businesses, social distance, shutdowns, and quarantine in order to prevent the spread of the epidemic have led serious problems, mostly economic (Coibion et al., 2020; Ivanov, 2020; Donthu et al., 2020) and social (Verma et al., 2020).

They interrupted the flow of goods and services, brought economies to a standstill, leading to a global recession (Carlsson-Szlezak et al., 2020). In addition to these, problems such as the decrease in business activities, recruitment, disruption in the supply and production chain (Ivanov, 2020) have created an important obstacle in front of the economies. The economic problems manifest themselves as difficulties in cash flow, consumer demand, sales & marketing activities (Donthu et al., 2020), labor markets (Coibion et al., 2020) and consumer spending (Baker et al., 2020). It is seen that the difficulties created by the measures taken by governments to alleviate the course of the epidemic on the business world are driving businesses

and employees to a dead end. It is expected that millions of people will be driven into unemployment, underemployment and working poverty.

Many business enterprises, social enterprises and non-governmental organizations around the world has significantly been affected by the pandemic. Their value creation approach was affected and they have been forced to reorganize their business models by incorporating social impact and social value creation into their daily performance (Gali et al., 2020). In some cases, those measures eliminated income opportunities for many small businesses (Weaver, 2020). Small businesses are the most affected businesses by the pandemic and abruptly stop their operations in the United States even in the initial phase of the pandemic (Kuckertz et al.2020).

A survey of more than 5,800 small businesses conducted in the United States between March 28 and April 4, 2020 highlights the financial vulnerability of small businesses, which employ almost 50% of American workers, and how deeply they have been impacted by the pandemic. In the study, it was determined that 43% of the enterprises were temporarily closed and employment decreased by 40%. It is emphasized that this is the most devastating crisis since the Great Depression of the 1930s (Wilmoth, 2021). The results of the study show that since most of the firms had very little cash capital at the beginning of the pandemic, they will have to cut expenses significantly, take on additional debt or declare bankruptcy (Bartik et al., 2020)

Another study, examining the effects of COVID-19 pandemic on small businesses in the United States using existing economic datasets, published in March 2021 by the Office of Advocacy supports those small businesses suffer the most from the pandemic. Of these businesses, companies operating in restaurants, taxis and limousine services are the industries with the biggest declines. According to the findings of the study, while the economic impact of the epidemic varies from place to place, it is seen that the metropolitan and coastal regions are mostly affected (Wilmoth, 2021).

Not indifferent to the problems posed by the pandemic, countries across the G20 have taken a wide variety of emergency measures aimed at supporting the liquidity of firms in the face of mandatory job restrictions, quarantines and declining activities. While these included many bold efforts, alongside the liquidity support measures, they could not prevent millions of workers across the G20 from losing their jobs. Job and income losses from the economic consequences of the COVID-19 pandemic have been particularly heavy for women (OECD, 2020). Despite the various economic and social solutions developed to reduce the negative socio-economic effects of COVID-19, most of them are insufficient in solving the increasing socio-economic problems.

The negative effects of the epidemic are not limited to the economy and public health. It also has negative effects on society creating disruptive consequences especially on disadvantages group. The elderly, the disabled and children are the most vulnerable stakeholder of the society. In this period, many elderly and disabled people could not participate in social and economic life, and children remained away from education (Bonnici, 2020).

Apparently, as it is experienced in every global epidemic, in COVID-19 pandemic period, the need for change and innovation is inevitable, and this need makes itself felt deeply in every area increasing the need for coordinated interventions. In such periods social enterprises, which are seen as the glue that not only agile new regulations, but also hold together cross-industry solutions (Bacq et al., 2020) are believed to make a great difference in social & economic development. Thus, social ventures as primarily aiming to provide social benefit, are needed more than ever. Social entrepreneurship may become the most effective and sustainable solution in responding to the social & economic problems (Dobele, 2012). Understanding the factors that drive the emergence of SEs is therefore essential not only for accelerating and promoting the emergence of new social enterprises but also for the development of societies & economies.

## **2.2. Social Entrepreneurship**

Social entrepreneurship is beneficial to solve problems during the transformation of a society as well as to increase social welfare by addressing social problems (OECD, 2020). Social entrepreneurs mostly detect social problems in areas such as poverty, health, education, environment and migration and tries to solve them with innovative approaches (Santos, 2012).

Social entrepreneurship differentiates from traditional entrepreneurship in purpose, mission, and market impressions (Gandhi et al., 2018), in characteristics (Abu-Saifan, 2012) and in entrepreneurial attitude, mobilization of resources, measurement of performance (Sastre-Castillo et al., 2015). Social entrepreneurs design all their business models and processes in a way that creates social value from the establishment stage. They operate on a spectrum with social goals and economic goals aligned in two different ends (Battilana 2018). In the light of these information, it is possible to make the following definition for social enterprises. Social enterprises, are the enterprises which produce innovative solutions to social problems through the income they earn over social and commercial activities, using existing/new business models and tools

in cooperation with other businesses within the framework of their primary purpose of creating social value and social/environmental impact.

The main purpose of social ventures is to create social and environmental impact. Especially in times of crisis, their efforts are more valuable than ever, as existing social problems like poverty, violence, economic and racial inequality become more severe. In these periods, they help mitigate the effects of the crisis and reshape the post-crisis economy with innovative solutions (OECD, 2020). According to Utting, social and solidarity economy, which prioritizes ethical values as well as social and environmental benefits, gains importance in order to overcome the negative effects of the crisis that similarly affects the whole world (as cited in ILO, 2017).

The importance of the role & contribution of social ventures is manifested itself in COVID-19 pandemic today. The COVID-19 pandemic both posed new societal challenges and exacerbating social problems that have existed for decades (Weaver, 2020). Inequalities in the global economic system have become more evident during the COVID-19 pandemic, and the market economy and governments have often failed in the face of this threat. Social ventures, developing sustainable models for solving market failures and building inclusive economies for years, supported the marginalized and vulnerable communities most at risk from the effects of COVID-19 providing a range of services in the pandemic period (World Economic Forum, 2020).

There are several examples of social entrepreneurs that created incredible social impact by providing innovative solutions to social problems in previously untapped areas around the world today. Ashoka, Hara House, TOMS, Helpsy, Boodle Learning and Grameen Bank are some of the most notable social ventures in the world (Benz, 2020). Examples of social enterprises in Turkey are Adım Adım, Çöp(m)adam, E-Bursum, Evreka, Fazla Food, Imece, Teyit, Toyi and more. These social enterprises focus on generating social benefits ranging from recycling waste and unsold food to reducing the impact of waste on the environment by producing and selling sustainable products from waste materials. The growth and proliferation of these initiatives, which make a difference in our country and in the world with each passing day, should be among the primary goals of every society.

Although there is no legal definition of social entrepreneurship in Turkey, the British Council, defines social enterprises in the light of the data obtained from a survey conducted on social enterprises in Turkey as the organizations that adopt creating social/environmental impact as their primary purpose, generate income through commercial activities and spend their profits primarily for social purposes (British Council, 2019). The total number of social enterprises in Turkey is not known exactly due to the lack of a legal status defining social enterprises and sufficient data on the field. However, it is accepted that there are approximately 9 thousand organizations in the report published by the British Council, named "Status of Social Enterprises in Turkey" in 2019 (British Council, 2019). This figure is the first calculation attempt made for social enterprises in Turkey.

Social entrepreneurs in Turkey produce innovative solutions to solve social and environmental problems by using sustainable business models that will overcome problems ranging from climate change, food security to personal problems. The leader profile of startups, most of which are new and small businesses, is mostly female leaders under the age of 35. While 55% of leaders in social enterprises in Turkey are women, only 18.9% of leaders in traditional businesses are women. Also, 47.28% of leaders in social enterprises are young, while only 21.4% of leaders in traditional businesses are under 35. This leads to the conclusion that the majority of the social entrepreneur profile in Turkey is composed of young women under the age of 35 (British Council, 2019).

The institutional structures of social enterprises in Turkey have been shaped as private companies, cooperatives, associations and foundations. While companies and cooperatives constitute two-thirds of these, associations and foundations constitute 17.1%. The main actors other than social enterprises in the social enterprise ecosystem; intermediary institutions such as incubation centers, accelerators, co-working spaces and award programs, as well as universities, research institutions, public institutions, local governments and funding organizations (British Council, 2019).

From the financial perspective, the financing opportunities for social enterprises in Turkey are limited. There is only one crowdfunding platform for social enterprises. Although there is no impact mutual fund in Turkey, there are some funds that can be classified as social responsibility priority mutual funds. On the other hand, some banks such as TEB, Garanti and Albaraka Türk offer incubation or accelerator programs instead of investment or financing by providing apiculture services. The sector in which social enterprises are most common in Turkey is the education sector. The education sector is followed by the manufacturing and creative industries sectors (British Council, 2019).

The concept of social enterprise attracts increasing attention and gains momentum with the entry of new actors each day in Turkey. However, it is relatively a new concept when compared to developed countries and did not reveal its full potential yet (Leal, 2019). According to the Thomson Reuters Foundation Reports, Turkey ranks 44th out of the 44 most disadvantaged

countries in terms of providing a suitable environment for social entrepreneurs meaning a great opportunity for the development of the field (as cited in British Council's Report, 2019). Social entrepreneurship is being discussed more in Turkey, both at the individual and academic level, due to the recent economic contractions and social weaknesses.

It is undeniable that the number of social enterprises need to increase in order to build a more inclusive, safer, more sustainable and more prosperous society in Turkey. In order for the society and economy to benefit from the potential benefits of social entrepreneurship, it is necessary to raise awareness of both the state and the society. The growth and proliferation of these initiatives, which make a difference in our country and in the world with each passing day, should be among the primary goals of every society.

### **2.3. Factors Promoting the Emergence of Traditional Entrepreneurship**

The crises have positive and negative economic effects on the entrepreneurship sector, as well as other sectors (Doern et al., 2019). The negative economic effects of the crisis on entrepreneurship range from business failure to shrinkage and/or loss of resources (Doern 2016). The positive effects of crises are that they may provide an impetus to develop new opportunities and resource acquisitions (Brünjes et al., 2013). In studies investigating the effects of crises on entrepreneurship to date, it has been found that crises such as conflict situations mostly negatively affect entrepreneurial intentions (Bullough et al. 2014), however in some cases they lead to resource gaps that create opportunities for new business establishment or 'disaster entrepreneurship' (Linnenluecke et al., 2017). It also appears to further encourage creativity and the development of alternative products/services (Irvine et al., 2004) and even accelerate business expansion (Doern 2016). This demonstrates that crises can create opportunities not only for the business world, but also for social entrepreneurs who focus on alleviating the suffering of the victims.

As Carsrud et al., (2011) stated, most of the studies pioneering social entrepreneurship motivation refer to traditional entrepreneurship research (as cited in Nguyen, 2016). Therefore, before looking at the factors that encourage the emergence of social entrepreneurship, it is useful to look at traditional entrepreneurship research. Shane, Locke, and Collins (2003, p. 274) divide entrepreneurial motivations into two groups: (1) the general motivations (such as need for achievement, locus of control, vision, desire for independence, passion) and (2) the task-specific motivations (such as goal setting, self-efficacy). Edelman et al. (2010) classify entrepreneurial motivations as the startup and the growth motivations. Carsrud et al., (2011) divide entrepreneurial motivations into two motivations as external and internal, arguing that traditional entrepreneurs can be motivated not only by external motivators such as money, power and prestige, but also by internal motivators such as success (as cited in Nguyen, 2016). In the literature review compiled by Murnieks et al. in 2019, Benzing et al. (2009) count the economic and financial incentives among extrinsic motivations while Renko (2013) counts the social equality; York et al. (2016) counts ecological conservation; and Adkins et al. (2013) count the work-family balance as extrinsic motivations (as cited in Murnieks et al., 2019). In the same study, Farmer et al., (2011) count self-employment, desire, skills & knowledge, personal satisfaction, need for success and identity among intrinsic motivations while Weber et al. (2008) count moral values; Morgan et al., (2016) and Cardon et al. (2013) count the emotions among intrinsic motivations (as cited in Mcintyre, 2011). Today, intrinsic entrepreneurial motivations such as self-actualization (Wanyoike et al., in 2020), overcoming challenges, achieving independence, being innovative, desire for recognition, & family traditions, identity, ancestry, and pro-social concerns (Yitshaki et al., 2016; Yamini et al., 2020) are seen as strong internal motivation factors that motivate initiatives. The pro-social motives which are seen as a most emerging area of interest among intrinsic entrepreneurial motivation, trigger social initiatives by activating the cognitive and affective processes of entrepreneurs related to their commitment to alleviate the suffering of others (Williams et al., 2016). Among the intrinsic motivations, entrepreneurial passion (Nguyen, 2016; Braga et al., 2015) is considered significant especially for investors. Furthermore, the fear of failure in some cases, can especially entice emerging entrepreneurs with high career success aspirations and trigger them to persist in their actions (Cacciotti et al., 2016).

### **2.4. Factors Accelerating the Emergence of Social Entrepreneurship**

Like the traditional entrepreneurship, initiation of a social entrepreneurship is associated with a variety of factors. It is known that there is a positive relationship between motivational factors and entrepreneurial orientation in the emergence of social enterprises (Marques et al 2012). Among the factors affecting entrepreneurship, many individual determinants such as experience, personality, education and financial conditions play a significant role. In addition, personal motivations such as the need for achievement and power (Collins et al., 2000), risk taking, and a sense of competence (Renko, 2012) drive the behavior of social entrepreneurs.

Due to the fact that the pandemic is a novel phenomenon, a few studies are encountered on this subject in the post-COVID-19 pandemic period. For this reason, after reviewing several studies investigating the factors that encourage the emergence

of traditional & social entrepreneurship, the prominent factors in these studies were evaluated and the critical factors that would be subject to the study were compiled keeping in mind that complex external environments impact social entrepreneur differently in comparison to other social entrepreneurs located in developed countries (Ghalwash et al., 2017).

**1. The study conducted by Omorede in 2014** - Findings from the study conducted by Omorede in 2014, focusing on the reasons behind the driving forces that motivate individuals to become social entrepreneurs in Nigeria demonstrate that local conditions such as widespread ignorance and unscientific beliefs, together with an individual's deliberate mindset, are contributing factors to explain participation in starting a social venture. Omorede argues in her study that a passion for a cause is an important factor contributing to the pursuit of effective social entrepreneurship. In the study, "local conditions" and "deliberate mentality" are defined as the driving forces for starting social enterprises. They are also important in the development of their passions. The existence of "social network support" together with passion has been identified as the main reason for these entrepreneurs to continue (Omorede, 2014).

**2. The study conducted by Yitshaki et al., in 2016** - The results of the study conducted by Yitshaki et al., 2016 investigating the motivations and opportunity recognition models of 30 Israeli social entrepreneurs (SEs) through life history analysis, found that most of the participants were motivated by pull factors, which included pro-social behaviors based on past or present life events. The rest of the entrepreneurs were motivated by push factors, including job dissatisfaction and the search for meaning. In the study, it has been determined that entrepreneurs create awareness about unmet social needs through their current and past life experiences which lead them to recognize opportunities and generate social ventures (Yitshaki et al., 2016).

**3. The study conducted by Dobeles, in 2012** - Dobeles examines the factors influencing the social entrepreneurship in Latvia in 2011. The results of his study demonstrate that the main external factors affecting the development of social entrepreneurship are the political & legal environment, the lack of knowledge about social entrepreneurship & its importance in social/economic problem solving and the dominant cultural values in society. In her study, Dobeles states that the most dominant internal factors hindering the emergence of social entrepreneurship in Latvia are access to finance, recruitment and retention of qualified professional and well-motivated personnel (Dobeles, 2012).

**4. The study conducted by Ghalwash et al., in 2017** - In a study by Galwash et al. in 2017, through an empirical study of the phenomenon of social entrepreneurship in an Egyptian context, they aimed to specifically investigate the factors that motivate them to start new social enterprises. According to the findings of the study social entrepreneurs are motivated by social problems, challenges, inspirations, previous personal experiences, and their social networks. In the study, new entrepreneurial characteristics, and motivations such as perseverance and social networking, which are critical for entrepreneurial success, are defined. The study is important because, unlike developed countries, it includes individuals' religious or cultural beliefs in the research (Galwash et al., in 2017).

**5. The study conducted by Yangui et al., in 2013** - According to the primary data collected from 272 Tunisian entrepreneurs, who were included in the study conducted by Yangui et al. to investigate the motivation and determinants that drive potential entrepreneurs in initiating business in certain groups such as the disabled, immigrants and women in Tunisia, personal motivation are found to stand out. In this study, it is found that discrimination had no effect on the motivation of entrepreneurs (Yangui, et al., 2013).

**6. The study conducted by Yamini et al., in 2020** - In the study by Yamini et al. in 2019 examining the effect of pro-social and intrinsic motivations on an individual's tendency to be a social entrepreneur, it was found that pro-social motivations are stronger motivations that positively affect individuals' social entrepreneurial intentions compared to intrinsic and extrinsic motivations. In addition, it has been determined that women are more affected by the combination of motivational factors compared to men (Yamini et al., 2020).

**7. The study conducted by Wanyoike et al., in 2020** - Wanyoike et al. conducted a series of interviews with social entrepreneurs who are Ashoka members in 2020 to examine the motivations of social entrepreneurs in East Africa to initiate a social enterprise. They argue that social entrepreneurship orientation serves as the main triggers for social entrepreneurship. The findings of the study suggest that intense personal experiences linked to past-life events as well as high achievement of orientation. The entire social entrepreneurs participating in the research are found to have primary motivations to create systemic change at the community and national levels through capacity building of marginalized groups such as poor farmers, unemployed youth, vulnerable children, prison inmates and artisans. In addition, the personal satisfaction of self-actualization is seen as a less common finding (Wanyoike et al., in 2020).

**8. The study conducted by Braga et al., in 2015** - The study by Braga et al. in Portugal in 2015 is about investigating the factors that motivate to create, develop, and maintain a social entrepreneurship project in the light of interviews with 13 social

entrepreneurs. The study shows that the motivations that affect individuals to start and maintain a social project are to highlight altruism, passion, being influenced by role models, past volunteering experiences and the desire to create and innovate. In the study, while social entrepreneurship motivations are closely related to the profile of the person, it is also seen that they are closely related to their previous experiences (for example, volunteering), learning and expectations (Braga et al., 2015).

**9. The study conducted by Boluk et al., in 2014** - Boluk et al., in 2014 conducted a study on the basis of two studies examining the social entrepreneurship in South Africa and Ireland using an inductive approach, whose aim is to empirically investigate additional motives as well as social interests that motivate social entrepreneurs. They identified three common themes; (1) entering a network and being approved, (2) lifestyle, (3) generating enough profit to be sustainable. The findings of the study show that entrepreneurs have additional motivations related to their business ventures, such as lifestyle motives, getting approval for the value they create, and making a profit. The motivations discovered also refer to individuals who are mutually interested in their communities, the environments in which they live, lifestyle interests, acceptance and profit (Boluk et al., 2014).

**10. The study conducted by Humphris, in 2017** - In another study conducted with seven social entrepreneurs from the north of England on the motivations of social entrepreneurs in the UK, a total of 10 main motivations were determined, including two push factors and 8 pull factors. While the two identified push factors are background and social values, pull factors are seen as the business model, the cause, opportunity recognition, self-motivation, network, personal rewards, lifestyle and non-financial motives (Humphris, 2017).

**11. The study conducted by Nguyen in 2016** - In Nguyen's thesis study conducted in 2016, investigating the antecedents of social entrepreneurship motivation in Germany and the triggering events that motivates the social entrepreneur to start a social enterprise, it was seen that all participants were motivated by pull factors influenced by relationships, past social and work experiences. Other factors affecting the decision were identified as financial security, social support, self-confidence and passion. At the same time, it was concluded that social entrepreneurs may be motivated to solve a social problem in a triggering event, but they should consider the existence of key factors at the moment they decide on social entrepreneurship. It can be said that this result confirms the assumption that new social entrepreneurs can be motivated to solve the problems triggered by the social and economic crisis created by COVID-19, but still need to pay attention to the basic factors (Nguyen, 2016).

When the results of the current studies are evaluated, apparently, there are various factors affecting the intentions and motivations of both traditional & social entrepreneurs. Both entrepreneurs are motivated to start a venture either externally or internally, or a combination of the two (the comparison of traditional entrepreneur motivation vs social entrepreneur motivation is demonstrated in Table 1). The entrepreneurs motivated by economic motives encourage the emergence of for-profit initiatives, while those motivated by social motives encourage the emergence of non-profit structures. The motivations of the leaders of those social enterprises are related to their pro-social values, personal characteristics, personal motivations, and environmental factors for the initiation of social enterprises. In particular, making a difference and helping communities are seen among strong social values (Renko, 2013). Because individuals with strong social values have the potential to have a keen understanding of who will need what help, to identify the need with empathy, and to work hard to see that what they do make a difference (Williams et al., 2012). Considering the burden of the COVID-19 pandemic on existing social and economic problems, it is thought that those with strong social values have a high potential to initiate social enterprises. In the light of this assumption, the factors that will be the subject of the study were determined under two main categories as (1) internal (2) external factors. These factors including subcategories are developed in Figure 1.

Figure 1: The Structure for the Factors to be Examined

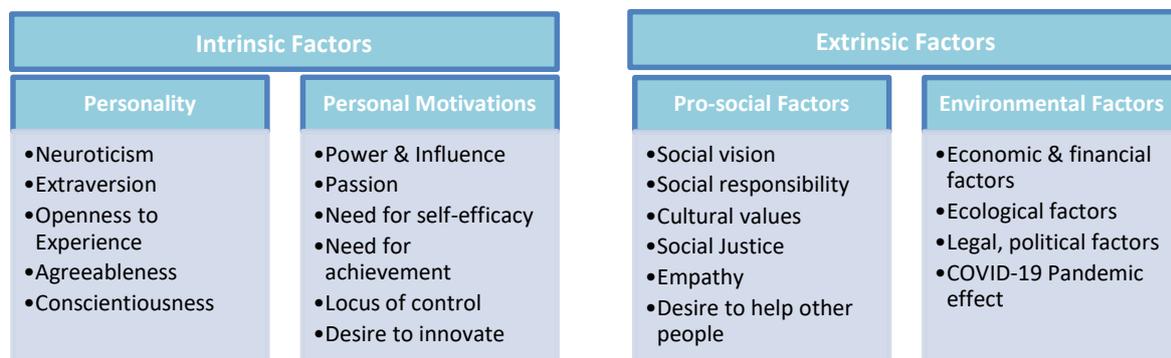


Table 1: Comparison of Traditional & Social Entrepreneurship in terms of Motivations

	Motivations	Studies	Traditional Entrepreneur	Social Entrepreneur
Extrinsic	Economic & financial incentives	Collins et al., 2000; Nguyen, 2016; Benzing et al., 2009	x	
	Local conditions, deliberate mentality	Omoredede, 2014		x
	Social network, social support	Ghalwash et al., 2017; Nguyen, 2016	x	x
	Political & legal environment	Dobebe, 2012		x
	Social problems & challenges, religious & cultural beliefs	Ghalwash et al., 2017; Dobebe, 2012		x
	Social equality	Renko, 2013	x	x
	Ecological conservation	York et al., 2016	x	x
	The work-family balance	Atkins et al., 2013	x	
Intrinsic	Experience, personality, education, need for achievement, power	Collins et al., 2000; Nguyen, 2016; Farmer et al., 2011; Shane et al., 2003	x	x
	Altruism, being influenced by role models, desire to create and innovate	Braga et al., 2015	x	x
	Previous personal & volunteering experiences, self-confidence	Nguyen, 2016; Braga et al., 2015		X
	Search for meaning	Yitshaki et al., 2016		X
	Passion	Omoredede, 2014; Braga et al., 2015; Nguyen, 2016; Shane et al., 2016	x	X
	Pro-social motivations	Yamini et al., 2020; Yitshaki et al., 2016; Shane et al., 2003; Yamini et al., 2020	x	X
	Cause, opportunity recognition, self-motivation, personal rewards, lifestyle,	Humphris et al., 2017	x	x
	Fear of failure	Cacciotti et al., 2016	x	
Non-financial motives	Humphris et al., 2017		x	

### 3. DATA AND METHODOLOGY

The study adopts a qualitative research method which includes in-depth interviews with the research population of 6 social ventures in Turkey. As primary data, information obtained from both in-depth interviews with the social ventures and Ashoka Turkey were used. These interviews with the volunteer social ventures participated in the study were conducted through Zoom interviews at the predetermined date & time. The questionnaire prepared and used by the researcher during the interviews consists of 13 questions of which were answered in about 30 minutes. The primary and the secondary data obtained from the literature review were analyzed with descriptive and content analysis method.

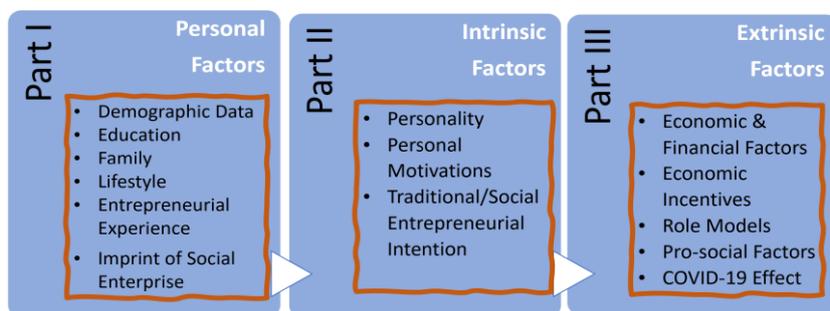
The questionnaire was developed based on a literature review and some of the questions were tailored to the context of social entrepreneurship. The research metrics for each of the determined factors were defined (Table 2) and then the

structure of the questionnaire (Figure 2) was created. In the first part, personal factors are discussed. In addition to demographic information, there are questions about the participant's education, family, lifestyle, entrepreneurial experience and the social enterprise she/he founded. In the second part, there are questions about intrinsic factors consisting of personality traits, personal motivations, and entrepreneurial intentions. In the third part, questions related to extrinsic factors like economic & financial factors, economic incentives, role models, pro-social factors and the effects of the crisis created by the COVID-19 pandemic were developed. All questions were developed to enable the researcher to access information to answer the research questions. Then, the questionnaire was created by placing the questions in the developed questionnaire template.

**Table 2: The List of Research Metrics**

Metrics	Factors	Studies
Personality	Neuroticism Extraversion Openness to Experience Agreeableness Conscientiousness	Nga et al., 2010; Nga et al., 2018; Brandstatter, 2011
Personal Motivations	The need to have power and influence over others, To be passionate The need for self-efficacy The need for achievement Locus of control Desire to innovate	Rantanen et al., 2014; Moriano et al., 2006; Liguori, 2012; Vijaya et al., 1998
Pro-Social Factors	<ul style="list-style-type: none"> <li>○ Having Social Vision,</li> <li>○ Social Responsibility</li> <li>○ Cultural values</li> <li>○ Social justice</li> <li>○ Empathy</li> <li>○ Desire to help people</li> </ul>	Nga & Shamuganathan, 2010; Liguori, 2012
Economic & Financial	<ul style="list-style-type: none"> <li>○ The need to recover from economic difficulties,</li> <li>○ The need to contribute to the family budget,</li> <li>○ The need to secure the financial future,</li> <li>○ Economic, financial, legal and political incentives</li> </ul>	Liguori, 2012
COVID-19 Pandemic	<ul style="list-style-type: none"> <li>○ Being affected by the crises caused by COVID-19 pandemic economically, psychologically, and socially,</li> <li>○ Considering crisis as an opportunity to start a business,</li> <li>○ Considering crisis as a resource-limiting factor.</li> </ul>	Mousell et al., 2017

**Figure 2: The Structure of the Questionnaire**



Although the social enterprise ecosystem in Turkey continues to evolve since 2016, there is no legal regulation and registered authority other than a few leading universities, technology incubators, non-governmental organizations, international actors, and policy makers are making efforts to establish a more functional social enterprise ecosystem in Turkey. Hence, some institutions such as Ashoka Turkey, TED University Social Innovation Center, Koç University Social Impact Forum, Impact Hub,

Turkey Social Entrepreneurship Network were contacted. As a result of the information and guidance obtained from them, it was concluded that the candidates applied to Reward Programs related to social entrepreneurship may be those who are likely to be established during the COVID-19 Pandemic period. Social enterprise candidates for such competitions were searched one by one and social enterprises that could participate in the study were identified. More than 50 social enterprises were examined, and 38 of them were contacted via e-mail and LinkedIn Social Network. Approximately 20 of the interviewed social enterprises were found to comply with the criteria required by the study, and they were invited to the research in writing and verbally. 4+2 in total 6 social enterprises were selected for the sample group. As it was a period when the Omicron variant was very effective, the interviews were conducted over zoom meetings.

All participants are the founders and current managers of their ventures and base in Istanbul except one in Erzurum. The 66.6% (4) of the participants were female, 33.3% (2) were male and the average age of the participants was 27.5 years. Table 3 provides an overview of the participants' fields of work, education, entrepreneurial experience, gender, age and years of participation. Participants are represented by a code number for privacy reasons.

**Table 3: Overview of the Participants' Information**

Codes	Field of Work	No of Founders	Date of Planned	Date of Founded	Major of the Founder	Gender	Age
SE1	Environmental	2	2015	2021	Industrial Engineer	Male	33
SE2	Training & Consultancy	3	2018	2020	Journalism	Female	32
SE3	Digital Technology	5	2017	2017	Pharmacy	Female	24
SE4	Earthquake	1	2018	2020	Geological Engineering	Female	21
SE5	Environmental Service	5	2021	2021	Law	Female	23
SE6	Music Industry	2	2020	2020	Law	Male	29

### 3. FINDINGS

The findings are examined under intrinsic & extrinsic factors as based on the structure developed by the authors (Figure 1) and shown at Table 4.

#### 3.2. Intrinsic Factors

##### 3.2.1. Personality

According to the structure, personality has been studied under the "five macro features" model of John et al., (2008). This model is a multidimensional approach to defining personality by examining openness, conscientiousness, extroversion, agreeableness, and neuroticism (Pekala Kerr et al., 2017). Neuroticism compares emotional stability and composure with negative emotionality, such as feeling anxious, tense, sad and tense. Extraversion expresses an energetic approach to the social and material world and includes such traits as sociability, activity, assertiveness, and positive emotionality (Pekala Kerr et al., 2017). The trait of openness consists of imagination, willingness to accept new ideas, versatile thinking, and curiosity. Those who display these traits are unconventional and independent thinkers. As Burger (2006) cites that, the innovative and unusual ways of thinking of such people cause them to get bored with the current situation (as cited in Irengün et al., 2015). Openness to experience defines the breadth, depth, originality, and complexity of an individual's mental and experiential life (Pekala Kerr et al., 2017). Openness is often considered along with the ability to take risks. Since open people are also seen as adventure and novelty seekers, they may be considered successful in identifying a social problem, aiming to serve a purpose with available resources, and inclined to work in the short term (Irengün et al, 2015). Agreeableness contrasts a pro-social and societal orientation towards others with antagonism and includes characteristics such as altruism, sensitive-mindedness, trust, and humility. Conscientiousness: defines socially determined impulse control that facilitates task- and goal-oriented behavior. As Burger (2006) assert that since conscientious people act in an organized, determined, and planned manner, they are extremely rules-based and perfectionist in their work (as cited in Irengün et al., 2015). These five characteristics, which are defined as the important characteristics of personality, were sought from the answers given during the interview.

Extrovert personality trait is a feature sought both in maintaining a social enterprise economically, in using existing social networks effectively and efficiently, in including volunteers who will work in such projects, and in establishing collaborations. It is clear that extroverted participants in this study use these characteristics in their social enterprises. In particular, the fact that SE 6 has created a social enterprise that will bring together organizations of different structures, find suppliers through the online platform, develop a financial module through them, and help those in need is a proof of this.

It is seen that openness to experience, conscientiousness and extraversion are the three leading common personality traits among entrepreneurs based on the answers given by the participants regarding their personalities.

SE1 asserts this in his own words as; *"since my childhood, I like to try different things. I wanted to try the corporate life first in my career. I have experience working in both an advertising agency and a holding company. When I realized that the corporate life is not suitable for me, and I dedicated myself to entrepreneurship.*

SE3 confirm her being open to experiences as; *"since my childhood, I tried many different things at the same time... I grew up in a city full of cultural differences. This gave me the chance to experience many different things together. I tried several sports like playing tennis and basketball. Sometimes I sold seeds, sometimes I acter as a farmer. This has given me many different perspectives on life.*

SE5 expresses her extroversion and openness to different experiences with these words: *"I am a very active person; I want to try anything I like. I am an animal rights activist, I play basketball, I love meeting tourists and new people. Volunteering allows me to experience different things".*

### 3.2.2. Personal Motivations

Personal motivations of social entrepreneurs were examined through the parameters of the need to have power and influence over others, being passionate, the need for self-efficacy, the need for achievement, locus of control and desire to innovate.

Although the social entrepreneur role revolves around helping other people, it is also important for entrepreneurs to feel complete (Humphris, 2017). One of the common statements of all entrepreneurs participating in the research was the sense of personal satisfaction and fulfillment they felt when their business was successful. The fact that their work raises respect in the society and their close circles increases their self-confidence and makes them feel prouder and more powerful. Their success helps them prove to themselves that they are good, while increasing their passion and motivation for their work. Their social enterprises and projects have permeated their lives so much that one of them defines her existence through her social enterprise.

Passion was at the forefront of all the participants. All the participants were very passionate about social innovation idea, as Omorede found in his 2014 study that passion is partly the reason why individuals persist in the entrepreneurial process (Omorede, 2014). This is particularly evident in the passionate approach of social entrepreneurs to solving the social problem, which is evident in SE1's attempt to beautify the face of the city, SE3's consistency in spreading goodness around the world, SE4's enthusiasm to save people's lives in a possible earthquake.

As Batson (1990) indicates that, according to multiple psychological studies, self-interest is one of the descriptors of individuals' actions (as cited in Yamini, 2020). This means that the actions and efforts of the individual are stimulated by the work itself and the desire to achieve inner satisfaction. Another determinant is the entrepreneur's need for achievement (Carsrud et al. 2017).

In the study, the need for achievement motivation of all participants, except SE 4, appears as an important factor in their being social entrepreneurs. Additionally, having a personal problem can contribute to the establishment of a social enterprise, especially if it relates to a background of lack of experience (Wanyoike et al., 2021). This manifest itself in SE 2 & SE 4 cases. SE2 and SE4, develop their social innovation ideas while seeking answers for the problems they faced. Ideas have emerged to provide solutions to their own needs and have turned into providing social benefit to the whole. This supports the conclusion that social entrepreneurs are oriented towards both themselves and others when starting a business (Ruskin at al., 2016). This statement gains more meaning with the words of SE 6: *"For the sake of the industry's survival, I have dedicated myself wholeheartedly to creating social benefit for those who are affected by the pandemic. My only wish is to see more actors survive in the industry when the pandemic is over, and the industry can pick up where it left off".*

### 3.3. Extrinsic Factors

#### 3.3.1. Pro-Social Factors

Prosocial motivation, which is an important concept in social enterprise studies, is based on prosocial personality traits such as empathy and helpfulness and represents the desire to help others (Penner et al., 2005). This category includes social vision, social responsibility, cultural values, social justice, empathy, and desire to help.

Regarding the pro-social category, one of the questions asked in the in-depth interviews was about their knowledge of social problems in the world and in Turkey in order to get an insight about their level of social vision. It was noted that all of them,

without exception, had detailed knowledge, foresight, and vision regarding social problems in the world and in Turkey. Another observed issue was the devotion and excitement in their expressions when they talked about social problems. While discussing both the social problem that led to the emergence of their own social enterprises and the social problems in the world, different views and insights are presented regarding the underlying causes. As a result of these findings, it was concluded that the participants were social visionaries.

Another notable response during the interviews was the desire to help others and provide social benefits in all of them. Most of the participants very often included both social problems and their desire to help people with statements such as "I want to help others with my work" and "We want to make a positive impact on society and individuals with our work". This finding was not surprising. Because it is a fact revealed by studies that social entrepreneurs have a strong desire to help society as a motivating force to engage in social entrepreneurship. Studies suggest that they are motivated by "commercial gain" and "altruism", which are the two main differences between traditional entrepreneurs and social entrepreneurs. In this respect, the study is compatible with similar studies in the literature (Austin et al., 2006).

### 3.3.2. Environmental Factors

As environmental factors affecting social entrepreneurship emergence, the economic & financial factors, ecological factors, legal, political factors and the COVID-19 Pandemic effect has been investigated.

Personality, personal motivations, pro-social factors as well as life events related to environmental factors are known to motivate social entrepreneurs to start a business (Humphris, 2017). This means that their intention to start a social enterprise is influenced by a number of factors such as natural and local conditions and a deliberate mindset (Omoredede, 2014).

In this study, it is seen that environmental factors are less effective than other factors affecting the emergence of social enterprises. This may be due to the small sample size developed. Among the participants, SE 4 is the only social entrepreneur who has the developed her enterprise by being affected by the risk of a natural disaster. She invents an earthquake emergency communication system upon the fear of an earthquake.

**Table 4: The overview of the Findings**

Factors		CODES	SE1	SE2	SE3	SE4	SE5	SE6
Intrinsic Factors	Personality	Neuroticism				X		X
		Extraversion (assertive)	X	X	X		X	X
		Openness to experience	X	X	X		X	X
		Agreeableness (sensitive-mindedness)	X				X	X
		Conscientiousness	X	X	X	X		X
	Personal Motivation	Power & influence over others	X					
		Passionate	X	X	X	X	X	X
		Self-efficacy	X			X		X
		Need for achievement	X	X	X		X	X
		Locus of control	X					
		Desire to innovate	X					
Extrinsic Factors	Pro-Social Factors	Social vision	X	X	X	X	X	X
		Social responsibility	X		X		X	
		Cultural values			X			
		Social justice		X				X
		Empathy				X		X
		Desire to help	X	X	X	X		X
	Environ mental Factor	Economic factors						
		Natural/Ecological factors				X		
		Political factors						
		COVID-19 factor						X

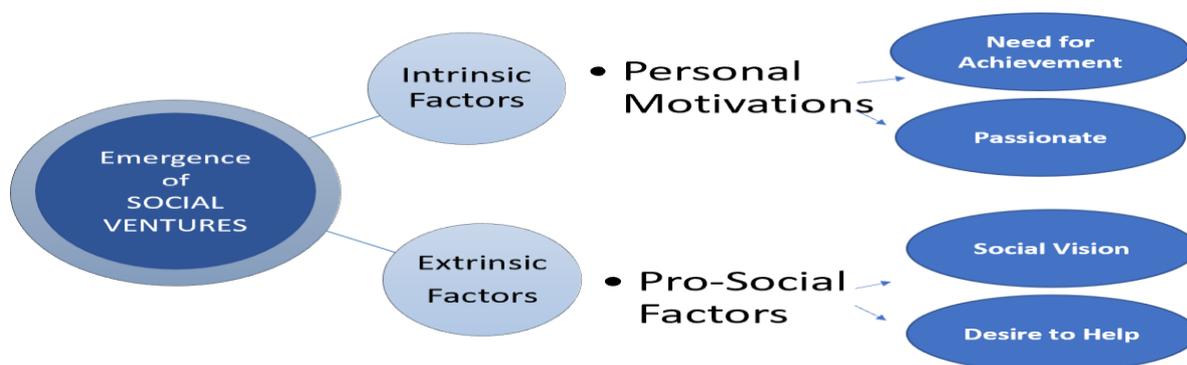
As a summary, it is seen that the extroverted entrepreneurs demonstrate high levels of conscientious and openness to new experiences in relations to personality traits, one of the subfactors of intrinsic factors. Likewise, this extroversion is a feature that is seen high among the participants. Being open to experiences can also be defined as a predisposition to activities that are perceived as adventure. However, it can be thought that these individuals are able to detect a social inequality and are

closer and more prone to developing ideas for the solution of a problem. In this context, since entrepreneurs who are open to experience are also determined to have high social visions, it has been concluded that those entrepreneurs with open experience can identify social problems more easily. It has also been determined that the extrovert personality trait is important in the economic continuation of a social enterprise, in the creation of financial returns in order to continue its activities and in finding stakeholders such as investors. All the extroverted participants stated that they made progress in their social enterprises by using their personal networks and resources. Likewise, passionate and need for achievement motivations from personal motivations are important in the emergence of social entrepreneurship. All the entrepreneurs participating in the research experience a sense of personal satisfaction through their social enterprises.

Passionate motivation, which is at the forefront of all participants, is one of the common points of all of them. In the study, it is seen that the actions and the efforts of the entrepreneurs are encouraged by the work itself and their desire to achieve inner satisfaction. One of the implications of the study is that the entrepreneurs use the solutions they find while searching for a solution to their own problems, for the benefit of both themselves and the whole society. This supports the conclusion that social entrepreneurs tend to create value for both themselves and others when starting a business (Ruskin, Seymour & Webster, 2016).

Analysis of the interviews reveals that four of the factors that spurred the emergence of social enterprises during the COVID-19 Pandemic period stood out. These are (1) the need for achievement, (2) the desire to help people, (3) passion and (4) social vision (Figure 3). The findings are consistent with the author's conceptual model that participants are intrinsically motivated to express their needs for achievements & their passionate and they are extrinsically motivated being social visionaries to satisfy their desire to help a target community.

**Figure 3: The Findings Related to Factors Category**



**4. CONCLUSION**

Social entrepreneurs are pioneers who offer creative and innovative solutions to social problems. Regardless of the factors that encourage them to start social enterprises, the most important denominator they meet is to create social impact.

In this research study, the authors tried to reveal that the number of social enterprises has increased during the COVID-19 pandemic period, when social problems increased and became more visible, and that the factors that encouraged this increase were mostly pro-social factors and personal motivations. In the study, the factors that encourage the emergence of social enterprise were examined in two main sections and in-depth interviews with 6 social enterprises in Turkey were conducted.

Despite the personal characteristics are effective in being a social entrepreneur, it is seen that they are not sufficient in the emergence of a social enterprise. Extraversion, open to experience and conscientious are the three prominent personal characteristics related to personality in the research. The results of the research confirm the researcher's proposition that the prominent factors in the establishment of social enterprises are pro-society factors and personal motivations. While passionate and need for achievement from personal motivations drew attention, desire to help others and social vision from pro-social factors were determined as leading factors. It is not surprising that pro-social factors are at the forefront of the factors affecting the emergence of social enterprises that unite under the social impact denominator.

There is limited evidence to support the researcher's basic premise that the COVID-19 pandemic period accelerates and encourages the emergence of social entrepreneurship. However, the findings are consistent with the authors' conceptual

model that social entrepreneurs are intrinsically motivated to express their needs and passion for achievement and extrinsically motivated as social visionaries to satisfy their desire to help the target community. This may be because of the limited sample size developed due to the fact that COVID-19 Pandemic period is not long enough for a social enterprise to be sufficiently recognized in social and traditional media.

This research study contributes to the emerging social entrepreneurship literature in Turkey in terms of examining the factors affecting the emergence of social entrepreneurship. The finding of this study supports that there is a strong link between social entrepreneurship and both pro-social & personal motivations.

Based on the research findings, policy makers, universities, civil society and the private sector need to promote the development of social entrepreneurship. In this context, it is necessary to recognize the motivations and factors that influence social entrepreneurs in order to develop interventions that can create environments that support social entrepreneurial behavior. Overall, this requires a whole new understanding of the vanguard of social entrepreneurial intentions. For this reason, examining the factors that encourage or hinder social entrepreneurship and the motivations that motivate people to become social entrepreneurs should be especially in the focus of decision makers and researchers and in the topics of future research.

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