Remittances Review
July 2024,
Volume: 9, No: S 3, pp.32-55
ISSN: 2059-6588(Print) | ISSN 2059-6596(Online)
Received: 07 June 2024, Accepted: 20 July 2024
DOI: https://doi.org/10.33282/rr.vx9i4.3

Linking social entrepreneurship with sustainability: Mediating role of social business operations

Dr. Ana Atta[1*], Dr Liaqat Ali[1]

[1] Department of Management Studies, Bahria University, Karachi, Pakistan

***Corresponding Author**

Email: annaatta01@outlook.com

Abstract

The study examined the association between social entrepreneurship with sustainability, emphasising the mediating role of social business operations. Utilising data from 322 social entrepreneurs from different NGOs from Pakistan, it employed SAMRT PLS relying on Confirmatory Factor Analysis (CFA) to analyse the relationships between social entrepreneurship and sustainability. The study reveals that social entrepreneurship has a positive impact with a path coefficient of 0.45 and p-value < 0.01, indicating a robust correlation. The path coefficient of 0.32 and p-value < 0.01 showed that social business operations effectively moderate the link between social entrepreneurship and sustainability. The findings highlight the importance of incorporating social objectives into corporate strategies to achieve operational excellence and sustainability. It underlined the significance of attaining social entrepreneurs managing social firm operations efficiently to ensure long-term sustainability. It demonstrated how policymakers, social entrepreneurs, and stakeholders on how social entrepreneurship can help solve sustainability issues. The study contributed to the literature by illuminating the mechanisms through which social entrepreneurship drives sustainable outcomes, providing a solid framework for the future in this domain.

Keywords: *Social entrepreneurship, Sustainability, Social business operations, Behaviour, Economic, Governance, Social*

Abbreviations: Heterotrait-Monotrait (HTMT), Variance Inflation Factor (VIF)

Introduction

A worldwide economic downturn brought on by the COVID-19 outbreak is something that businesses, particularly social enterprises, were forced to contend with, thus making sustainability more critical than it has ever been. COVID-19's long-term consequences stimulated researchers' interest in social entrepreneurship and sustainability (Kamaludin, Xavier, and Amin, 2024). Even subsequently to the crisis, 47% of social firms reduced their activities, whereas 18% maintained the same level of activity as before (Darko et al., 2021). It is critical for recovery to understand the entrepreneurial activities that social firms engage in order to establish social sustainability. The World Economic Forum (2020) states that it is vital to have a solid understanding of the entrepreneurial actions that social companies need to take in order to achieve social sustainability. Kamaludin et al. (2024) stated that the idea of social entrepreneurial sustainability refers to the process of resolving long-term social, economic, and environmental concerns that the market does not handle. The basic conceptual framework established by Kamaludin et al. (2024) might be applied in an exploratory study on social sustainability to develop a link between social entrepreneurship and sustainability. The word social entrepreneurship is enlightening and gaining popularity in its areas of improvement, although it might be novel in the realm of wealthy countries (Saebi et al., 2019). According to Littlewood and Holt, (2018) social entrepreneurship is critical for business education and societal well-being during the time of crisis. It also generates both economic and social benefits and has an impact on individuals and teams by addressing social and environmental demands in both standard and abnormal ecological conditions.

Previous years have seen a rise in social entrepreneurship, as the government's failure to improve the lives of underprivileged populations is the core problem (LASISI, 2022). The benefits of social entrepreneurship have been reduced as a result of the complex bureaucracy and political revolving doors that limit the large-scale operations that these enterprises can undertake. The social economy has developed as a viable alternative to both public and private capitalism, owing to its crisis management capabilities. This is because the social economy is an achievable choice. As per Palacios-Marqués et al. (2019), companies with a strong commitment to social responsibility gained less than their competitors during the financial crisis owing to their reduced reliance on financial markets. Hence, attaining organisational sustainability has been linked with the main aim of social organisations as highlighted by Hockerts (2018). On the other hand, organisations may

face the problem of funding which makes them engage in other business activities to obtain important financial and economical assets (Lee and Kelly, 2019). In the view of this, Doherty et al. (2014) argued that social enterprises have to struggle to advance and develop their firms in to survive and overcome the commercial organisations to achieve social and economic sustainability. On the other hand, social business operations are closely related to social entrepreneurship and sustainability. The purpose of social businesses is to solve existing social problems while linking company's economic and social aims to create benefits that surpass monetary benefits (Wilson and Post, 2013). They must adopt Sustainable resource management, Supply chain sustainability, and sustainability business models. With the help of Brazdauskas (2015), it is suggested that social entrepreneurs take systematic approaches and integrate creativity and environmentalism into their work. Sustainability in the business core operations means that while organisations are able to generate profits, they are also actively solving social and environmental issues. This makes them to be more responsible and ready to overcome any challenge that may come on their way. Consequently, the activities of social firms shed light on how entrepreneurial activities can support the attainment of sustainable development.

Social business operations need to act as a link between entrepreneurship and sustainability to create a long-lasting effect. Social entrepreneurship is, therefore, an innovative solution-focused approach that seeks to solve some of the world's problems as it seeks to champion the sustainable development goals such as poverty alleviation, enhancement of education, and conservation of the environment. This way sustainable practices can ensure that social businesses can expand their activity and ensure that their projects are not only profitable but also socially and eco-responsible. It enhances the effective running of operations meaning that the project can benefit from better organizational practices when it is being planned for the future. Policy makers can come up with frameworks that facilitate for the adoption of sustainable practices while investors can also support firms with most impact and communities can be supported with sustainable development projects that suit their needs. Secondly integration can enhance the economic, ecological and human capital for the greater good of the world to be sustainable and fair. It studies the relationship to assist policymakers, social entrepreneurs, and business practitioners in creating and executing operations that are pro-society and the environment.

Despite the fact that social entrepreneurship and sustainability have received a great deal of attention, the complex relationship between the two in terms of social, economic, behavioural, and governance dimensions has yet to be explored. More substantial research is needed to understand how social entrepreneurs succeed. Additionally, the current literature needs a study that sheds light on social business operations that serve as a link between social entrepreneurship and sustainability. Social and other firms can address environmental and social concerns; however, the mechanisms for doing so need to be clarified. The difference makes it challenging to adopt social business ideas that have long-term impact, and environmental sustainability which is a difficult task. The solution to this issue requires the adoption of an integrative approach in which social entrepreneurship addresses societal demands while also promoting sustainable development goals. The study examines the relationship between social entrepreneurship and sustainability. Therefore, the study analyses the role of social business operations in enhancing sustainability practices and also identifies critical mechanisms through which social business operations mediate the relationship between social relationships. The model developed by Kamaludin, Xavier, and Amin (2024) on social entrepreneurship and sustainability model is quantitatively analysed. The framework served as a basis for the current investigation. Using the data and model from the following study, the study was able to fill the gap in the existing body of research by undertaking an empirical test of the proposed relationships. The application of this method supported their theoretical model but also provided valuable insights into the practical features of social business mediation.

In the literature, Zhang and Swanson's (2014) research on the relationship between social entrepreneurship and sustainability reveals that social entrepreneurship is inherently sustainable because its primary goal is to achieve sustainability through achieving both social objectives and financial rewards. According to Salvado (2011), social businesses must engage in revenue-generating activities in order to diversify their business models and have a large-scale social effect. In turn, these initiatives will support their groups' financial viability. Furthermore, social enterprises can attain sustainability by optimising favourable outcomes through the administration of robust and established businesses that integrate social justice, financial gain, and ecological soundness into their corporate tenets (Meyer and Gauthier, 2013). Martin and Osberg (2015) propose that social entrepreneurs need to develop financial sustainability skills by refraining from

accepting donations from nonprofits or government subsidies. The techniques of income flow that have been identified will not allow social companies to be sustainable. As social enterprises expand in number of beneficiaries, the operating costs associated with maintaining them must decrease in order to attain sustainability. Kamaludin (2023) found that social entrepreneurship is the most active and continuing means of enacting change.

As per Graikoti, Sdrali and Kaminari (2020) social entrepreneurship sustainability is the ability to accomplish a social goal without compromising one's financial viability. According to Santos and Roberts (2013) defines social entrepreneurial sustainability, a procedure of continuously improving operational efficiency to solve unresolved social, economic, or environmental issues. According to Tiwari, Bhat and Tikoria (2020) assert that the field of social entrepreneurship needs a cohesive conceptual framework, leading to a multitude of conflicting definitions and notions. Due to this circumstance, researchers are finding it challenging to conduct forward-thinking studies that will further the development of social entrepreneurship in nations and areas with sluggish growth rates. Therefore, rather than empirically verifying them, Jaakkola (2020) claims that putting out new links between constructs will allow logical arguments concerning their associations. A model name input-output process can be used to create a conceptual framework that connects sustainability with social entrepreneurship. The input-process-output paradigm was selected because it offers the most systematic approach to examining and documenting many facets of a transformation process (Rogelberg, 2007).

Osberg and Martin (2015) propose modifying two ecological elements to promote sustainability. The first step is to create new economic entities that disrupt the system via technology. The second step is to develop long-term financing solutions that permanently alter the socioeconomic equilibrium of individual recipients. Their findings indicate that social entrepreneurship is the most effective and sustainable change agent. Gimmon and Spiro (2013) discovered that social businesses thrive longer and fail less frequently than commercial enterprises. Hoogendoorn’s et al (2019), findings are consistent with the study of on the sustainability of social organizations. Mission statements and entrepreneur motivation distinguish commercial and social companies. Social entrepreneurs are driven by charity and social causes, which indirectly enhances sustainability Mari, and Matri (2006) Commercial entrepreneurs are driven by profit. Not all organisations adopt social entrepreneurship for selfless reasons, as shown by Mair and Marti

(2006). Social entrepreneurs may be motivated by personal fulfilment and achievement rather than altruism. Wal-Mart reduced its ecological footprint and improved its supply chain to be more sustainable. By cutting energy expenditures, they became more profitable and sustainable. This company achieved sustainability through a focus on profitability, not philanthropy (Santos and Roberts, 2013).

Social entrepreneurship plays a critical in addressing SDGs by developing and scaling innovative solutions to societal challenges. Social entrepreneurs often tackle difficulties that others oversee and fail to report as efficiently, involving two crucial steps: creating a solution and ensuring its accessibility based on a practical business model. The process is collaborative, involving multiple stakeholders and networks to enhance resource access, legitimacy and impact (Dufays and Huybrechts, 2014). Collaborative action within social firms and with external stakeholders is essential, particularly in broader intuitional changes, public-private partnerships and policy development (de Bruin et al. 2017). As per Newey (2018), social entrepreneurs address both local, specific issues and more significant societal problems, aiming for compensatory and transformative changes. Their efforts often focus on strengthening communities, emphasising human development and social capital and generating intangible benefits like well-being and social relations (Lumpkin et al. 2018). As stated by Andre and Pache (2016) and Westley et al. (2014) the scale up of social innovations is an important factor of impact, which is based on diversification, distribution, and the extension to other beneficiaries. The relationship between development and scaling solutions is a multifaceted process which demands an equilibrium in different approaches This means that scholars such as Westley et al (2014) and Seelos and Mair (2017) stress that social entrepreneurs employ different strategies depending on the nature of social challenges to address effectively.

The ideas of practical and theoretical perspective of social sustainability offer a sound and solid framework model for understanding the functions of social business operations to link social entrepreneurship and sustainability (Kamaludin, 2023). According to Cuthill (2010), social sustainability at its most basic has its basis on social capital and social infrastructure as the operational way of viewing the social sustainability, social justice and equity as the ethical reason for social sustainable development and engaged governance as a method of policy, planning and

practice for social sustainability. To ensure that the organization achieves sustainable gains, the multimode approach has been employed and it deals with an integrated system that contains a number of aspects. The features of this sort as safety, eco-presumption and sustainable urban forms are established with the aid of Cuthill's framework, as mentioned by Eisenberg and Jabareen (2017). The framework has also been built on equity concept, which includes acknowledgement, redistribution and participation. Eco-presumption focuses on and highlights the importance of undertaking social initiatives in an environmentally responsible way that aligns with the goal of sustainability in social businesses. The three subcategories have been identified as social responsibility and are sustainability development, sustainability maintenance and sustainable bridge Vallance et al. (2011). Each of them addresses a different and unique aspect of social and environmental objectives. The first subcategory, which is developmental sustainability, tries to reduce inequality and poverty, while the second subcategory, maintenance sustainability, focuses on preserving sociocultural patterns (Kamaludin, 2023). Lastly, bridge sustainability entails behavioural changes to meet environmental goals. All these subcategories concentrate on the complexity and multifaceted characteristics of social sustainability, demanding a variety of techniques within social enterprise operations. The concepts and phenomena such as social capital, human capital and well-being were simplified by Weingartner and Moberg (2014) while pushing for context-specific implementations. All these themes align with the aims of social entrepreneurship, which aims to provide and build social capital through inclusive business models and to invest in human capital by empowering communities and promoting overall well-being. Social entrepreneurs should study and understand all these themes so that overall social impact is built positively while also promoting sustainability in dealing with critical and significant environmental issues.

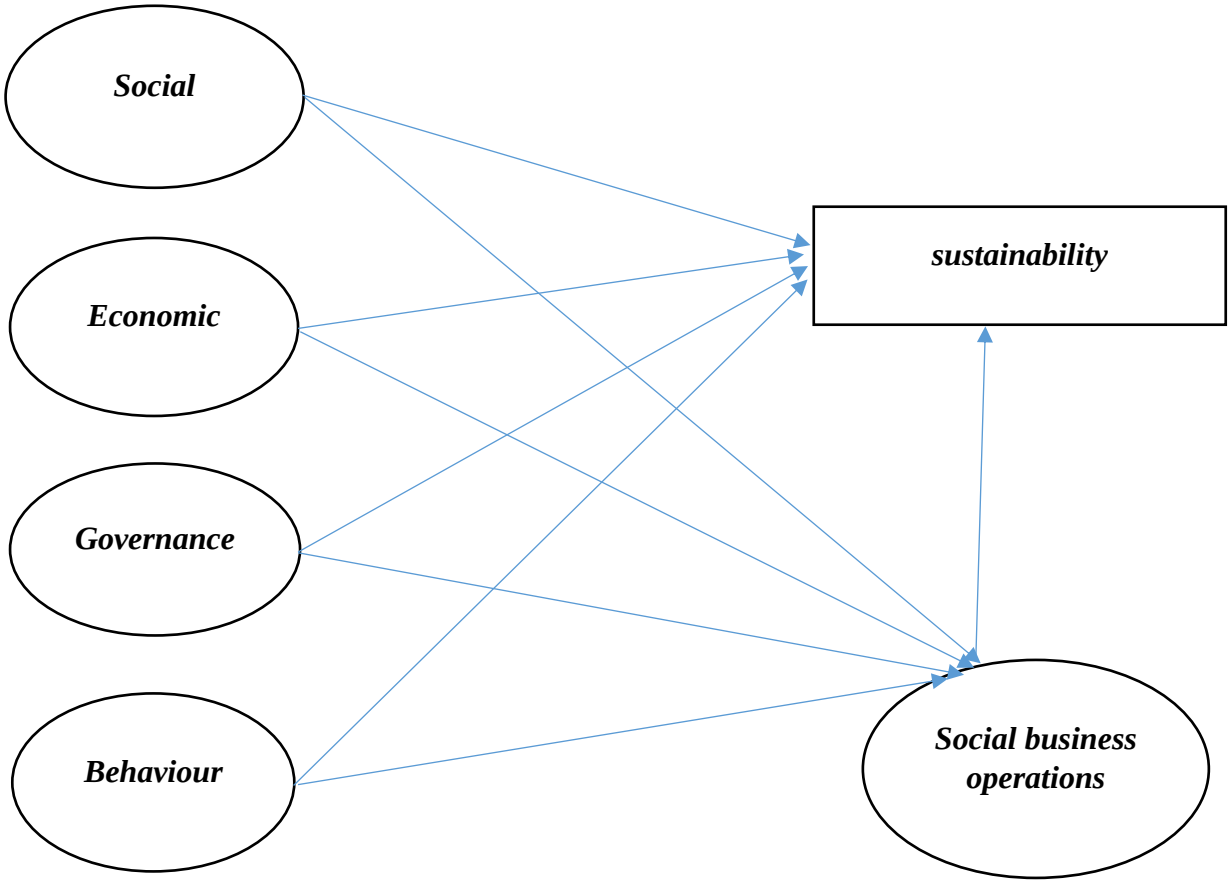
Methods and Framework

The study employed a quantitative method to evaluate how social business operations serve as a mediator between social entrepreneurship and sustainability. The study looked at Pakistani social entrepreneurs who manage Non-governmental Organisations (NGOs) and how their businesses support sustainability. During the research process, 337 social entrepreneurs provided data through a structured questionnaire. The questionnaire was used to assess not only sustainability but also social entrepreneurship and social enterprise. The sample was demonstrated to ensure a 95% confidence level with a 5% margin of error. Given the vast population of Pakistani social entrepreneurs, the final sample was found to be 337 as the approach provides a robust

representative sample for the study. 337 was the target sample as initially 400 respondents were approached for the survey. In the end, 322 respondents filled out the questionnaire, ensuring a solid sample size for the study. The approach to sample selection was designed to ensure that it represented social entrepreneurs from a wide range of Pakistani NGOs. The author discovered that social entrepreneurs who manage NGOs were ideal candidates for studying the variables since they focused on both social impact and operational sustainability.

Convenience sampling and purposive sampling methods were used to ensure that respondents had the appropriate skills and experience to contribute relevant information to the study. As per Suen, Huang, and Lee (2014), using these sampling methods helps the investigator select the participants based on specific criteria while also ensuring credibility and accessibility. The data was thoroughly analysed using SMRT PLS as this was the preferred method since it manages complex methods and is suitable for both exploratory and confirmatory research. It began with Confirmatory Factor Analysis (CFA) to validate the measurement model as it ensured theoretical ideas were integrated into the model. Similarly, a wide range of parameters were examined, including individual construct component loadings, composite reliability, and average variance extracted (AVE). A multicollinearity test was conducted to ensure that the predictor variables were independent. Variance Inflation Factors (VIF) were calculated for each independent variable.

Conceptual Model



Remittances Review
July 2024,
Volume: 9, No: S 3, pp.32-55
ISSN: 2059-6588(Print) | ISSN 2059-6596(Online)

Results

Measurement model using confirmatory factor analysis (CFA)

Table 1:Measurement model using CFA

Constructs	Indicators	Factor Loadings	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Behaviour	B1	0.840	0.826	0.842	0.743
	B2	0.916			
	B3	0.825			
Economic	E1	0.894	0.891	0.891	0.822
	E2	0.928			
	E3	0.896			
Governance	G1	0.914	0.904	0.907	0.839
	G2	0.935			
	G3	0.897			
Social	S1	0.864	0.837	0.838	0.754
	S2	0.897			
	S3	0.842			
Social Business			0.845	0.847	0.682
Operations	SBO1	0.805			
	SBO2	0.830			
	SBO3	0.834			
	SBO4	0.832			
Sustainability	Sus1	0.892	0.877	0.879	0.802
	Sus2	0.916			
	Sus3	0.877			

According to Brown (2015), Confirmatory Factor Analysis (CFA) can assess component structure in terms of discriminant, convergent, and reliability. Cronbach's alpha and composite reliability help to determine the reliability of constructs. The reliability of the internal consistency is demonstrated in Table 1. Cronbach's Alpha and composite reliability must be greater than 0.7, as demonstrated by Kline (2015). Cronbach's alpha coefficients for the variables for Behaviour (0.826), Economic (0.891), Governance (0.904), Social (0.837), Social Business Operations (0.845), and sustainability (0.877) indicated that items are reliable. In addition, the composite reliability values for these components are Behaviour, Economic, Governance, Social, social Business Operations, and Sustainability are found to be 0.842, and 0.891, 0.907, 0.838, 0.847, 0.870 respectively. It confirms that instruments are found to be reliable. In addition to this, factor loadings were utilised to check validity of indicators. As a means of ensuring validity, the research conducted by Latan, Noonan, and Matthews (2017) suggested factor loadings must have a value of more than 0.6. As shown in Table 1, the above indicators have factor loadings that are greater than 0.6, thus indicates that there is no requirement to eliminate any of the indicators and verify their validity. According to Hair et al. (2017), the authors has also determined convergent validity, which describes the degree of relatedness, and this has been presented using the Average Variance Extracted (AVE) with a threshold of 0.5. Convergent validity was demonstrated, among other things, by the fact that the AVE values shown in Table 1 are significantly greater than 0.5.

Table 2: Discriminant Validity

Variables	Behaviour	Economic	Governance	Social	Social Business Operations	Sustainability
Behaviour						
Economic	0.513					
Governance	0.433	0.721				
Social	0.601	0.716	0.617			
Social Business Operations	0.387	0.432	0.440	0.273		
Sustainability	0.347	0.485	0.473	0.282	0.800	

The Heterotrait-Monotrait (HTM) ratio was used to determine the discriminant validity of the study's constructs. This ratio illustrates the differences between the constructs. Wong (2011) requires HTMT ratios to be less than 0.85 in order to demonstrate discriminant validity and avoid multicollinearity. As per Table 3, the correlation levels show that the construct correlates more strongly with its indicators than with other constructs, indicating that the model is discriminately valid. Sustainability and social business operations have a strong correlation of 0.800, indicating a positive finding. There is a 0.513 association between behaviour and economic variables, 0.433 with governance variables and 0.6012 with social variables, demonstrating that these dimensions are separate but intertwined. The fact that economic variables have a significant correlation with governance (0.721) and social factors (0.716) shows that these elements have an intrinsic connection with sustainability. Governance has a substantial connection with SoCal (0.617) and a moderate correlation with social business operations (0.440), showing that it is crucial in obtaining long-term results. The social components have a weaker direct link to social business operation (0.273) and sustainability than it does with other categories.

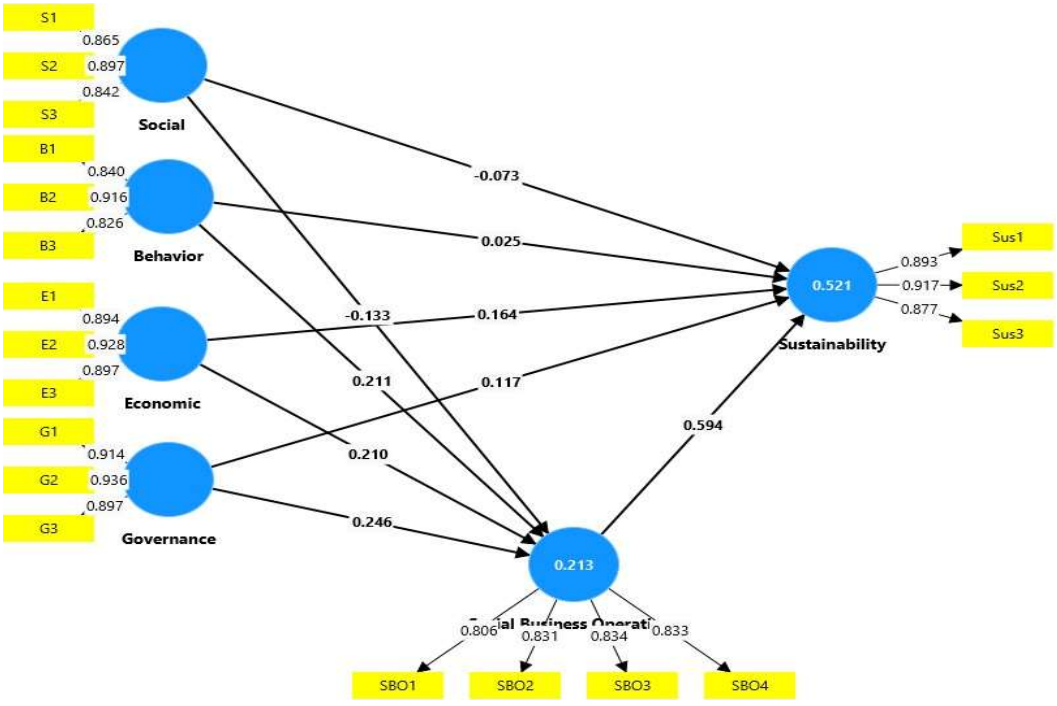


Figure 1: Measurement model reflecting outer loadings and R-Squared

Remittances Review
July 2024,
Volume: 9, No: S 3, pp.32-55
ISSN: 2059-6588(Print) | ISSN 2059-6596(Online)

Structural Model

Table 3: Structural Model

Variables	Coefficients	T statistics	P values
Behavior -> Sustainability	0.125	2.913	0.004
Economic -> Sustainability	0.125	2.498	0.013
Governance -> Sustainability	0.146	2.620	0.009
Social -> Sustainability	-0.079	1.728	0.084
Behaviour -> Social Business Operations -> Sustainability	0.125	2.913	0.004
Economic -> Social Business Operations -> Sustainability	0.125	2.498	0.013
Governance -> Social Business Operations -> Sustainability	0.146	2.620	0.009
Social -> Social Business Operations -> Sustainability	-0.079	1.728	0.084

. Table 2 shows the path coefficient and significance levels for social entrepreneurship's impact on sustainability. The coefficient of 0.125 and the p-value of 0.004 indicate that behaviour characteristics influence sustainability through the actions of social entrepreneurs. A correlation coefficient of 0.125 and p-value of 0.013 imply that economic concerns have an appositive impact on sustainability, through social business operations. Governance has a positive effect on sustainability, through the operations of social entrepreneurs, with a coefficient of 0.146 and a p-value of 0.009. with a coefficient of -0.079 and a p-value of 0.084, social aspects have a non-significant negative impact on sustainability. It shows they have a negative effect on sustainability through social business operation. The mediation analysis reveals that behaviour ($\beta = 0.125$, $p = 0.004$), economic concerns ($\beta = 0.125$, $p = 0.013$), and governance ($\beta = 0.146$, $p = 0.009$) have a positive impact on sustainability through social business operations. Social aspects ($\beta = -.0079$, $p = 0.084$) have negative impact that is not statistically significant.

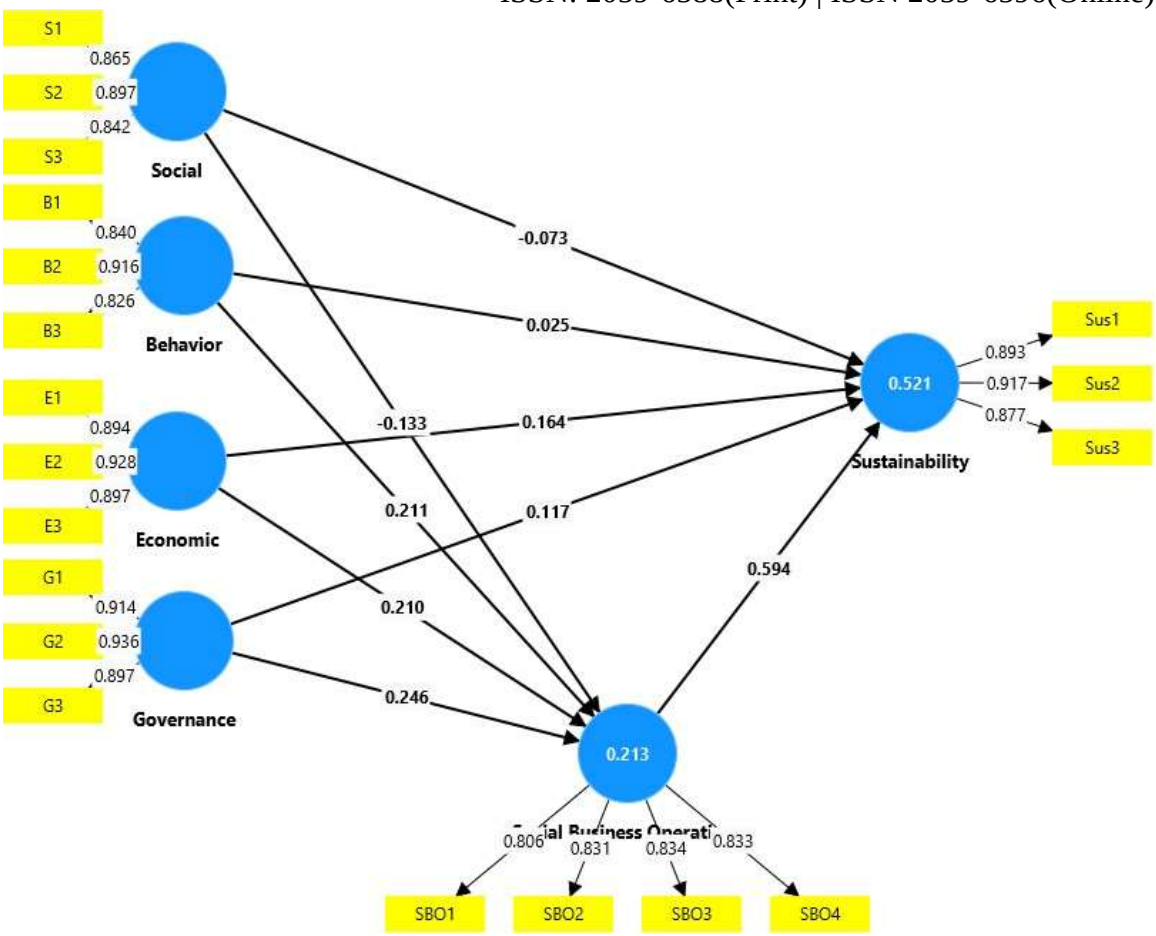


Figure 2: Structural Model (Showing P-Value and R-Squares)

Predictive Relevance and Quality Assessment

Table 4: Predictive Relevance and Quality Assessment

Variables	R-square	R-square adjusted
Social Business Operations	0.213	0.203
Sustainability	0.521	0.513

Table 4 shows how the model's predictive relevance and quality assessment relate to social business operations and sustainability. The R-squared value for social business operations is 0.213, showing that the model's independent variable accounts for 21.3% of the variation in the dependent

variable (social, behaviour, governance and economic). Sustainability has an R-squared score of 0.521, suggesting that the model explains 52.1% of the variation in the dependent variable (social, behaviour, governance and economic).

Table 5: Multicollinearity

Constructs	Indicators	VIF
Behaviour	B1	1.795
	B2	2.456
	B3	1.857
Economic	E1	2.514
	E2	3.294
	E3	2.493
Governance	G1	2.904
	G2	3.484
	G3	2.616
Social	S1	1.986
	S2	2.312
	S3	1.789
Social Business Operations	SBO1	1.644
	SBO2	1.967
	SBO3	2.016
	SBO4	2.008
Sustainability	Sus1	2.317
	Sus2	2.940
	Sus3	2.252

As per Table 5, the Variance Inflation Factor (VIF) values are all below the recommended threshold of 5.0 set by Hair et al. (2019). This shows that there is no multicollinearity. The VIF ranges from 1.644 to 3.484 for behaviour, economics, governance, social, Business Operations,

and sustainability. Since none of the components in this model exceed the threshold, these results show that the model does not exhibit multicollinear behaviour. This ensures the reliability of the regression coefficient as well as the model's stability.

Table 6: F-statistics

Variables	f-square
Behavior -> Social Business Operations	0.0407
Behavior -> Sustainability	0.0009
Economic -> Social Business Operations	0.0263
Economic -> Sustainability	0.0257
Governance -> Social Business Operations	0.0423
Governance -> Sustainability	0.0150
Social -> Social Business Operations	0.0120
Social -> Sustainability	0.0058
Social Business Operations -> Sustainability	0.5786

The F-statistics in Table 6 demonstrate how external variables influence the operations and sustainability of social businesses. According to Cohen (2013), the criteria for effect sizes, also known as f-squares, reflect the levels of impact. Behaviour has a negligible influence on the operations of social enterprises (0.0407) and sustainability (0.0009). Economic variables have a minimal effect on both Social Business Operations (0.0263) and sustainability (0.0257). Governance has a moderate impact on social business operations (0.0423) as well as sustainability (0.0150). Social variables have a negligible outcome on the processes of social firms (0.0120) and their sustainability (0.0058). The fact that social business operations have a significant impact on sustainability highlights their importance in achieving sustainability goals (0.5786). Despite the fact that individual behavioural, economic, governance and social factors have a minimal direct impact on sustainability, Social Business Operations play an essential role in mediating these issues.

Discussion

The study demonstrates that social entrepreneurship promotes sustainability. Behavioural, economic, and governance variables all have a positive and direct impact on sustainability through social firms' Operations, while social elements have no significant adverse effects Structural model confirms the findings and not convergent validity and reliability while demonstrating the study's structural robustness. These findings are consistent with existing social entrepreneurship and sustainability research. According to Zhang and Swanson (2014), social entrepreneurship strives for sustainability by balancing social and financial aims. According to Salvado (2011), social enterprises can achieve sustainability by maintaining a balance between social justice, economic gain and environmental sustainability. As per Kamaludin, (2023) social organisations must not rely on contributions or subsidies but can develop suitable business models to ensure lo g-term financial feasibility

The significant positive relationship between social business operations and sustainability highlights the necessity of effective business practices in achieving sustainable objectives. As per Kamaludin (2013) social entrepreneurship has the potential to have a significant and long-term impact on society. According to Hoogedoorn et al. (2010) social organisations had lower failure rates and longer life spans as compared to standard commercial forms, strengthening the idea that economic and governance variables are critical for sustainability. The input-process model which describes how social entrepreneurship transforms advances validity to the study’s findings.as per Gimmon and Spiro (2013), the method encourages the creation of few economic entities and sustainable models to achieve socio-economic steadiness. In addition, social entrepreneurs look for compensation and transformational answers to social local and global challenges. It is realized that they amplify the endowments of communities, human development and social capital which in turn raises well-being and relations. Thus, the scaling of social innovations has to utilise a range of methods and knowledge. Dees et al., (2004) stated that as social influence grows there is need to develop, replicate and disseminate models that work. Consequently, the research established that social entrepreneurship requires teamwork. Social entrepreneurs in this way leverage on networks and collaborations to obtain resources and gain legitimacy thus enhancing their power. In this case, Austin et al., (2006) opined that this is important for institutional change, PPPs and policy development.

Based on the analysis of the aforementioned theories, this research aimed at identifying the relationship between social entrepreneurship and sustainability by means of statistical analysis of the defined variables. The conceptual model which was created also assisted in creating a link between social entrepreneurship and sustainability and moderation of sustainable operations. As per Rey-Marti, Diaz Foncea, and Algauacil-Mari (2020), these studies examined the social aspects of sustainability in social enterprises. The previous studies have supported the fact that socially sustainable enterprises are operated by trained managers who have had some previous experience in business field of the objective of the company. This is so because these people comprehend the business world and they know how to effectively run a business. Consequently, the social entrepreneurs need to be trained so that they can be productive and efficient in the delivery of their services to the society. These studies corroborated the propositions of Florin et al. (2003) and Soriano and Castrogiovanni (2012). These researchers believe that training and experience help entrepreneurs gather and use resources more successfully. Haber and Reichel (2005) discovered that training helps business owners build a strong business plan, which promotes growth.

Conclusion

The study concluded that social business operations serve as a link between social entrepreneurship and sustainability. The findings highlight the importance of incorporating social objectives from planning for the long-term feasibility of social organisations. The study showed policymakers, social entrepreneurs, and stakeholders that social entrepreneurship can tackle sustainability issues through business operations. The sustainability benefits of social entrepreneurship are enhanced when social business operations are carried out successfully. Based on the conclusions, social entrepreneurs should prioritise operational excellence to achieve long-term success in their organisations. It is recommended that social entrepreneurs should also strengthen their business operations to increase sustainability. Training and workshops is one method that can improve operational efficiency and incorporate sustainability into business strategies. Policymakers must provide financial incentives and a favourable regulatory framework to encourage long-term social firms. Different contexts and sectors can be investigated to see how organisational approaches influence sustainability. Social firms, government originations, and the commercial industry must work together to develop and share sustainable best practices.

It is crucial to conclude that academics are becoming more interested in studies and writings that link social entrepreneurship to sustainability. Wide range of sources published on the topic of social entrepreneurship is growing exponentially, but more work has to be done to connect social entrepreneurship with sustainability. This paper discusses the significance of the problem, suggests a connection between sustainability and social entrepreneurship, and examines the unique function that social business enterprises play in the market. Researchers will have the necessary means to test theoretical claims about sustainability by conceptualising sustainability for social companies, given the current consequences of the COVID-19 epidemic on the global economy. The study's conclusions will also assist practitioners who may choose to modify their operational framework in order to achieve sustainability in the field of social entrepreneurship.

The practical implications imply that social firms will suffer from a brief corporate lifespan if they disregard the significance of sustainability. Following the study's conclusions and creating sensible business procedures, such as putting a logical model or theory of change into practice, may provide the company with the structure it needs to achieve short-term sustainability. Social enterprises can, therefore, achieve long-term sustainability by assessing the impact of their entrepreneurial efforts on sustainability. By comprehending their business model and making the necessary adjustments to run more effectively in order to maintain a sustainable business endeavour, social organisations that helps to helps to make an effort to understand the findings may prove to be beneficial in attaining sustainability.

References

Agudelo, M.A.L., Jóhannsdóttir, L. and Davídsdóttir, B., 2019. A literature review of the history and evolution of corporate social responsibility-International Journal of Corporate Social Responsibility.

André, K. and Pache, A.C., 2016. From caring entrepreneur to caring enterprise: Addressing the ethical challenges of scaling up social enterprises. Journal of Business Ethics, 133, pp.659-675.

Avkiran, N.K., Ringle, C.M. and Low, R., 2018. Monitoring transmission of systemic risk: Application of PLS-SEM in financial stress testing. The Journal of Risk, 20(10), pp.83-115.

Brazdauskas, M., 2015. Promoting student innovation-driven thinking and creative problem solving for sustainability and corporate social responsibility. Innovation, 1.

Brown, T.A., 2015. Confirmatory factor analysis for applied research. Guilford publications.

Cohen, J., 2013. Statistical power analysis for the behavioral sciences. routledge.

Cuthill, M., 2010. Strengthening the 'social'in sustainable development: Developing a conceptual framework for social sustainability in a rapid urban growth region in Australia. Sustainable development, 18(6), pp.362-373.

Darko, E., O'Brien, A., Perera, S. and Towers, N., 2021. One Year on: The Effect of COVID-19 on the Social Enterprise Sector.

de Bruin, A., Shaw, E. and Lewis, K.V., 2017. The collaborative dynamic in social entrepreneurship. Entrepreneurship & Regional Development, 29(7-8), pp.575-585.

Dufays, F. and Huybrechts, B., 2014. Connecting the dots for social value: A review on social networks and social entrepreneurship. *Journal of Social Entrepreneurship*, *5*(2), pp.214-237.

Eizenberg, E. and Jabareen, Y., 2017. Social sustainability: A new conceptual framework. Sustainability, 9(1), p.68.

Epure, M., 2022. Corporate social responsibility as a signaling technology. Review of managerial science, 16(3), pp.907-930.

Fellnhofer, K., Kraus, S. and Bouncken, R.B., 2014. The current state of research on sustainable entrepreneurship. Int. J. Bus. Res, 14(3), pp.163-172.

Graikioti, S., Sdrali, D. and Klimi Kaminari, O., 2022. Factors determining the sustainability of social cooperative enterprises in the Greek context. Journal of Social Entrepreneurship, 13(2), pp.183-204.

Hair Jr, J.F., Matthews, L.M., Matthews, R.L. and Sarstedt, M., 2017. PLS-SEM or CB-SEM: updated guidelines on which method to use. International Journal of Multivariate Data Analysis, 1(2), pp.107-123.

Hair, J.F., Risher, J.J., Sarstedt, M. and Ringle, C.M., 2019. When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), pp.2-24.

Jaakkola, E., 2020. Designing conceptual articles: four approaches. AMS review, 10(1), pp.18-26.

Kamaludin, M.F., 2023. Social sustainability within social entrepreneurship. Technological Forecasting and Social Change, 192, p.122541.

Kamaludin, M.F., Xavier, J.A. and Amin, M., 2024. Social entrepreneurship and sustainability: A conceptual framework. Journal of Social Entrepreneurship, 15(1), pp.26-49.

Kline, R.B., 2023. Principles and practice of structural equation modeling. Guilford publications.

Kraus, S., Burtscher, J. and Vallaster, C., 2018. and Martin Angerer, 2018." Sustainable Entrepreneurship Orientation: A Reflection on Status-Quo Research on Factors Facilitating Responsible Managerial Practices. Sustainability, 10(2), p.444.

LASISI, J.O., 2022. NEXUS BETWEEN SOCIAL ENTREPRENEURSHIP AND SUSTAINABLE DEVELOPMENT GOALS. Journal of Business and Economic Analysis, 5(02), pp.211-226.

Latan, H., Noonan, R. and Matthews, L., 2017. Partial least squares path modeling. Partial least squares path modeling: basic concepts, methodological issues and applications.

Lee, B. and Kelly, L., 2019. Cultural leadership ideals and social entrepreneurship: an international study. Journal of Social Entrepreneurship, 10(1), pp.108-128.

Littlewood, D. and Holt, D., 2018. Social entrepreneurship in South Africa: Exploring the influence of environment. Business & society, 57(3), pp.525-561.

Mair, J. and Seelos, C., 2017. Water Is Power. Impact India. Stanford Social Innovation Review, 2(Spring 2017), pp.24-29.

Martin, R.L. and Osberg, S.R., 2015. Two keys to sustainable social enterprise. Harvard Business Review, 93(5), pp.86-+.

Meyer, C.R. and Gauthier, J., 2013. Navigating challenging fitness landscapes: social entrepreneurship and the competing dimensions of sustainability. Journal of Social Entrepreneurship, 4(1), pp.23-39.

Newey, L.R., 2018. 'Changing the system': compensatory versus transformative social entrepreneurship. Journal of Social Entrepreneurship, 9(1), pp.13-30.

Palacios-Marqués, D., García, M.G., Sánchez, M.M. and Mari, M.P.A., 2019. Social entrepreneurship and organisational performance: A study of the mediating role of distinctive competencies in marketing. Journal of Business Research, 101, pp.426-432.

Rogelberg, S.G. ed., 2007. Encyclopedia of industrial and organisational psychology (Vol. 1). Sage.

Saebi, T., Foss, N.J. and Linder, S., 2019. Social entrepreneurship research: Past achievements and future promises. Journal of Management, 45(1), pp.70-95.

Salvado, J.C., 2011. Social enterprise models and SPO financial sustainability: the case of BRAC. Journal of Social Entrepreneurship, 2(1), pp.79-98.

Santos, F. and Roberts, N., 2013. Is social enterprise sustainable?. Insead Knowledge.

Suen, L.J.W., Huang, H.M. and Lee, H.H., 2014. A comparison of convenience sampling and purposive sampling. *Hu li za zhi*, *61*(3), p.105.

Tiwari, P., Bhat, A.K. and Tikoria, J., 2022. Mediating role of prosocial motivation in predicting social entrepreneurial intentions. Journal of Social Entrepreneurship, 13(1), pp.118-141.

Vallance, S., Perkins, H.C. and Dixon, J.E., 2011. What is social sustainability? A clarification of concepts. *Geoforum*, *42*(3), pp.342-348.

Weingaertner, C. and Moberg, Å., 2014. Exploring social sustainability: Learning from perspectives on urban development and companies and products. Sustainable development, 22(2), pp.122-133.

Westley, F., Antadze, N., Riddell, D.J., Robinson, K. and Geobey, S., 2014. Five configurations for scaling up social innovation: Case examples of nonprofit organisations from Canada. The Journal of Applied Behavioral Science, 50(3), pp.234-260.

Wilson, F. and Post, J.E., 2013. Business models for people, planet (& profits): exploring the phenomena of social business, a market-based approach to social value creation. Small Business Economics, 40, pp.715-737.

Wong, K.K.K., 2011. Book review: Handbook of partial least squares: Concepts, methods and applications. *International Journal of Business Science and Applied Management*, *6*(2), pp.52-54.

World Economic Forum 2020. *Social entrepreneurs and COVID: stories from the frontline*. [online] World Economic Forum. Available at: https://www.weforum.org/agenda/2020/09/social-entrepreneurs-and-covid-19-stories-from-the-frontline/ [Accessed 2 Aug. 2024].

Zhang, D.D. and Swanson, L.A., 2014. Linking social entrepreneurship and sustainability. Journal of Social Entrepreneurship, 5(2), pp.175-191.

Appendix

	Strongly disagree	Agree	Neutral	Disagree	Strongly agree
Behavioural (Kamaludin, Xavier, and Amin, 2024).					
My behaviour significantly contributes to the success of our social enterprise.					
I am proactive in seeking innovative solutions to social problems through our social enterprise.					

My commitment to ethical behaviour influences our social enterprise's practices and policies.					
Economic (Kamaludin, Xavier, and Amin, 2024).					
Financial sustainability is critical for the long-term success of our social enterprise.					
I am confident in our social enterprise's ability to generate sufficient revenue to support its mission.					
I actively seek opportunities to improve the economic efficiency of our social enterprise.					
Governance (Kamaludin, Xavier, and Amin, 2024).					
Strong governance structures are essential for the success of our social enterprise.					
I am satisfied with the transparency and accountability mechanisms in place within our social enterprise.					
I actively participate in decision-making processes within our social enterprise.					
Social (Kamaludin, Xavier, and Amin, 2024).					
Our social enterprise effectively addresses the needs of the communities we serve.					
I feel that our social enterprise fosters a strong sense of community and collaboration.					

I am committed to enhancing the social impact of our enterprise through continuous engagement and feedback.					
Social Business Operations (Kamaludin, Xavier, and Amin, 2024).					
Our operational strategies are aligned with our social mission.					
I am satisfied with the efficiency of our business operations in achieving social outcomes.					
Our operational processes are well-structured to support the scalability of our social enterprise.					
I actively contribute to optimising our social enterprise's operational workflows.					
Sustainability (Kamaludin, Xavier, and Amin, 2024).					
Our social enterprise incorporates sustainable practices in its operations.					
I am committed to ensuring that our social enterprise’s activities have a minimal negative impact on the environment.					
I feel that our social enterprise’s sustainability initiatives are well-communicated and implemented effectively.					