

EXPLORING THE MOTIVES OF SOCIAL ENTREPRENEURS: EVIDENCE FROM SRI LANKA

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ABSTRACT

The purpose of this study is to explore the motivational factors behind the social entrepreneurs to start-up social ventures in Sri Lanka. Motivational factors to start social enterprises is an undisclosed area in Sri Lankan context and the study contributes to generate new knowledge related to Sri Lankan social entrepreneurship setting. Inductive research approach is used for the study and data were collected through in-depth interviews and field observations from six social entrepreneurs established in western province of Sri Lanka. Multiple case study method was used to analyse qualitative data. The study found that social problems addressed by social entrepreneurs, educational and experiences, linkages and networks, social family background, religious conviction, personal characteristics and personal skills as motivational factors to start social enterprises. Findings suggest that government should play a vital role in creating favourable environment for social entrepreneurs through providing infrastructure facilities, encourage public – private partnership to attract donors and volunteers, and enhance social entrepreneurship education in universities, schools and other academic institutions to create social entrepreneurs. Study contributes to the literature to enhance the knowledge regarding social entrepreneurship motivation in Sri Lankan context and provides ground for conducting further empirical studies for future research and implications for policy makers.

Keywords: Social entrepreneurship, Motivational factors, Sri Lanka

1. Introduction

In entrepreneurship literature, social entrepreneurship has become a booming sector by generating social innovations as solutions for social problems. Mair and Marti (2006) defined social entrepreneurship as “exploit opportunities towards social change that satisfying human needs in sustainable manner by innovative use and resource combination process”. Social entrepreneurs play the role of change agents by “adopting a mission to create and sustain social value, recognizing and relentlessly pursuing new opportunities to serve that mission, engaging in a process of continuous innovation, adaptation, and learning, acting boldly without being limited by resources currently in hand, and exhibiting heightened accountability to the constituencies served and for the outcomes created” (Dees, 1998). Developed, and developing economies follow social entrepreneurship context with common objective which is alleviating social problems from regions. In international context, social entrepreneurship field has explored in different manner. Social entrepreneurship theories, impact of social enterprises to society, and motivations to start social business, challenges, and social impact are mainly discussed subject areas of the social entrepreneurship (Bloom & Smith, 2010; Ebrashi, 2013; Ghalwash, Tolba, & Ismail, 2017; Haugh, 2005; Omoredede, 2014; Smith & Stevens, 2010). Though the concept of social entrepreneurship has acknowledged in the preceding years, empirical literature is limited (Lenox and York, 2011; Thompson, Kiefer and York, 2011, Dacin et al., 2010; Fayolle and Matlay, 2010).

In Sri Lankan context, social entrepreneurship is recognized as a novel field and social enterprises are becoming popularity among Sri Lankan businesses. Moreover, Sri Lankan research studies have not focused mostly social enterprises in the country. There is no government definition, policies and rules of social enterprises in Sri Lanka. Furthermore, Central Bank of Sri Lanka does not consider the impact of social ventures for country's economy distinctly (Central Bank of Sri Lanka, 2016). Motivations to start social businesses has been discussed by international scholars which explore individual characteristics and background to start social ventures (Ghalwash et al., 2017; Omoredede, 2014)). The budget proposals of Sri Lanka (2018) addressed to become a Blue-Green economy. This focused to combine activities related to ocean resources and environmental sustainability to unleash full economic potential of the country. Sri Lanka is facing various kinds of social issues like lack of access to education at all levels, unemployment, under-employment, lack of access to healthcare, lack of food security etc. Find a niche and start-up social enterprises with innovative solution to tackle those issues is paramount (Thursday, March 22, 2018

Sunday Leader). Simultaneously, Covid 19 pandemic situation also showing signals that entrepreneurs should come forward to come-up with innovative solutions to solve prevailing social issues. Since the capital city of Sri Lanka is located in Western province and consists of 5.8 million population (Thousands and Lanka, 2017) higher than other provinces in the country. High population rate in the western province has created regional disparities among other provinces with transportation, communication, health and education facilities. Moreover, healthy environment for new ventures is shown in western province and thus majority of entrepreneurs create their enterprises. However, high population of western province has generated different social problems includes the emergence of squatters and slums, environmental pollution, inadequate access to basic needs and natural hazards. Based on these issues, social entrepreneurs in Western province have established social enterprises to solve emerging social problems in speedily than social entrepreneurs in other provinces (Lanka Social Ventures, 2018).

Moreover, though some social enterprises are established to address those issues, there is lack of understanding and support for those enterprises in Sri Lanka. Further, to date, the academic dialog on social entrepreneurship within the context of emerging and developing economies are limited.

(Boluk and Mottiar, 2014; Omorede, 2014; Ghalwash et al., 2017). Although social enterprises are growing in the country, motivational factors to start social enterprises, challenges, and their social impact is not well-recognized and studied. Thus, current research attempts to address the existing research gap and aims to explore “What factors motivate social entrepreneurs to start-up social enterprises in western province of Sri Lanka?”

2. Literature Review

Social Entrepreneurship

Social entrepreneurship, social entrepreneur and social enterprise are main concepts that distinguished by school of thoughts in different ways includes school of social enterprise and school of innovation (Dees and Anderson, 2006). The inception of Grameen Bank, by Professor Muhammad Yunus in 1976 by introducing microfinance to eradicate poverty and empower women in the rural villages of Bangladesh has paved the way to open-up the discussion of social entrepreneurship around the world (<http://www.grameen-info.org>). Furthermore, Muhammad Yunus (2010) presents seven principles of social business as:

1. Business objective will be to overcome poverty, or one or more problems (such as education, health, technology access, and environment) which threaten people and society; not profit maximization.
2. Financial and economic sustainability
3. Investors get back their investment amount only. No dividend is given beyond investment money
4. When investment amount is paid back, company profit stays with the company for expansion and improvement
5. Gender sensitive and environmentally conscious
6. Workforce gets market wage with better working conditions
7. Do it with joy!

Bravo (2016) examined three school of thoughts which Western enterprise school of thought, innovation school of thought and Asian enterprise school of thought that the person who solve social problems by social innovations have been identified as social entrepreneur and the enterprise which fulfilled social mission without considering profit have be identified as a social enterprise in social enterprise school of thoughts in West and Asia. Furthermore, any enterprise in social entrepreneurship framework should be engrossed social aims by using innovative approach (Harun, Ariff, Ghadas, Shahirl, and Radzi, 2017). Alex (Huybrechts and Nicholls, 2012) defined in the social business school of thought that the enterprise with social aim should be implemented strategies to earn income. Moreover, social enterprises and their purposes can be identified as social entrepreneurship on innovation, social enterprise on commercialization, democratic enterprise on participation and social business based on trading to social purpose (Schmitz, 2006).

American approach and European approach are differ from one another in the social innovation school of thought that characteristics of individual are unique in American approach and unique legal platform are considered by European approach which the enterprise established on profit oriented or not for profit enterprise structures (Bacq and Janssen, 2013). Survival of social enterprise depend on school of thoughts and the individual has introduced key foundation of social enterprises in innovation school of thought of US (Dees and Anderson, 2006). Moreover, Albert (Woolley, Bruno, and Carlson, 2013) remarked that American approach focuses

financial factors mainly profit as individual factors for success of social mobility. Risk dominated on income of market have defined social enterprise school of thought of European approach without considering economic benefit and social enterprise should have related criteria includes contribution of group of citizens for launching of enterprise, production and selling activities, purpose of community benefit, economic risk in significant level, stakeholder participation for all activities, autonomy, narrow profit distribution, major attention for volunteer service and capital ownership not reasoning for decision making powder according to EMES approach (Bacq and Janssen, 2013).

Social entrepreneurship is a catalyst for social transformation through creating innovative solutions to overcome social problems by achieving sustainable social transformations (Alvord et al., 2004). According to Roberts and Woods (2000), social entrepreneurship is the entrepreneurship application to fill gap between business and benevolence. Moreover, on needs of civil society should be questioned who should and who can take responsibility within social entrepreneurship framework (Roper & Cheney, 2005) across globalization by the government providing business facilities for international companies, trading among nations and creating flow of capital (Kind, 2015). Nicholls defined that social entrepreneurship is the process with innovative and effective activities to maximize social impact by solving market failures and creating opportunities to add social value (Nicholls, 2006). Ebrashi (2013) highlighted the opportunity identification process of social enterprises that explore ideas, launch organization, social outcome and impact, growth of organization and measure success of the enterprises. Value creation of social entrepreneurship has extended by main types in economic and social value (Dees and Anderson, 2003; Hervieux, Gedajlovic, and Turcotte, 2010; Kind, 2015) and another arguments which social entrepreneurship creates value in profit, people and planet (Cohen, Smith, & Mitchell, 2008). Moreover, triple bottom line concept is employed by social enterprises that quality, cost and time are created economic value, social partners and stakeholders create social value (Wilson, 2015) with sustainable development that satisfying present needs while protecting resources to the future generation (Brundtland, 1987).

Overview of Social Entrepreneurship in Sri Lanka

Models and theories of social entrepreneurship is novel concept within Sri Lanka and social entrepreneurship has no long history in the country. However, Sri Lankans have performed social welfare activities science kings' era. Public sector, co – operatives, charities and community- based organizations are taking actions that

alleviating social problems in the country includes providing water and irrigation facilities, health care units, electricity units and employment opportunities. Contemporary micro, small and medium sector entrepreneurs, young generation and women have a desire for continuing social enterprises. Although the nation has no legitimacy for social entrepreneurship, the government facilitates for social entrepreneurship sector by empowering social entrepreneurs in the country and growing higher education system in Sri Lanka to conduct entrepreneurship courses within universities which University of Ruhuna, University of Kelaniya, Uva wellassa University, University of Sri Jayawardenapura and South Eastern University (Of et al., 2016). Moreover, with expanding formal social enterprise sector in Sri Lanka, British Council in Sri Lanka, Oxfam, ICE/Overseas/ (Italy), CARE International/ Chrysalis, Good Market, Lanka Social Ventures, Lanka Impact Investing Network, Social Enterprise Lanka and Avishkar Frontier Fund/ Intellicap are acting key role to develop social enterprises in the country (Lanka Social Ventures, 2018).

Social Entrepreneurial Motivation

In international background, most of scholars have explored in social entrepreneurship sector in their studies (Bloom & Smith, 2010; Dacin et al., 2010; Ghalwash et al., 2017; Mair & Martí, 2006; Roper & Cheney, 2005). Motivational factors to start social enterprises have been examined within social entrepreneurship studies (Aileen Boluk & Mottiar, 2014; Ghalwash et al., 2017; Omoredede, 2014) by generating another path of social entrepreneurship. Bloom and Smith (2010) investigated the factors driving to social entrepreneurial impact in United State by selecting three organizations by providing guidance to social entrepreneurship's theoretical and empirical work. The study developed by Mottiar and Boluk (2014) has investigated additional motivations to start social enterprises apart from social interests in South Africa and Ireland by studying six entrepreneurs with indicating additional motivations of social entrepreneurship includes generating profit, receiving acknowledgement, lifestyle motives and respect to business ventures. Omoredede (2014) examined the motivational drivers of social entrepreneurs in Nigeria by focusing ten individuals who were in social entrepreneurship sector in a Nigerian context by discussing local conditions, individual's international mindset generating from social networks and individual's passion are motives to enter social enterprises. The study developed by Ghalwash, Tolba and Ismail (2017) focused that regarding motives to social entrepreneurship by analyzing five social entrepreneurs in Egypt and confirmed that characteristics of social entrepreneurs as risk takers with

entrepreneurial mindsets, perseverance and social networks, previous personal experiences, social problems and challenges are initiatives to social enterprises. Mody, Day, Sydnor and jaffe (2016) explored motivations for social entrepreneurship using Max Weber's typology of rationality by investigating two social entrepreneurs of tourism sector in India and found that behavior of social entrepreneurs in formal and substantive rationalities and the way creating their own identities by social entrepreneurs. Pangriya (2019) found that unique ideas and innovation to solve social issues, self-transcendence, inspiration and personal experience motivate a person to become a social entrepreneur in India. Past life events through closeness to social problems and achievement orientation towards creating value for marginalized community to create systemic change motivate for social entrepreneurship in East Africa (Wanyoike and Maseno, 2020). Pananwala et al., (2020) examined the attitude of social entrepreneurs for impact investment in Western and Central provinces of Sri Lanka and the study found that reluctant to lose control, distrust, past expense, person's social network attitude, financial literacy, risk management, and being proactive plays an important role towards impact investment.

3. Research Methodology

3.1 Research Design

Ontology, epistemology and methodology are research paradigms that discussed physical reality to inner reality of the research. Reality of the world, known theories and findings by the research are included to research paradigms. What is reality and how it is reality are focused on ontology and epistemology is focused known things of the world, human beings and relationship between human beings and subjective knowledge (Gupta & Awasthy, 2015). The research study should be applied positivism or interpretivism to distinguish the research paradigms that positivism indicated natural science includes theories laws and interpretivism indicated subjective form of knowledge includes human beings and their relationships (Gupta & Awasthy, 2015). Exploratory studies are used inductive research approach and the scholars who discovered motivational factors to start social enterprises in various backgrounds have utilized inductive research approach for their studies (Ghalwash et al., 2017; Omorede, 2014). The study is developed on inductive research approach because the study aims to generate knowledge on motivational factors to start social enterprises in Sri Lanka. The study is applied epistemology interpretivism philosophy to discover "What are the motivational factors to start social enterprises in Sri Lanka?". Western province of Sri Lanka has selected for the study, because it consists of 5.8 million population (Thousands and Lanka, 2017) and large number of social enterprises are

established in the province (Lanka Social Ventures. 2018). Data gathered from social entrepreneurs is focused on their inner life and it is difficult to measure in quantitatively. As these reasons, the study is used qualitative research method for the study. Qualitative data provides “thick descriptions that are vivid, nested in a real context, and have a ring of truth that has strong impact on the reader” (Huberman & Miles, 1994).

3.2 Sample and Data Collection

Western province has nearly 115 formal social enterprises among 400 social enterprises in the country by showing the highest percentage for number of social enterprises in Sri Lanka (Lanka Social Ventures, 2018). Researches have obtained details about social entrepreneurs in Western province of Sri Lanka from a consultant and a leading social enterprise which provides BDS services and selected eight social entrepreneurs in Western province who provide major contribution for the social entrepreneurship in diverse sectors by creating and operating social enterprises in Sri Lanka. The study applied non – probability sampling by using purposive sampling techniques since the sample is selected based on the information provided by the business development service (BDS) organization in the social enterprise sector in Sri Lanka. The sample consists of eight social entrepreneurs selected from three districts namely Colombo, Kalutara, and Gampaha in the western province of Sri Lanka.

First, the scholar has made contact with social entrepreneurs by telephone calls and email. Moreover, the scholar participated for meetings to interview social entrepreneurs on allocated appointments. In-depth interview technique was used to understand the real situation of the respondent (Gupta & Awasthy, 2015). Data collection was started from in-depth interviews with eight social entrepreneurs from 15th of February in 2019 to 05th of March 2019 using face to face interview method and each interview was terminated after two hours when new data was not emerged. Owners and employees of the business were the respondents and interviews were taking place at their business premises following a site visit. The entrepreneurs explained the story of their social business journey by highlighting the motivation and important turning points. Furthermore, recordings and notes were used within each interview by the scholar with the permission of the respondents. Correspondingly, field observations were made to get a better understanding of the phenomena.

4. Data Analysis

Case study approach is a unique approach to analyze natural context data that the researcher should be involved individual cases interactively within the study (Gupta & Awasthy, 2015). Single case study or multiple case study can be utilized in case study approach by specific context (Zainal, 2016). Moreover, Case study strategy have used by most of scholars to gather data for their studies as proper method (Authors, 2016; Jones et al., 2008; Lyon & Fernandez, 2012; Richards & Reed, 2015; Whitelaw & Hill, 2013). Based on these reasons the study used multiple case studies and narratives to analyze data. Case study method was applied since case studies assist to get a thorough investigation of a real business scenario (Yin and Campbell, 2003). Furthermore, Case studies have gained increased reliability in the previous years, especially for this kind of in-depth research (Schaper, 2005). After analyzing each case, narrative analysis was performed. Once transcribing the interviews, initial analysis was carried out and coding was given through transliteration of the interviews. Through in-depth analysis, we could identify the main themes of social entrepreneurial motivation. Subsequently, detailed analysis of narratives was remarked over the identified themes. Narrative analysis allows the participant to tell the story and share experiences in a meaningful way (Moen, 2006). The analysis of data explores the motivation for social entrepreneurs in western province of Sri Lanka.

5. Results and Discussion

Profile of the social entrepreneurs' including the year of business establishment, sector of the business, and their social entrepreneurial motivations are illustrated in Table 1. Accordingly, only one social entrepreneur (no. 4) was established the business very long ago in 1998 and other were established their social enterprises within 10 years' time. Out of eight social entrepreneurs, only one (no.2) is providing business development services for social entrepreneurs while others are involved with manufacturing sector.

Table 1: Profile of Respondents

Social Entrepreneurs	Year of business est.	Social Sector	Motivation
1	2017	Agriculture Produce eco-products & provides employment for villagers	Family business background Identify a social problem Education & experience Creative thinking Religiosity Altruism
2	2014	Business development service for social entrepreneurs	Family background (father was a social activist) Working experience (worked in a charitable organization in UK) Engaged with community research and identify social issues, Networks, Vision, creative thinking, Leadership, Altruism
3	2015	Empower women and disables in poor families through craft work	Social problem Family support Social networks Altruism
4	1998	Produce eco-products from natural waste (cane, bulrush, corn shale, banana leaf sheath etc.) and provides employment for women	Education and experience Social mission Social networks Passion Creativity and risk taking Altruism
5	2012	Produce and Export organic food while providing good income for rural farmers	Education Worked with rural farmers and identify social problem Research Social networks Creativity and risk taking Altruism
6	2015	Plastic recycling and up-cycling	Social problem Passion Foreign funding Social networks Creativity and risk taking Altruism
7	2015	Produce organic footwear and other eco-friendly products	Social mission Social network Passion Altruism Creativity and risk taking
8	2013	Plastic recycling And produce value-additions	Social problem Social networks Risk taking Altruism

Source: Survey Data, 2019

motivational factors to start social enterprises in Sri Lanka were discussed by the research study in qualitative case studies. Eight social entrepreneurs were interviewed and they distinguished those social problems in the country have caused differently to start their social enterprises. First SE noted that,

“I was informed about environmental pollution in the country by media. I wanted to contribute to prevent environmental pollution in my possible caliber. Immediately, I got a solution to produce environmental-friendly products.”

Furthermore, third SE said that motivations to start-up a social enterprise came from beholding the poor and special needs of the people because they should be happy as generating income from their own effort. Third SE has entered the social enterprise sector to address poverty, women unemployment and unemployment of special needy people. Moreover, fifth social entrepreneur has established a social enterprise to generate clear solution to overcome usage of unhealthy food by presenting organic food for the market because 40% of people in work force of the country suffer from non – communicable diseases as usage of unhealthy food. Fourth SE said that,

“I was able to generate employment opportunities for house wives. They were unemployment women in the area. Some women enter to illegal activities after schooling their children. In this time period, I was able to protect mothers of school children by providing trainings in handicrafts while enclosing time to enter illegal activities. As well as this issue, I could address the problem of poverty by generating employment opportunities.”

Moreover, second SE has addressed poverty issue of the country and he has used strategies to upgrade the poor by facilitating free services to social entrepreneurs in bottom of the pyramid. As the explanations of social entrepreneurs, social problems addressed by the social entrepreneurs has been identified as a motivational factor to start social enterprises in the study.

Unique personal characteristics were exposed by social entrepreneurs and Passion of social entrepreneur is a dominant factor for entering into the social entrepreneurship sector according to the second respondent. He revealed that,

“Social entrepreneurship is my sector. I wanted to create social entrepreneurs. I am a couch, consultant and international researcher. I have an objective to improve

enterprises that addressed on social problems. If I support 10 social entrepreneurs, they will be support 1000 of social entrepreneurs. I want to expand benefits in social entrepreneurship sector in that way."

Sixth SE motivated to start his venture to serve the community as he realized that plastic creates a big issue to the environment. He was very opportunistic and eager to learn how plastic could be recycled to reduce pollution. He expressed that,

"I love environment. I know that collecting plastic is a big challenge since the village community are not well- aware of the issues of plastic. I have conducted awareness programs and taught them how to separate garbage. And also, I could get technology from Australia and provide employment for the villagers through up-cycling project."

Fifth SE wanted to do a contribution for the society by following triple bottom line concept. Moreover, all social entrepreneurs wanted to do a contribution for the progress of society. In this situation, *passion* can be identified as a unique factor to start social enterprises. *Patriotic* was ascertained by each respondents' discussions that is an influential factor to identify differentiation between social entrepreneurs and entrepreneurs. First respondent noted that the social entrepreneur should have an affection to the country to launch an enterprise to contribute wealth of the country. Moreover, fifth social entrepreneur, revealed that he has an interest to do a contribution for the success of the country. *Visionary* is caused to every person for the success and the social entrepreneur should have a social vision with profit expectations. According to first social entrepreneur, every person should have dreams with success and the person should have visionary to do anything for the society. Second social entrepreneur said that he has a social mission that conducting sustainable social entrepreneurship sector in Sri Lanka. And also, fifth social entrepreneur said that he has an objective to empower farmers in Sri Lanka to achieve their success through their respective power. Under their discussions, *social vision* is a respective characteristic of social entrepreneurs. First social entrepreneur is a photographer and he loves natural environment. First and fourth social entrepreneur had been an idea to be an artist or generalist. Although third SE was unable to obtain expected positions since she has an artistic mind that she creates handicrafts by adding new value. Furthermore, fifth SE said that he got the foundation to launch business from observing vehemently growth of trees in his land.

Altruism is a unique trait that comprised to social entrepreneurs because they create social enterprise to propagate benefits within the society. According to fourth SE, she supports her apprentices for conducting handicraft sector while generating income for the people with sustainability by facilitating training programs. Fifth respondent professed that he always tries to create entrepreneur from traditional farmers for the wealth of society. Seventh and eight entrepreneurs stated that they urged to protect the environment, reduce resource wastage, and empower the marginalized community. Third SE declared that,

“I conduct the enterprise to provide highest benefits for our members who are the poor women and special needs people. I have a goal to improve income earned by our members. As this status, I lead the enterprise without salary or any profit. Profit of the enterprise reinvest on members' welfare. We buy any products produced by our members and we provide their salaries and wages if we have profit or no profit.”

Social entrepreneur should think about the society before get decisions. In this situation, altruism can be identified as a familiar trait for the social entrepreneurs. Tolerance for ambiguity is caused to start social enterprises directly that social entrepreneur should have an ability to resign. The women who are fourth respondent disclosed that she has faced lots of ambiguity in her life includes feeding special needs daughter, death of her husband and breast cancer problem. However, she has conducted her enterprise by overcoming those problems as a real social entrepreneur.

Skills comprised of social entrepreneurs have triggered to start social enterprises in Western province of Sri Lanka. Creative thinking skill is a prominent skill that mainly supports to start social enterprises because social entrepreneur starts the enterprise with social innovations that generated as a result of creative thinking. Fifth respondent asserted that,

“I did not want to be a hero. But I wanted to change social model in Sri Lanka. Although pundits have said that the farmer is a king after washing mud, the traditional farmer has no solution for their problems. To change this method, I transferred traditional farmers' lives to the entrepreneurial farmers.”

Furthermore, second social entrepreneur said that he launched their social enterprise after having conducted research on social enterprise sector in Sri Lanka. He has discovered suitable methods to address social problems in Sri Lanka before starting

his social enterprise to build their social innovations. In this situation, creative thinking can be identified as a fundamental factor of social entrepreneurs to establish social enterprises. Leadership for the society is a prominent ability which was uncovered by social entrepreneurs. First respondent revealed that,

“I am leading my village on credibility of villagers. Villagers assent my decisions and suggestions because I am engaging with social welfare activities. I am a counselor in local government.”

Moreover, fourth respondent said that she is an active member in women society and administration of *Samurdhi*. Their illustrations were disclosed that social entrepreneur should be a leader for the society. Conceptualization skill is another skill which should have for the social entrepreneurs. However, they should plan for the success of the enterprise as well as society. First respondent noted that he has entered the enterprise as a result of planning that he has trained for the sector before start the social enterprise. Third respondent declared that he has started the enterprise after research in Sri Lanka and he always searches new models to provide largest social benefit. According to them, social entrepreneurs should have conceptualization skill to plan for the wellbeing of society. Moreover, fifth social entrepreneur noted that,

“My friends, my family members thought that I was mad because I chuck a greatest position in garment field in Sri Lanka to establish this social enterprise. Clearly, I had a risk to enter this sector. But I enter the social enterprise sector by adopting risk.”

Risk adopting is a unique skill of social entrepreneur because he or she should have an ability to get responsibility on behalf of society. Besides, flexibility for changes is an important for the social entrepreneurs. Third social entrepreneur allege that,

“I should explore methods to improve income of our members. At the same time, I have a goal to earn profit by offering different products to the society while protecting sustainability of the enterprise.”

Fifth SE said that he had followed new models to change traditional farmer as entrepreneurial farmer. And also, second respondent declared that he wants to

sustainability of profit oriented social enterprise sector in Sri Lanka separately co – operatives or other welfare societies. Those are the illustrations for the flexibility for the changes in social entrepreneurship sector and flexibility for social changes is a vital skill for social entrepreneurs.

Education background is affected considerable things in the life. Second social entrepreneur has a postgraduate doctoral degree and fifth social entrepreneur has a Master of Business Administration degree. Third social entrepreneur has a BSc. Degree in Textile Engineering. First, and fourth social entrepreneurs have faced G.C. E. A/L examination. Moreover, first social entrepreneur has studied entrepreneurship course in Open University of Sri Lanka. The social entrepreneur should have a knowledge to identify social problems and solutions to addressed problems. In this situation, good education background can be identified as a motivational factor to start social enterprises. Religion is the spiritual thing that focus the person to welfare activities. First SE declared that,

“I am a Buddhist. According to my religion, I satisfy things that I have. I am in my boundary. Other people have needs as me. So, I should focus social activities to share happy.”

The social entrepreneurs who are third SE is a Muslim lady and fifth SE is a catholic person. They said that every religion focuses the person for social welfare activities and the religion is a factor to get enthusiastic for social enterprises. However, religion conviction is a key motivational factor that caused to start social enterprises in Western province of Sri Lanka. Moreover, experiences in life can be identified as a prominent factor to obtain a temper for any person. First respondent revealed that he worked in privet company while associating top managers and responsible parties and he was able to obtain different experiences includes how lead employees, how manage cost of the organization and how conduct sustainable enterprise. Furthermore, second social entrepreneur said that,

“I worked in social entrepreneurship sector as a researcher, lecturer and trainer in foreign country. In this time period I grabbed lots of experiences in social entrepreneurship sector. So, I wanted to start professional enterprise in social entrepreneurship sector in Sri Lanka.”

Besides, fifth social entrepreneur is the person who has worked in garment field in Sri Lanka in top management level while grabbing various experiences in his work life to transfer cheap labor garment industry in Sri Lanka as to stainless industry. In addition to work life experiences social entrepreneurs have obtained another prominent experience before starting social enterprises. First social entrepreneur has an experience about intricate lives of his villagers from his childhood. And also, second respondent and fifth respondent have lived in rural areas in Sri Lanka like Eastern province, Jaffna, Hambanthota and Anuradepura. In these time periods they were able to understand motions of people in remote areas by associating them. Furthermore, fourth social entrepreneur is a lady have lived with the poor by identifying their lurches. Specially, she was able to search lives of special needs of people because she could participate training programs conducted by Department of Social Services in Sri Lanka. Third respondent noted that,

“My mother worked as a volunteer in the organization which facilitated training and employment opportunities for the unemployment women and special needs people. As this situation, I was able to associate special needs people and women in low-income level. I wanted to a sustainable social enterprise to serve those people continually and I entered the social enterprise sector.”

Life experiences declared that social entrepreneurs can be identified as a motivational factor to start social enterprise. Mainly, it should be introduced as social life experiences. The study can be identified experiences of social entrepreneurs as motivational factors to social entrepreneurs separately work life experiences and social life experiences.

Networks and linkages affected to start social enterprises that third and fifth social entrepreneurs noted that they have linkages and networks with other social enterprises in Sri Lanka. And also, they said that they had no donor funds for their enterprises. But second social entrepreneur declared that,

“I worked in foreign research institute in social entrepreneurship sector. I researched Sri Lankan social entrepreneurship context in that period. Next, I wanted to start social enterprise in Sri Lanka and I propose that alternative for my institute. As my proposal the institute facilitated fund to start social enterprise in Sri Lanka.”

First and fourth social entrepreneurs declared that government contribution was an essential factor to start their social enterprises. First social entrepreneur has obtained training facilities from Kalutara Extension Center, Department of Export Agriculture, Export Development Board, Central Environmental Authority and Sri Lanka Tea Board before starting his enterprise. Moreover, he has obtained loans from Bank of Ceylon and Regional Development Bank. Fourth respondent was facilitated *Jathika Shilpa Sabhawa*, *Samurdhi Development Authority* and National Enterprise Development authority. Volunteer services affected to sustainability of the enterprises and second and fifth social entrepreneurs said that foreign volunteer services have obtained from their enterprises. In this situation foreign volunteer services can be identified as a motivational driver to start social enterprises in Sri Lanka. Family background is another factor was declared from discussions with social entrepreneurs. First respondent's father has had a business which collecting and selling rubber products that facilitated employment and selling opportunities for villagers. Second social entrepreneur said that,

"I thought that my interest for social entrepreneurship sector has carried from my family. My father was a social worker. He implemented lots of social activities."

Besides, fourth and fifth social entrepreneurs declared that their fathers have provided opportunities them to live with the people who in bottom of pyramid. As this situation social welfare activities automatically generated in their minds. Third social entrepreneur said that,

"The social enterprise has launched by my mother and my cousin. We are conducting enterprise in my father's properties in less overhead cost. I have two sisters and both of them are contributing marketing and training programs of the enterprise. Actually, the enterprise is a goal of my mother. I entered to conduct the enterprise as motivation of my family."

Only family background has not declared the illustrations of social entrepreneurs. All social entrepreneurs have noted that family background with social welfare activities is essential to start social enterprises. It can be distinguished as a social family background that is a motivational factor to start social enterprises in Sri Lanka.

The result of research study has found what are the motivational factors to start social enterprises in Sri Lanka. Social problems addressed by the social entrepreneurs,

personality factors of social entrepreneurs and social factors of social entrepreneurs have been identified as motivations to start – up social enterprises. Personality characteristics, educational background and work life experiences are personal factors of the social entrepreneur. Social family background, social life experiences and networks and linkages have affected to start social enterprises in Sri Lanka that were considered as social factors of the social entrepreneur. The study has identified another motivational factor as religious conviction of the social entrepreneur. Findings of the study is indicated in figure 1.

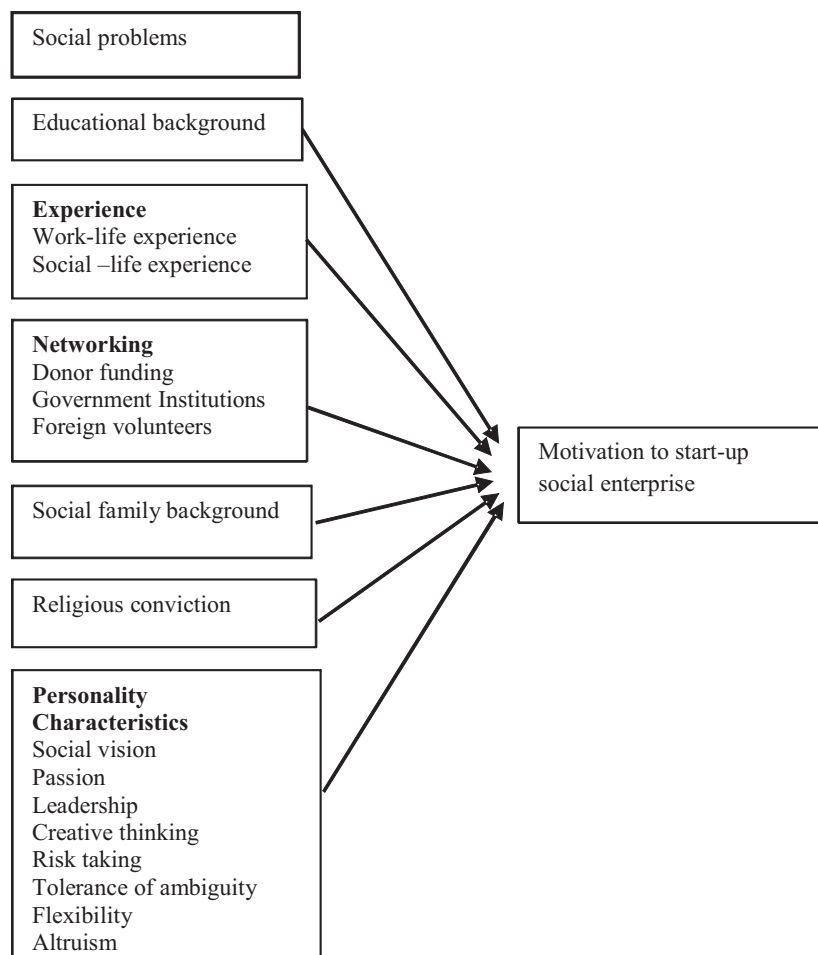


Figure 1: Motivational factors of starting social enterprises in Sri Lanka

Source: Survey Data, 2019

Findings of the present study are partially harmonious with what Ghalwash, Tolba and Ismail (2017) have found. They have identified that social problems and challenges, inspiration, previous personal experiences and social networks as motivational factors to start social enterprises. However, their study was not focused on personal characteristics and skills of social entrepreneur, social family background, education background and religious conviction as motivational factors to start social enterprises. Furthermore, Omorede (2014) have examined mainly four factors as motivations to start social enterprises includes local conditions, international mindset, passion for a cause, and social network support and the finding was partially harmonious with the study since the present study also identified that social networks, and passion plays a major role. Moreover, Boluk and Mottiar (2014) have indicated additional motivations to start social enterprises by finding only three factors which are life style, acknowledgment, entering a network, profits and financial viability. Thus, acknowledgment and entering a network supports the findings of the present study. In addition, results are compatible with the findings of Wanyoike and Maseno (2020) which recognized that closeness to social problems and achievement orientation to create systemic change motivate for social entrepreneurship in East Africa. A study conducted by Pananwala et al., (2020) in Sri Lanka found that reluctant to lose control, distrust, past expense, person's social network, financial literacy, risk management, and being proactive motivate toward social entrepreneurship. This is also partially acceptable since social network, and past experience have also identified as motivations for social entrepreneurship in the current study. In nutshell, findings of the aforementioned previous studies are partially compatible with the results of the present study.

6. Conclusion and Implications

The key findings of this study propose that various motivational factors were affected to start social enterprises in Sri Lanka through a qualitative inquiry. So far, there is a dearth of empirical research on the motivational factors of social entrepreneurs in Sri Lanka as well as in emerging economies. Results indicate that prevailing social problems, social family background, networking, working experience, religiosity, and personality characteristics motivate to start social enterprises in Sri Lanka. In addition, in-depth interviews conducted with social entrepreneurs revealed that they are facing several issues such as lack of awareness of the people, insufficient government contribution, less developed infrastructure and deficiency of linkages and networks in the sector. Thus, research suggest that social entrepreneurs who have a passion would progress in the field. Further, legal and

regulatory requirements for social enterprises should be formalized, and the government should facilitate healthy environment for social entrepreneurs in the country by providing infrastructure facilities and awareness programs. Public – Private partnership is another beneficial method to develop social enterprises in Sri Lanka which facilitate in attracting donors and volunteers for the sector. Simultaneously, social entrepreneurship education is another solution to develop social entrepreneurship sector by introducing social entrepreneurship subject stream in universities, schools and other academic institutions to create social entrepreneurs. Moreover, research studies in social entrepreneurship sector should be developed in Sri Lanka to add new knowledge to fill the research gap. This qualitative study provides rich information for social entrepreneurs, business development service organizations, policy makers and other interested parties who wants to make a social change through realizing motivation for social entrepreneurship. Despite these practical contribution, present study extends the theoretical contribution through enhancing knowledge on social entrepreneurship motivation by proposing a framework.

7. Limitations and Future Research Direction

Present study has several limitations since the sample is small and limited to western province of Sri Lanka. Moreover, the findings of this qualitative study can only be generalized to the sample and not to entire population. However, case analysis provides in-depth understanding of the social entrepreneurial motivation in Sri Lankan context and provide a framework to conduct further studies in the field. Future research should focus the social entrepreneurial motivation using a large sample with quantitative analysis in Sri Lanka and emerging economies.

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