

ANALYZING SOCIOECONOMIC IMPACTS OF STRATEGIC PLANNING FOR SOCIAL
ENTREPRENEURS

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DEDICATIONS

And to the version of me who kept going, especially when it made no sense to, I see you, and I thank you.

I dedicate this thesis to **my beloved spouse**, whose unwavering love, patience, and encouragement have been my greatest strength throughout this journey.

To **my children**, whose smiles and innocence kept me going even on the toughest days.

To **my dear friends**, for their constant support, motivation, and belief in my abilities.

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ABSTRACT

BRIDGING THE TRUST GAP IN WELLNESS INNOVATION: A STRATEGIC ROADMAP FOR CONSUMER ADOPTION

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2025

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Through this thesis, the socio economic implications of strategic planning of social entrepreneurs is examined, in terms of how a planned process affects long term sustainability, expansion, and creation of social value (in the form of employment generation particularly). Social entrepreneurship (SE) has become an important way to respond to many socioeconomic problems by using business resources and it has a social purpose. However, the role that the formal strategic planning plays an influencing role in the socio economic outcomes of social enterprises which still has a knowledge gap even though its contribution has been increasing. Our thesis is based on theoretical perspective from the Resource Based View (RBV) and Social Resource Based View (SRBV) to formulate and empirically justify a conceptual framework linking innovation, strategic planning and employment generation. The study focus on (1) the identification of issues of major things practiced by social entrepreneurs in strategic planning process, (2) evaluation of the socio economic effects of such practices, (3) comprehension of the problems that are experienced by the social entrepreneurs in their pursuit of the socio economic impacts and (4) the description and testing of a model which facilitate the analysis of the relationship between the planning and outcomes. A mixed method approach have been used in this study. The qualitative insights were gathered using 32 semi structured interviews with social entrepreneurs in the healthcare, financial and real estate sector. In the quantitative part of the research, 101 social enterprise managers and employees were surveyed to measure constructs such as innovation, strategic planning, and employment generation. The analysis was done using PLS SEM (Partial Least Squares Structural Equation Modeling) and thus, highly complex relationships and predictive dynamics have been evaluated. The results put much emphasis on the fact that innovative planning practices have a positive influence on long term strategic thinking and complete planning has been observed to greatly enhance the socio economic effects of social enterprises particularly when it comes to creation of jobs. The findings also demonstrate the importance that context, institutional resources, and resource availability also plays an important role. The study contributes to both theory and practice because the research demonstrates that structured and innovative planning can help social entrepreneurs to develop robust enterprises that offer long-term positive impacts on their society. It establishes practical solutions to social enterprises, funders, and policy formulators, establishing a tighter link between social enterprise strategies and socio economic outcomes.

ABBREVIATIONS

AVE — Average Variance Extracted
CR — Composite Reliability
f² — Effect Size
INNOV — Innovation
R² — Coefficient of Determination
rho_A — Dillon–Goldstein’s rho
rho_C — Composite Reliability (alternate measure)
CEO – Chief Executive Officer
MD – Managing Director
VP – Vice President
M&E — Monitoring and Evaluation
SP — Strategic Planning
SI — Social Impact
EG — Employment Generation
EGS — Ecosystem Growth Strategy
RBV — Resource-Based View
SE — Social Entrepreneurship / Social Enterprises
SRBV — Social Resource-Based View
PLS-SEM — Partial Least Squares Structural Equation Modeling
UK — United Kingdom
RO — Research Objective(s)
SDG — Sustainable Development Goals
KPI — Key Performance Indicator
RCEP – Regional Comprehensive Economic Partnership
SES – Social Enterprise Sector
GLOBE – Global Leadership and Organizational Behavior Effectiveness
GEM – Global Entrepreneurship Monitor
WB – World Bank
WVS – World Value Survey
SE – Social Entrepreneurship
UN – United Nations
DEA – Data Envelopment Analysis
ME(s) – Medium-sized Enterprises
TOC – Theory of Constraints
SROI – Social Return on Investment
ABCD – Asset-Based Community Development
R&D – Research and Development
VRIN – Valuable, Rare, Imperfectly Imitable, and Non-Substitutable
H1 – Hypothesis 1
H2 – Hypothesis 2
SS – Sample Size
Z – Z-Value (Standard Score)
CB-SEM – Covariance-Based Structural Equation Modeling
TA – Thematic Analysis
RO – Research Objectives

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CHAPTER I

INTRODUCTION

1.1 Introduction:

An increasing number of people are coming to the realisation that social entrepreneurship (SE) has the potential to offer groundbreaking answers to societal issues that have lasted for a considerable amount of time (Zeyen et al., 2025). Indeed, social entrepreneurs have gained praise in recent decades for introducing novel approaches to long-standing social issues, redirecting resources to achieve greater social good (Peredo & McLean, 2006), and coping with the unknowns that come with institutional gaps and market imperfections (Zahra et al., 2009; Mair & Martí, 2009). Furthermore, as stated by Austin et al. (2006), Hemingway (2005), and Mair and Martí (2006), the concept of social entrepreneurship involves not only the establishment of new social firms but also the implementation of entrepreneurial actions inside existing organisations in order to tackle social problems. This act of starting social change initiatives within existing organisations is called social intrapreneurship (Mair & Martí, 2006). McGaw and Malinsky (2020) and Kuratko et al. (2017), argue that a greater amount of attention has been given to the actions of individuals who initiate social businesses as opposed to those who initiate social change projects inside organisations that are already in existence. Employees in the corporate, public, and nonprofit sectors, all have the capacity to bring about significant social change through the practice of social intrapreneurship (Geradts and Alt, 2022). This can be achieved by leveraging the resources and capabilities of established organisations (Tracey & Stott, 2017, p. 53). Works of Ambos and Tatarinov (2022), Glavas and Fitzgerald (2020), and Kistruck and Beamish (2010) are a few examples that fall within this category. While working individuals have great power within organizations through social intrapreneurship, SE provides a way to make bigger and often more disruptive differences in society (Hadad and Cantaragiu, 2017). Social entrepreneurs typically set up their own ventures to solve major challenges in society (Zeyen et al., 2025). Because government and market options are inadequate, it is social entrepreneurs who take on the challenge of finding social needs, gathering resources and putting scalable solutions in place (Rosário and Figueiredo, 2024). That's why it is important to see SE as an independent area, where people apply business knowledge to make a difference for society and the economy as a whole.

Since 1980s in Europe, SE has spread, becoming a well-known part of the larger social economy in the 1990s. (Zeyen et al., 2025). Kamaludin et al. (2021) defined SE as a

multidimensional term since it incorporates a number of interrelated elements, such as economic, social, and environmental contexts. One of the most important aspects that sets SE apart from more conventional kinds of entrepreneurship is the multidimensionality of its operations. According to Austin et al., (2012), a social enterprise is a business with social objectives that serve its primary purpose and an entrepreneur is said to be the social entrepreneur, if one is capable of identifying the social problems and attempts to resolve it for the betterment of society. Unlike regular businesses, social enterprises work to be financially stable and generate positive societal impact (Bansal et al., 2023). They have a dual mission. While traditional firms place importance on getting maximum profit, social entrepreneurs judge success in terms of how much social good they do, usually choosing to use their earnings to advance their mission instead of dispersing them (Geradts and Alt, 2022). By prioritizing both people and profits, social enterprises become important for increasing growth and opportunities for all (Zeyen et al., 2025). However, maintaining a social enterprise is not an easy task as it requires certain ways and strategies to sustain in the market and continue its social mission (Davies et al., 2019). SEs act as important drivers for solving poverty and employment challenges while making efforts to address socio-economic inequalities by creating sustainable social wealth (Maher and Hazenberg, 2021; Goyal et al., 2017). Further, the value creation and business strategy followed by social entrepreneur should be guided by means of social mission, which adds to its impact. The success of a strategy followed by a social entrepreneur does not rely only on factors which are similar to profitable enterprise but also depends upon factors such as creation of social value and attainment of social goals (Gupta et al., 2020).

Today, there are millions of social enterprises around the world who deal with poverty, healthcare and helping the environment. In Sub-Saharan Africa, around 28-41 million jobs have been created by social enterprises and the United Kingdom (UK) boasts a wide variety (over 1,00,000) of social enterprises that help the economy of UK (Krishnamurthy, 2023). BRAC's achievements in Bangladesh have shown how successful social enterprise can help boost a nation's economic condition, as the country moved up from being one of the poorest in the world to being classified as a lower-middle-income country (Krishnamurthy, 2023). It shows that social enterprises can help both society and economy. Similarly, lots of social enterprises struggle to sustain in the long run. A lot of social ventures remain small, often experience chronic funding problems and are unable to either remain financially viable or properly assess their results (Krishnamurthy, 2023). Since social entrepreneurs often work in

tough situations with complex stakeholder networks, they must balance their mission and vision with the market pressure. Because of this, strategic planning is now a necessary practice for social enterprises to handle uncertain and complex environments (Goyal et al., 2016; Baker, and Weerakoon, 2024; Kummitha et al., 2025). A good strategic plan helps organizations identify long-term plans, divide resources wisely and organize activities to meet financial and social objectives (Kummitha et al., 2025). Given low budgets and operational issues are serious challenges in any industry, making and carrying out good plans is often the deciding factor in an enterprise's outcomes (Krishnamurthy, 2023). It is now widely recognized by researchers and the industry professionals that social enterprises are more likely to succeed financially, reach more people and sustain community benefits when managed efficiently and planned effectively (Wronka-Pośpiech, M., 2013; Gandhi and Raina, 2018; Harsanto et al., 2022; Quaye et al., 2024). In the field of social entrepreneurship, more people are noticing that strategic planning helps management and boosts the results for society and the economy. Laying out clear mission-guided strategies helps social entrepreneurs combine their two missions, respond well to changes and effectively involve all stakeholders (Weerawardena and Sullivan Mort, 2006; Quaye et al., 2024). SELCO India, a solar energy social enterprise shows how strategic decisions help direct their growth and influence. When SELCO's founder made early mistakes after expanding too fast, he worked with international partners to realign the strategy, allowing the enterprise to supply affordable solar energy to those without electricity and keep the business steady (Sahni et al., 2023). Such examples demonstrate that strategic planning helps social enterprises to grow immensely and do good for society. With social enterprise performance becoming a more important topic, this thesis looks at the impact of planned approaches on social entrepreneurship.

1.2 Background of the Study:

The rise of social entrepreneurship as a driver of change is due in part to the understanding that traditional ways of doing things have failed to fully solve tough social issues (Antoniuk et al., 2023). When issues with the market or with government occur, social entrepreneurs use their business skills to help achieve charitable or development aims (Krishnamurthy, 2023). They carry out activities across different fields – for example, enhancing care in healthcare, investing in microcredit for underserved people and designing cheaper shelter. In the Indian context, social enterprises have expanded to solve major issues related to basic services and employment (Mehta, 2024). Because of policy encouragement and UN goals such as the

Sustainable Development Goals, social entrepreneurs in India are working on issues in rural healthcare, financial inclusion and sustainable farming (Quaye et al., 2024). In emerging nations, there is a larger trend with social enterprises starting to lead the way in helping communities and people better financially and socially (Uzzol and Uddin, 2025). In spite of their good intentions, social enterprises must deal with different barriers that may reduce their impact. Working in these markets usually means unpredictable situations and stakeholders with high levels of expectations (Gururaja, 2024). Many past research and practical experiences suggest that social enterprises find it challenging to build businesses that work well and grow, while continuing to serve their social mission (Pieniazek et al., 2024). While commercial startups are mainly interested in making money, social ventures always have to ensure they care for both society and finances (Yang et al., 2020). This field is not simple because social enterprises sometimes supply their communities, educate people within them and even distribute their goods. Those in this position have to understand a cause and possess the appropriate management skills (Pieniazek et al., 2024).

Setting up a strategy for a social enterprise means choosing its purpose, objectives and how to achieve those, by considering its means and the environment in which the enterprise operates. Part of this process is to choose goals, prepare a plan to complete them and create measurements to see how well things are going (Davies et al., 2019). Social entrepreneurs need to ensure their strategic plans and consider social results just as much as financial and operational results, so their business gains do not impact their social activities. The strategy of a social enterprise depends on common business aspects as well as mission-related factors like creating social benefit and achieving set social targets (Gupta et al., 2020). Studies found that social enterprises who clearly set their social aims and design their strategies around them tend to achieve reliable social goals (Maher & Hazenberg, 2021; Goyal et al., 2017). Social ventures that pay attention to community issues and measure how much social benefit they bring, can earn more trust and gain support from everyone involved, which helps them make a greater difference in their communities.

Furthermore, the background includes the theoretical discussion around strategic management and social entrepreneurship. The Resource-Based View (RBV) and stakeholder theory from classical strategic management are now being used more to study how social enterprises act and perform (Mailani et al., 2024). Use of special resources and networks can make social enterprises more competitive and lead to greater impact. Yet, social enterprises

need to make changes to its business approaches borrowed from the commercial sector because what matters to them and what can hold them back is not the same (Maksum et al., 2020). Because of this, there are now requests for research on specially tailored planning methods for social enterprises, specifically by exploring how strategic frameworks from nonprofits (such as Basic, Issue-based and Alignment) might be used to achieve more positive social and economic results (Bryson et al., 2017; Quaye et al., 2024). Ecosystem Growth Strategy (EGS) is yet another term introduced which points out that social entrepreneurs join efforts with various individuals (representing communities, governments, similar organizations) to make sure their work brings the highest social effects (Chatterjee et al., 2021; Holzmann and Gregori, 2023; Zeyen et al., 2025). All this research provides the context for our work presented here which aims to explore how strategic planning enhances the socioeconomic results of social enterprises.

1.3 Problem Statement:

Scaling and sustaining a social enterprise is an uphill activity that goes beyond the normal business challenges (Gupta et al., 2020). Social entrepreneurs have to maintain a financial flow and keep providing a population with a social mission, and this two-dimensional task requires specific planning and strategy (Davies et al., 2019). Although the volume of literature that confirms the significance of social entrepreneurship and discusses different approaches of social entrepreneurship. Literature also suggest that there is a knowledge gap about certain socioeconomic effects that are produced by strategic planning in the social enterprise setting (Mair and Noboa, 2003; Rahdari et al., 2016; Chandra and Kerlin, 2020). Kruse et al. (2025) also note that the number of studies that look at the socio-economic impact of strategic planning by social entrepreneurs remains very few.

This research gap implies that, at present, social entrepreneurs and stakeholders lack evidence-based research on which planning techniques are most effective, what kind of socio-economic value can be accomplished because of strategic planning, and how to address the de facto challenges involved in putting such plans into practice (Zietlow, 2001). A substantial number of social enterprises still operate on ad-hoc decisions or based on missions or passion without an agreed strategy, and this may cause inefficiency or scaling issues (Gupta et al., 2020; Holzmann and Gregori, 2023; Zeyen et al., 2025). Social enterprises tend to work in high-energy settings, where policy, community demands, and funding situations

change swiftly, so strategic vision and the ability to change are valuable assets (Chatterjee et al., 2021).

This research attempts to fill this gap and provide a better comprehension of how strategic planning is related to the socio-economic performance of social enterprises. Exploring this issue, the study addresses the demands in the literature to devote closer attention to the topic of strategic planning in the context of social entrepreneurship (Williams et al., 2023). Finally, by filling this gap, it will be possible to explain how strategic planning could be used as a resource to increase both the financial sustainability of social enterprises and their impact on the welfare of the society (Leung et al., 2019). The implications of the present research are likely to benefit not only theory, by addressing a serious gap in the literature on social entrepreneurship, but also practice, by helping social entrepreneurs design the strategies that would allow them to maximize their social benefit and at the same time achieve organizational sustainability (Williams et al., 2023).

1.4 Research Objectives:

In light of the background and the above mentioned research problem, the study has a series of objectives. These objectives guide the investigation and outline the results that the study wishes to attain. The Research Objectives (RO) are as follows:

RO1: To identify the prominent strategic planning processes used by social entrepreneurs.

RO2: To identify the socio-economic impacts which are created when social entrepreneurs use strategic planning.

RO3: To identify the challenges faced by the social entrepreneurs in creating socio-economic impact.

RO4: To outline and test a conceptual framework for analysing socio economic impact.

By fulfilling these objectives, this study will pave the way to the derivation of useful recommendations to social entrepreneurs and policymakers.

1.5 Significance of the Study:

The work has several important aspects. At the academic level, it adds to the emerging body of knowledge in the field of strategy and social entrepreneurship. The research addresses a much-needed gap in the literature by examining the socioeconomic effects of strategic planning in social enterprises - a topic that has been seldom explored in the literature to date, hence expanding theory on how strategic tools can be effectively used by mission-driven organizations (Seda and Ismail, 2020; Islam, 2022; Yangailo and Mpundu, 2023; Bonfanti et al., 2024; Leitão et al., 2024). Its results will contribute to previous research on social enterprise performance (e.g. by investigating determinants beyond financial profit) and will provide novel data on the relation between structured planning and its outcomes, such as financial sustainability and social value generation (Gupta et al., 2020; Holzmann and Gregori, 2023; Zeyen et al., 2025). In addition, the study contributes to future research by establishing a conceptual framework of the relationships between strategic planning and socio-economic results, which are to be analyzed further and adjusted in future studies. It will provide grounds to the discussion that strategy is important even in the social field so that researchers should further incorporate strategic management theories (like RBV or stakeholder theory) in their studies on social enterprises (Mailani et al., 2024).

The value of this research is no less persuasive to practitioners and policymakers. Social entrepreneurs and social enterprise managers can benefit by obtaining practical advice on how they should plan to grow and plan to make a difference. The study condense lessons on what strategic planning methods have actually been useful so that the practitioners can use their scarce resources more prudently and create strategies that can maximize their impact. As an example, when some planning practices are identified to enhance financial resilience or community involvement, the same can be disseminated more widely in the sector (Bonfanti et al., 2024; Leitão et al., 2024). By determining the general issues in strategic planning (e.g., absence of training or external support), the research advocate for capacity-building activities - i.e. the design of training programmes or toolkits specific to social enterprises (Gupta et al., 2020; Holzmann and Gregori, 2023; Zeyen et al., 2025). That is especially true since most social entrepreneurs do not have a business or grassroots backgrounds and might not sufficiently value formal planning until the value is proven.

The research is also relevant to funders, support organizations and policymakers, interested in the success of social enterprises. Learning more about the connections between strategic

planning and outcomes may assist impact investors in assessing the preparedness and prospect of social ventures (e.g. a social enterprise with an established strategic plan could be deemed more probable to succeed in creating long-term impact, and thus be a more appealing investment) (Zeyen et al., 2025). The insights, in turn, could be used by policymakers and development agencies to shape interventions (e.g. incubator programs or strategy consulting services) that enhance the strategic capacity of social enterprises, and enhance their socio-economic impact (Quaye et al., 2024). Finally, the study helps to achieve wider societal interests: communities will be better off when social enterprises are effective in providing services, employing people and solving social problems in a sustainable way (Weerawardena and Sullivan Mort, 2006; Quaye et al., 2024). Altogether, the study contributes not only to the scholarly discussion but also provides practical knowledge to people who are engaged in the trenches of social innovation and seek to find a way to bridge the gap between theory and practice in the name of sustainable social transformation.

1.6 Scope of the Study:

The scope of the research is to consider strategic planning in the context of social enterprise, especially enterprise operating in India. The choice of India is driven by the fact that this country has a very dynamic and diverse social entrepreneurship sector in which organizations are working on a variety of problems (healthcare, education, finances, housing, and so on) and the possibility of strategic expansion of social impact is particularly urgent (Wasim et al., 2024; Embassy of India, Bern, 2021). Social enterprises that clearly pursue both social mission and financial sustainability (irrespective of their legal status: non-profit, for-profit, or hybrid) are the participants of the study. The study also covered strategic planning processes and practices (e.g. business planning, strategy formulation methodologies, application of planning tools/models) and the socio-economic implications of social enterprises. In this research, socio-economic impacts are those effects which show an increase in the financial performance of the venture, creation of jobs, generation of income to beneficiaries, community development indicators, and the impact towards solving the intended social problems. The study represents a mixed-method research: combining the information gained during qualitative interviews with social entrepreneurs and survey data analysed using PLS SEM.

1.7 Structure of the Thesis:

There are 4 chapters that are arranged in a way to methodically deal with the research objectives. The structure of this thesis is as follows:

Chapter 1 offers the overview of the research topic, such as the background, problem statement, research objectives, significance, scope of the study. It determines the background and justification in researching the impact of strategic planning on the socio-economic performance of social entrepreneurs.

In chapter 2, current literature and theories that concern social entrepreneurship and strategic planning have been reviewed. It discusses major concepts and definitions (e.g., social enterprise models, strategic planning in organizations), reviews what previous researchers have found out about strategic management in social ventures and where the gaps exist. Also through the literature review, the conceptual foundations of this study have been presented, including frameworks or models used in the analysis.

Chapter 3 elaborates on the research methodology that was used to attain the objectives. It outlines the research design, data collection methods (qualitative interviews and quantitative surveys) as well as sampling strategy to choose social enterprises and respondents. It also discusses methods of data analysis, i.e., qualitative thematic analysis and quantitative statistical analysis.

The data analysis and the results are the subject of Chapter 4. The initial step is the presentation of demographic analysis. The chapter subsequently discusses the selection of a data analysis technique, which is followed by the application of PLS-SEM to evaluate the hypothesis, validity, and reliability. The thematic analysis is then presented in this chapter.

The Conclusion chapter concludes by reviewing the study's results, managerial implications, and academic contributions, and offering recommendations for future research.

The structure of this thesis is such that it provides the necessary background to the reader, both in terms of context and theory before taking them through the methods of how the research was carried out, evidence presented and how this evidence has been interpreted before giving overall conclusions and recommendations. Such systematic representation will

help in conceptualizing the role of strategic planning in socio-economic outcomes to social entrepreneurs which is the core of the study.

CHAPTER II LITERATURE REVIEW

This section, undertakes a comprehensive critical review of existing literature pertaining to the field of social entrepreneurship and its strategic planning for the purpose of achieving both social and economic impact.

2.1 Entrepreneurship and Social Entrepreneurship:

Entrepreneurship has positively influenced economic growth, a relationship that has been extensively examined in recent decades (e.g., Audretsch & Keilbach, 2004a, 2004b; Audretsch, 2005; Alpkem et al., 2010; Acs et al., 2012; Méndez-Picazo et al., 2012; Nissan et al., 2012; Castaño et al., 2016; Doran et al., 2018; Stoica et al., 2020). This favourable relationship primarily stems from entrepreneurs' activities, such as product development, market exploration, and innovation implementation, which positively influence economic growth, subsequently enhancing job creation and social welfare. Considering the potential for economic growth through entrepreneurial endeavours, the specialised literature has concentrated on identifying the variables that might foster entrepreneurship to formulate suitable economic policy.

The growing concern about environmental issues affecting economies has resulted in a focus on additional factors and objectives that consider these challenges. Consequently, the aim of economic expansion is supplanted by the goal of “sustainable development,” which seeks to fulfil present demands without jeopardising the prospects of future generations (UN, 1987). This necessitates, among other concerns, the modification of conventional business methods deemed ecologically unsustainable, substituting them with sustainable alternatives to mitigate environmental harm. The phrase sustainable development denotes the utilisation of non-

renewable resources in a manner that ensures their viability and accessibility for future generations. Similar to economic expansion, entrepreneurship may promote ecologically friendly endeavours, so acting as an impulse for sustainable development.

The consideration of environmental issues has resulted in the development of alternative activities and operational methods by economic actors. The notion of social entrepreneurship has emerged and has been progressively examined in studies (Middermann et al., 2020). Various definitions of social entrepreneurship have been proposed (Dees, 1998; Hockerts, 2017; Light, 2006, 2011; Mair & Martí, 2006), but for the purposes of our research, it can be broadly defined as a process that identifies opportunities and implements actions aimed at addressing social and environmental issues through innovative solutions (Brooks, 2009; Méndez-Picazo et al., 2015; Miller et al., 2012; Miska et al., 2013; Nga & Shamuganathan, 2010). Similar to general entrepreneurship, social entrepreneurship positively influences sustainable development by promoting job creation, hence enhancing aggregate demand and stimulating economic growth.

Both general (Doran & Ryan, 2016; Liao, 2018) and social entrepreneurship significantly contribute to the advancement of sustainable development (Johnson & Schaltegger, 2019). Both parties are committed to realising the goal of sustainable development, as environmental stewardship constitutes a lucrative economic prospect and enables businesses to penetrate new markets, enhance their reputation with stakeholders, and distinguish their goods (Ambec & Lanoie, 2008). In summary, general and social entrepreneurship positively correlate with sustainable development. Consequently, it is vital to identify the elements that affect both forms of entrepreneurship. In this context, various factors, including institutions (Acemoglu & Robinson, 2008; Acemoglu, 2003; Acs et al., 2018; Bosma et al., 2018; Boudreaux et al., 2019; De Beule et al., 2019; Diab & Metwally, 2019; Urbano et al., 2019; Elert & Henrekson, 2017; Galindo-Martín et al., 2019), education, and social climate, have been examined.

In the past decade there has been a surge of interest among the practitioners regarding social entrepreneurship (SE). Insights have been collected regarding the role of SE in inclusive growth and institutional change. Social entrepreneurship is built on the foundations of sociology, economics and ethical disciplines. The social enterprises use business logic and come up with a novel idea to improve the overall health of the society and population. Since

1950s, social entrepreneurship is regarded as a powerful mechanism to combat poverty and catalyze social transformation (Saebi et al. 2019). Social enterprises perform a hybrid job by measuring social impact and scientific maturity of the people.

Staessens et al. (2019) examined social enterprises through data envelopment analysis (DEA), uncovering diverse mission drift patterns that extended beyond the conventional social-economic trade-off. High-performing social firms challenged the oversimplified distinction between social and economic orientations by demonstrating greater efficiency in both dimensions. To prove the unique characteristics of social entrepreneurs, many authors have tagged them as “people with exceptional mindset.” People with such mindsets are likely to venture growth maximization and economic prosperity. These entrepreneurs create needs, which are satisfied by the business people. The entrepreneurship principles are used to solve a number of social and environmental problems, such as, Project Healthy Children and Drip Tech (Abu-Saifan 2012). The paper also highlights the role of social entrepreneurs in fulfilling social mission, designing revenue generation strategies and delivering social value. However, every social enterprise has a boundary, which separates it from other non-entrepreneurial firms.

The social and commercial values produced by the social enterprises can also come from impact investing activities (Agrawal and Hockerts 2019). Impact investing is a relatively new concept that refers to the practice of investing in social enterprises for the purpose of creating social and environmental values. Venture capitalist methods are commonly used for impact investing.

Liao (2018) shifted to the direction of transformational leadership to highlight the impact of social entrepreneurship on rural tourism-based enterprises. The results highlighted positive effects in terms of social value, social capital, and overall performance of these enterprises. Significantly, creativity and social value emerged as predictors of performance, with social capital supporting creativity. The study recommended expanding the sample size to cover other rural regions and exploring various data gathering and analysis approaches to enhance the study's applicability to broader contexts.

2.2 Influence of Socio cultural Factors:

Concerning socio cultural variables, it is essential to recognise that the social environment significantly influences entrepreneurial activity from two primary viewpoints. From an institutional standpoint, the absence of effective institutions safeguarding property rights would deter most economic actors from engaging in entrepreneurial activities. The institutions are responsible for formulating the regulations governing this activity. If these guidelines are ambiguous or result in delayed decision-making owing to excessive bureaucracy, entrepreneurial activity will be adversely impacted. Consequently, certain studies suggest that institutional structure affects the nature of entrepreneurship within society (Baumol, 1990; Boettke & Coyne, 2003; Gregori et al., 2019; Sobel, 2008), while other research indicates that this structure may inhibit entrepreneurial endeavours (Baumol, 1990; Johnson et al., 1997; Hall & Sobel, 2008). Institutional structures may be categorised into two primary groups: formal and informal. Formal institutions possess a robust cultural component (North, 1990), which motivates entrepreneurs to engage in their activities. Consequently, the regulations established by such institutions are intended to enhance economic freedom (Powell & Rodet, 2012), and mitigating corruption would positively influence entrepreneurship (Anokhin & Schulze, 2009; Avnimelech et al., 2014; Berdiev & Saunoris, 2018; Cherrier et al., 2018; Zhang, 2019).

The significance of education and skill enhancement must be acknowledged within this group (Gavron et al., 1998; Reynolds et al., 2000), as a higher level of education facilitates individuals' propensity to embrace innovations and enhances their ability to utilise various instruments and tools effectively, thereby enabling entrepreneurs to recognise potential market opportunities (Barreneche García, 2013; Portuguese Castro et al., 2019; Rashid, 2019).

2.3 Influence of Economic Factors:

The subsequent category of issues to evaluate pertains to economic considerations. This contains several factors that may encourage entrepreneurial activity, both general and social. The initial factor is the budgetary policy formulated by the government. Government intervention can foster entrepreneurship by rectifying market failures caused by external shocks or resource misallocation (Audretsch & Link, 2019; Audretsch, 2003). Consequently, the government may invigorate entrepreneurial activity via its expenditure policies (McMullen et al., 2008; Gnyawali & Fogel, 1994), such as enhancing income distribution and

investing in education and research and development. Investment in education is categorised as a sociocultural component, as it aims to enable entrepreneurs to utilise various tools more effectively in their operations and to better recognise market possibilities.

The significance of income distribution is that it fosters a conducive social environment for economic activity, thereby providing an additional impetus to encourage both general and social entrepreneurship (Galindo Martin et al., 2010; Castaño et al., 2016). Government initiatives can indirectly foster entrepreneurship via employment policy. A decrease in unemployment stimulates market demand, resulting in an increased demand for existing items and the introduction of new offerings. This facilitates the enhancement of output in developmental activities and creates new opportunities and market niches that would encourage the emergence of new businesses. A favourable correlation between employment and both general and social entrepreneurship is anticipated.

Nonetheless, critics of government policies argue that public initiatives may enable non-productive entrepreneurs to persist in the market, so adversely impacting economic growth (Campbell & Mitchell, 2012).

The other two economic aspects to examine are capital expenditure and research and development (R&D). As previously noted, both variables enhance entrepreneurs' competitiveness and facilitate the creation and implementation of environmentally benign technologies, thereby encouraging other entrepreneurs to integrate these innovations into their production processes (Amorós et al., 2019; Urbano et al., 2019b; Duguet, 2004; Yun et al., 2019). Ultimately, both forms of entrepreneurship have a beneficial correlation with sustainable development.

2.4 Strategic Planning of Social Entrepreneurs:

Ahmad and Ahmad (2019) explored the mediating role of strategic planning in the relationship between business skills and the performance of medium-sized enterprises (MEs) in Punjab, Pakistan. The study identified a strong correlation between strategic planning and the success of MEs in terms of business skills. It underscored the pivotal role of strategic planning in enhancing business performance and potentially reducing failure rates among medium-sized businesses in Pakistan. Researchers have accepted strategic planning as a major source of revenue generation and innovation if done properly by the social

entrepreneurs. A critical link is derived between strategy making and practice of social enterprises. Various business analytical tools, such as, TOC, SROI and ABCD are used to generate earned income and reinvest profit back into the business. Social enterprises plan strategies to collaborate with a spectrum of trading organizations, such as, cooperative societies, charities and civic enterprises (Oham 2022). The innovative corporate mission and characteristics of social enterprises make them attractive to public and stakeholders. Business leaders across the world follow the key theme, that is, “think and plan for victory.” They plan the best course of action at minimal costs.

Entrepreneurs working in capital constrained environment try to scale their operations to make a social impact. Both direct and indirect scaling of operations have been pursued by the entrepreneurs (Sherman 2006). In this case, social entrepreneurship is viewed as a linear process that is constantly undergoing discovery, evolution, growth, learning and reinforcement. Successful entrepreneurs build and access social networks to garner financial, human and other resources. Bryson and George (2020) delved into the realm of strategic management in the context of public administration, emphasizing its comprehensive approach that integrates strategy development, execution, strategic planning, and continuous learning. The study identified eight different approaches to strategic planning influenced by Harvard Policy Model, stakeholder management and logical incrementalism. Strategic planning also encompasses strategic negotiation and strategic issues management. While conducting strategic planning, the social enterprises also carry out portfolio and competitive forces analyses.

2.5 Social Entrepreneurship, Innovation and Sustainability:

Kabir (2019) investigated the evolution of entrepreneurship in the context of the information economy and innovation. The study recognized the historical undervaluation of entrepreneurship while highlighting its increasing recognition as a catalyst for economic prosperity and a solution to societal challenges. It emphasized the significant influence of technology and the growing popularity of entrepreneurship as a preferred career path. The concept of knowledge-based entrepreneurship was introduced as a potent driver of economic growth. AlQershi (2021) related this entrepreneurship with strategic thinking, planning, innovation, and human resources in the context of SME success within Yemen's manufacturing sector. Their findings highlighted the substantial benefits of these strategic

elements on human capital, which automatically uplifts the performance of the SMEs. Strategic innovation is highly required for thriving in the contemporary business environment and generating value for the owners, employees, society and economy in general. It enables steady movement from the route of competitive advantage to innovation. Innovative solutions lead to differentiation and sustained growth in these firms. Innovation is studied within the segment of social entrepreneurship by bringing in another element, that is, sustainable development (Al-Qudah et al., 2022). Their study revealed a positive correlation between innovations and sustainable development, as well as a positive link between social entrepreneurship and sustainable development. The research also explored how institutions can indirectly influence creativity. The results showed a positive relationship between social entrepreneurship & sustainable development, which collectively produces an indirect effect on innovation. As the study mainly revolved around 15 Regional comprehensive economic partnership (RCEP) countries, the economic growth position of these regions have been obtained by linking innovative models to the business.

Innovation is fundamental to social entrepreneurship, with several studies illustrating its connection to economic progress (Uzzol and Uddin, 2025). Kafka (2024) assert that macro-institutional elements, including governmental structure, economic development level, and cultural influences, substantially forecast the innovative capacities of social companies. These findings indicate that social businesses are affected not just by market circumstances but also by the wider institutional context in which they function. Peter et al. (2024) further examine the relationship between social enterprise development and entrepreneurial behaviour, emphasising how perceptions of social enterprise sector (SES) development modify the factors driving social entrepreneurs. This moderating effect highlights the significance of context, as it may enhance or suppress entrepreneurial behaviour in people depending on their demographic traits and the entrepreneurial landscape. These insights are essential for policymakers, highlighting the necessity for customised interventions that account for local dynamics and settings to improve the efficacy of social entrepreneurship programs (Uzzol and Uddin, 2025). Alongside institutional issues, local innovation is crucial for stimulating economic growth (My Thi and Tran, 2024). Lashitew et al. (2022) elucidate ways by which innovative social business models influence institutional transformation and generate social benefit. Through the coordination of local business networks and the enhancement of cognitive abilities within communities, social businesses may empower local residents and

promote economic engagement (Uzzol and Uddin, 2025). This empowerment is essential for altering social and institutional circumstances, especially in developing economies.

Del Giudice et al. (2019) investigated the link between social entrepreneurship and technological innovation, employing a multilevel and contingency approach. The study examined the interplay between micro, meso, and macro elements in relation to innovation in social entrepreneurship. Based on data from 142 social entrepreneurs in developing nations, the study found that creativity was predicted by social entrepreneurship, entrepreneurial qualities, and entrepreneurial ecosystems. This emphasizes the importance for governments to adjust their support for entrepreneurship, placing a focus on social proactiveness and specialized educational initiatives. However, more research with larger samples and diverse geographic contexts is needed to further explore social innovation. Gregori and Holzmann (2020) moves exclusively into the field of sustainability by focussing on sustainable entrepreneurs who integrated digital technologies into their business models to amplify social and environmental impact. The study unveiled how digital tools facilitated innovative combinations within sustainable business models, including blended value propositions and integrative value generation. It explored the dynamic interaction between digital and sustainability paradigms, offering insights into their interconnectedness in the entrepreneurial context. While providing practical insights, the study's reliance on qualitative methods may limit its applicability in different settings.

2.6 Role of Women in Social Entrepreneurship:

In a society that houses both male and female genders, it is very important to understand “gender egalitarianism”, which shows the extent to which society reduces gender diversities or discrimination. The culture of social entrepreneurship can be significantly linked with gender egalitarianism and uncertainty avoidance. Canestrino et al. (2020) utilized GLOBE and GEM data to investigate the influence of culture on social entrepreneurship, specifically focusing on "Gender Egalitarianism" and "Uncertainty Avoidance." Their study revealed that while culture plays a role, it alone cannot explain country disparities in social entrepreneurship rates. Further investigations regarding women's role in social entrepreneurship have been initiated by Rosca, Agarwal, and Brem (2020) within emerging markets like India and Colombia. Employing a case study methodology and the effectuation lens, the study aimed to uncover how these entrepreneurs navigated uncertainty to establish socially beneficial ventures. Results underscored their strong commitment to social causes

and their adaptability in decision-making during entrepreneurial endeavors. However, critics noted the study's lack of explicit examination of cultural disparities in the selected nations, potentially limiting its broader applicability.

Women's role as social entrepreneurs have also been deeply examined in the field of agriculture (Anderson et al. 2021) by focussing on the theoretical foundations, intervention strategies, and economic benefits. The study defined empowerment as enhancing women's authority in making decisions about agricultural matters. It recognized correcting gender-based disparities in resource availability and leveraging gender-related differences in risk, time allocation, and social inclinations as potential benefits. The study noted the significant economic gains suggested by evidence from various settings but highlighted the conspicuous lack of accurate estimates. Other sectors where women entrepreneurs have been able to make a mark are renewable energy sectors of South Africa. Despite gender-violence and other social disparities, women have always fought for constitutional rights (Keown, 2019). Executive leadership, social investment, and policy changes were crucial for women's empowerment, providing insights applicable across various fields. The goal was to evaluate the elements contributing to women's socioeconomic empowerment in the renewable energy industry, drawing on the experiences and perspectives of accomplished, disadvantaged, and aspirant women. Female social entrepreneurship has been noted in the cultural context by analyzing the socio-cultural factors and institutional economics. Statistical methods have been used to test the hypothesis and data has been collected from the World Value Survey (WVS) and World Bank (WB) (Pulido et al., 2014). It was found that altruistic attitudes and becoming members of social organizations have been the driving factors of social female entrepreneurship.

2.7 Approaches for Influence:

Social entrepreneurs employ several ways to facilitate social change, which frequently differ according to resources, specificity, and methods of engagement (Chatterjee et al., 2021). Chawla and Sodhi (2011) identified 39 unique social entrepreneurship techniques utilised by more than 2,300 entrepreneurs associated with Ashoka. This thorough examination indicated a preference for symbolic techniques that involve disadvantaged groups and establish community relationships, rather than material ones. These insights are essential for comprehending how social entrepreneurs customise their strategies to local settings and

requirements, so improving their efficacy in tackling intricate social issues. A notable instance of successful social entrepreneurship is the KickStart model, which emphasises pragmatic solutions that correspond with global development trends, especially in sub-Saharan Africa (Galvin and Iannotti, 2015). The MoneyMaker pumping program substantially influenced critical poverty metrics, including household income and asset accumulation, illustrating the efficacy of targeted interventions in fostering economic growth and tackling urgent social challenges (Galindo-Martín et al., 2020).

2.8 Issues with Social Entrepreneurship:

Notwithstanding its promise, social entrepreneurship encounters several hurdles that may impede its efficacy and influence. A major obstacle is the difficulty in differentiating social entrepreneurs from conventional non-profits and for-profit entities. Galindo-Martín et al. (2020) assert that social firms must manoeuvre across the intricate terrain of economic incentives while endeavouring to fulfil social objectives. This complexity necessitates sharper distinctions across different organisational structures to prevent mission drift and maintain sustainability. The domain of social entrepreneurship frequently encounters important discussions on its function in international development. Certain researchers contend that social entrepreneurship ought to prioritise local solutions rather than foreign initiatives, highlighting the significance of culturally pertinent techniques (Chatterjee et al., 2021). According to Turpin and Shier (2020) local stakeholders are capable of devising and executing initiatives that successfully tackle their specific difficulties. By emphasising local knowledge and experience, social entrepreneurs may amplify their influence and promote sustainable economic development.

2.9 Prospects of Cooperation and Partnerships:

Social entrepreneurship offers avenues for collaboration and networking, especially within the framework of south-south cooperation (Shabbir and Batool, 2025). Bull and Banik (2025) underscores the potential for cultivating international alliances among nations in the Global South, which can transform the dynamics of international development. These alliances facilitate information exchange and resource allocation, augmenting the ability of social entrepreneurs to drive change.

Hidalgo et al. (2021) underscore the significance of social capital in shaping social entrepreneurial endeavours. By developing social networks and promoting community involvement, social entrepreneurs may improve their capacity to mobilise resources and

garner support for their activities. This connection may enhance creativity and economic vibrancy within communities, especially among marginalised people (Samila and Sorenson, 2017).

2.10 Theoretical Framework:

2.10.1 Resource-Based View (RBV) Theory:

According to the Resource-Based View (RBV) paradigm (Refer Figure 2.1), the ability to maintain a competitive advantage and support ongoing operations hinges upon the efficient management of an organization's unique resources. Resources possessing VRIN attributes—Valuable, Rare, Imperfectly Imitable, and Non-Substitutable—hold significant sway over an organization's strategic decision-making. RBV underscores the importance of sustainable business models, contending that a company's competence in effectively managing its resources, encompassing both tangible and intangible assets, to secure and maintain a competitive advantage is a key determinant of its success (Lockett et al., 2009). The Resource-Based View (RBV) theory has long been employed in research to critically assess the role and implications of firm-specific resources in establishing and sustaining a competitive advantage. These resources encompass distinctive elements such as business acumen, corporate culture, and operational procedures (Srivastava et al., 2001). While traditionally applied to for-profit organizations, RBV theory also holds relevance within the realm of social enterprises.

The application of RBV theory, widely used to assess corporate resources, holds significance for social enterprises. It underscores the importance of efficient resource management for sustaining operations and attaining a competitive edge (Eneh and Awara, 2016). This perspective enhances our understanding of how nonprofit organizations can manage crucial resources within the context of social enterprises. It potentially leads to the development of sustainable NGOs through industry partnerships and strategic positioning, reshaping research in organizational innovation and strategic management. In essence, the application of RBV theory to social enterprises opens up new avenues for strategic management and redirects research toward organizational innovation with a specific focus on factors influencing firm-level performance. It acknowledges that not all resources automatically confer dominance in a competitive environment. These resources encompass a wide spectrum, including assets, organizational processes, company attributes, information repositories, and specialized

knowledge domains. All are instrumental in formulating and implementing strategies aimed at enhancing effectiveness and overall performance (Abd Muin et al., 2014).

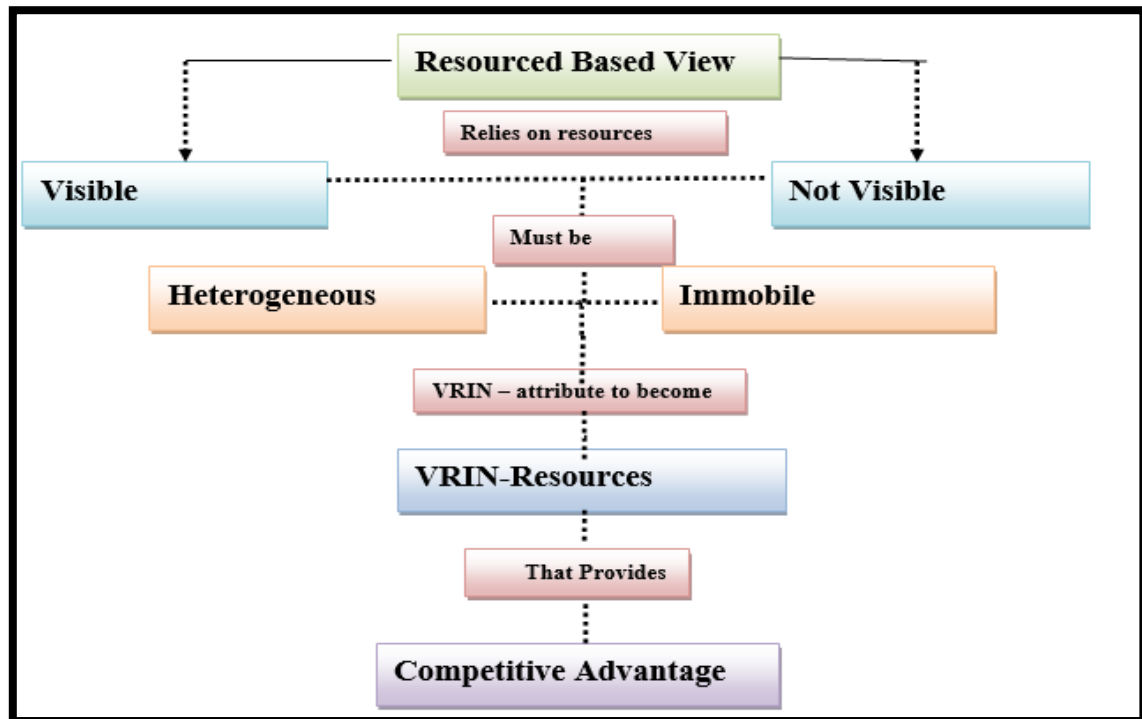


Figure 2.1:
Theory Framework by Barney (1991)

2.10.2 Social-Resource-Based View (SRBV) Theory:

By effectively managing both internal and external resources, social enterprises paved the way for the creation of enduring nonprofit organizations. This empowerment is achieved through forging beneficial industry alliances, fostering interdependence with both the public and private sectors, ultimately propelling these entities toward achieving a competitive advantage (Ratna et al., 2014). However, when applying RBV to social entrepreneurship and strategy planning theoretical challenges emerge and cooperation and access to supplementary resources play pivotal roles (Halawi et al., 2005). To address these challenges, a new perspective, the Social-Resource-Based View (SRBV), seeks to make RBV theory more socially inclusive (Refer Figure 2).

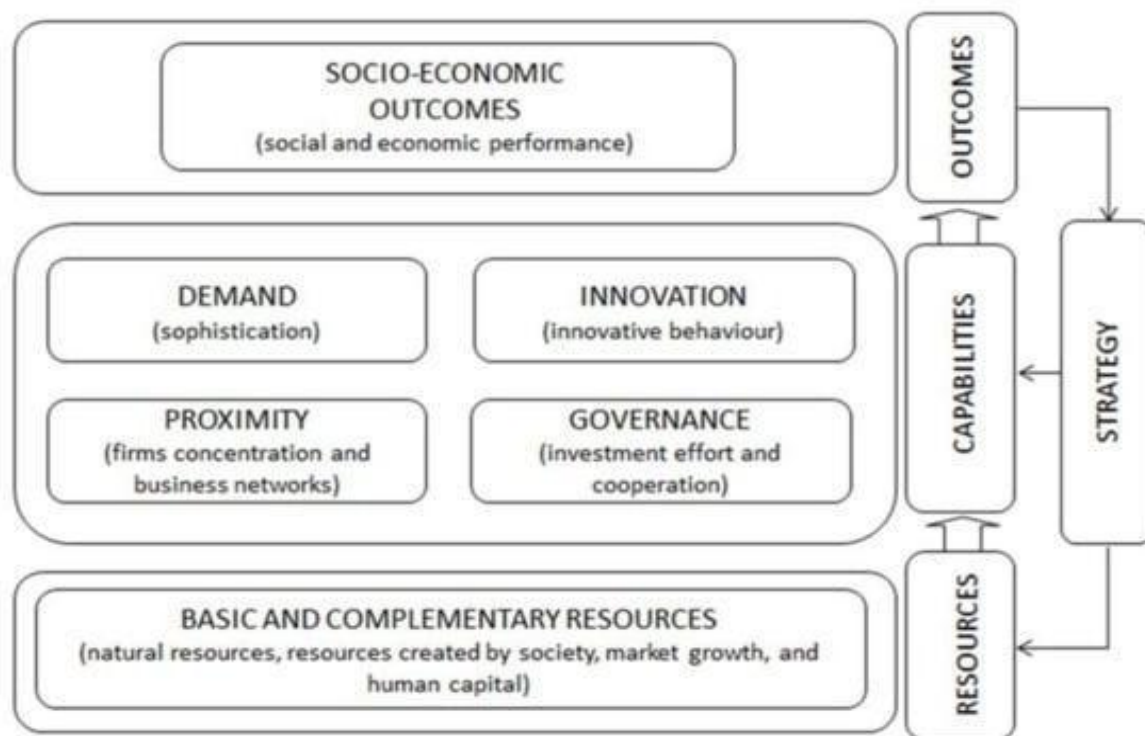


Figure 2.2:

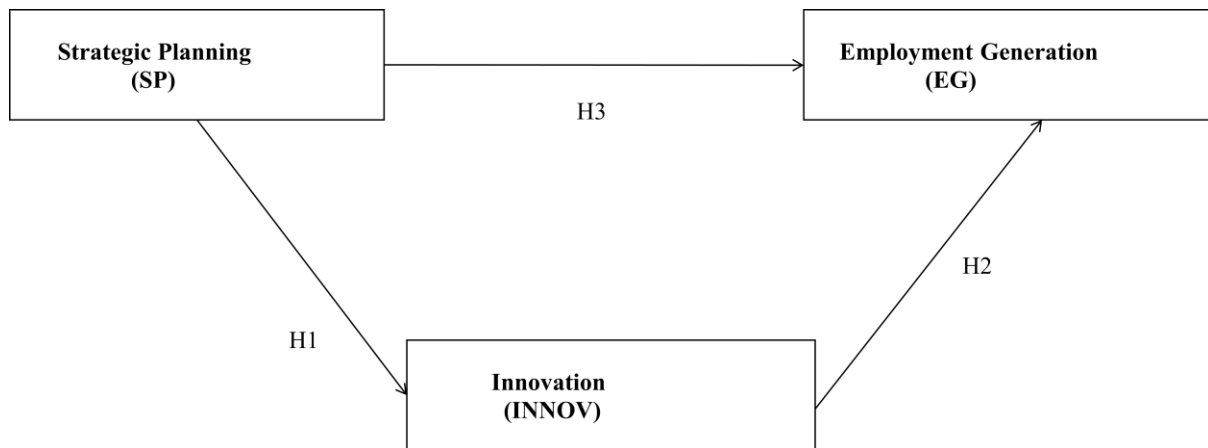
Social Resource Based View Framework-SRBV (Santana-Sarmiento, Álamo-Vera, & De Saá-Pérez, 2019)

It posits that addressing social issues, which extend beyond environmental concerns, can confer a competitive advantage by identifying business opportunities arising from shifts in societal attitudes. The Social-Resource-Based View (SRBV) theory is an extension of the Resource-Based View (RBV) theory in the field of strategic management and organizational theory. While the RBV focuses on internal resources and capabilities as sources of competitive advantage, the SRBV theory recognizes the importance of social resources, such as relationships, networks, and social capital, in shaping a firm's competitive advantage. Key elements of the Social-Resource-Based View (SRBV) theory: Resource-Based View Foundation: The SRBV theory builds upon the RBV, which suggests that, a firm's unique and valuable resources and capabilities are sources of competitive advantage. These resources can include tangible assets (e.g., technology, physical infrastructure) and intangible assets (e.g., knowledge, patents). Incorporation of Social Resources: SRBV extends the RBV by acknowledging that social resources are equally important. These social resources encompass a firm's relationships with stakeholders, including employees, customers, suppliers, partners, and even competitors. Social resources can include trust, networks, reputation, and social capital. Role of Social Capital: Social capital, a key concept in SRBV, refers to the value derived from social relationships and networks. It can be categorized into three forms:

bonding (relationships within a group), bridging (relationships between different groups), and linking (relationships with external institutions). Social capital can facilitate knowledge sharing, access to resources, and collaboration, enhancing a firm's competitive position. Competitive Advantage: According to SRBV, a firm's ability to leverage its social resources and social capital can lead to a sustainable competitive advantage. This advantage arises from the firm's capacity to create, access, and exploit valuable relationships and networks that are difficult for competitors to imitate. Resource Integration: SRBV emphasizes the importance of integrating both tangible and social resources effectively. Firms must align their social resources with their strategic objectives and internal capabilities to fully realize their competitive potential. Dynamic Perspective: SRBV recognizes that social resources and relationships are dynamic and can change over time. Therefore, firms must continuously manage and adapt their social resources to maintain a competitive edge. In summary, the Social-Resource-Based View (SRBV) theory extends the Resource-Based View (RBV) by highlighting the critical role of social resources, relationships, and social capital in shaping a firm's competitive advantage. Firms that effectively manage and leverage their social resources alongside their internal capabilities can gain a sustainable edge in today's interconnected business environment.

2.11 Conceptual Model:

Based on a review of the literature a conceptual model (refer Figure 2.3) has been proposed which is leading to two hypotheses. The model illustrates that strategic planning leads to innovative approaches which are expected to enhance the quality and sustainability of long-term planning efforts (H1). Further, when social entrepreneurs apply innovative approaches, they are more likely to generate positive socioeconomic impacts, particularly in terms of increased employment (H2). Strategic planning has a positive direct effect on employment generation among social enterprises (H3). This sequential relationship highlights the importance of both innovation and thoroughness in strategic planning to achieve significant and lasting benefits for social enterprises and their communities.



*Figure 2.3:
The Conceptual Model*

Employment has been selected as the primary factor for assessing socio-economic effects due to its capacity to directly and quantitatively influence the socio-economic fabric globally within a short timeframe (Godinho, 2022). Employment creation is the measure of the direct economic effects of social enterprises in that it decreases unemployment, increases income levels, stabilizes finances and creates social mobility (Godinho, 2022). Although other variables like income levels or education outcomes are informative, employment makes the analysis easier under time constraint and provides an unambiguous, tangible measure of socio-economic value created by social entrepreneurship.

2.11.1 Strategic Planning:

The strategic planning in social enterprises is a disciplined system of the long-term planning, coherent alignment of the organization resources, involvements of the stakeholders and actualizations of the plans in making the meaningful impacts (Stoica et al., 2020). In our study, it is the independent variable (IV). A properly conducted strategic planning includes several key steps, among them a clear vision and mission development, resources management, secondary parties' participation, and a system that monitors the changes. When social enterprises adopt strategic planning, they are in a better position to provide long-term and grows impact. The literature indicates that strategic planning does not only promote the clarity of operations it also assists enterprises to develop resilience, accountability and innovation (Islam, 2022; Yangailoand Mpundu, 2023). Strategic planning, once endowed with innovation, becomes a transformative force of creating system and social constructive

change (Quaye et al., 2024). This study dwells on uncovering such planning processes and realising how they lead to innovation. Accordingly, we have developed our first hypothesis.

Hypothesis 1 (H1): The use of strategic planning is positively associated with innovation

2.11.2 Innovation:

In case of social entrepreneurship, innovation refers to the introduction and the use of new ideas, processes and practice that makes strategic planning effective and sustainable (Al-Qudah et al., 2022). It involves innovative problem solving, technology utilization and development of new services or products, as well as adjusting to local conditions (Uzzol and Uddin, 2025). The innovation help the social entrepreneurs to strategize flexible and responsive strategic plans to the changing needs of the stakeholders (Kabir, 2019). Innovation is regarded as one of the major factor leading to employment generation (Godinho, 2022). The use of more innovative strategies in strategic plans is thought to lead to a more effective and long-lasting strategy, which allows social enterprises to achieve the complexities and maintain the mission over many years (Uzzol and Uddin, 2025). This opinion is confirmed by literature, which suggests that innovative enterprises have more chances to implement forward-looking strategies, the results of which will be the creation of more social value (Chatterjee et al., 2021; Godinho, 2022). Innovation, therefore, forms the fundamental basis to how social entrepreneurs come up with and implement their strategic goals. Based on this we have developed our second hypothesis.

Hypothesis 2 (H2): Social entrepreneurs who innovate are more likely to report positive socioeconomic impacts (increased employment)

Hypothesis 3 (H3): Strategic planning has a positive direct effect on Employment Generation among social enterprises.

By examining these hypotheses through empirical research, the study aims to validate the proposed relationships and provide actionable insights for social entrepreneurs to improve their strategic planning processes and maximize their positive socioeconomic contributions. In the study, the socio-economic impact would be operationalised in terms of employment generation.

2.11.3 Socio-Economic Impact or The Employment Generation:

Job creation is one of the core and a real socio-economic outcome of social entrepreneurship and it is an output variable in our conceptual framework (Audretsch& Keilbach, 2004a, 2004b; Audretsch, 2005; Alpan et al., 2010; Acs et al., 2012; Méndez-Picazo et al., 2012; Nissan et al., 2012; Castaño et al., 2016; Doran et al., 2018; Stoica et al., 2020). It can be considered one of the main indicators of successful strategic planning and innovation (Wasim et al., 2024; Embassy of India, Bern, 2021). Creating jobs is essential since it affects other factors into the economic empowerment, poverty alleviation and social mobility (Uzzol and Uddin, 2025). In this study, employment has been chosen as the primary yardstick of socio-economic impacts because of its measurability attribute and the attribute of comparability and universality. It provides an objective measure of determining the job done by social enterprises towards developing the society (Chatterjee et al., 2021). The welfare of the community can be created when it comes to job creation which can be either direct employment within the enterprise or indirectly through value chain creation and involvement of the community. The sources state that employment is a common and convenient indicator of socioeconomic impact of social innovation (Bonfanti et al., 2024; Doran et al., 2018). Moreover, it is possible to note that employment creation indicates economic enfranchisement that provides people with improved living conditions and financial security. This variable will enable the research to concretize socio-economic impact and come out with an empirical definition of such that can be quantified thus enabling the conceptual framework to be tested.

The sole reason for selecting employment as a single yardstick of socio-economic impact is because it is relevant to virtually every sector and is easily measurable in terms of financial returns. The creation of employment equates with economic enfranchisement and better standards of living thus offering, a realistic and universally comprehensible indicator. The choice of one indicator is helpful to prioritize analysis while also avoiding possible confusion and impractical strategies in a limited amount of time.

CHAPTER III METHODOLOGY

The third chapter provides a detailed account of the technique utilised in the study. This chapter delineates the technique utilised in the study, specifies the sampling system, and elaborates on the formulation of the questionnaire. The chapter then delineates the process for data collecting and the statistical tools utilised in the research.

3.1 Research Design:

The research employs a mixed method, using consumer surveys carried out via a structured questionnaire. Employing a mixed methodology, the research primarily aims at examining the dynamics between various precursors that contribute to the formation of social enterprises. The research is descriptive in nature, as per Yin's (1981) classification, enabling a detailed exploration of the sequence beginning with precursory influences on social entrepreneurs and culminating in the generation of social impact. A comprehensive literature assessment has been undertaken to provide a robust foundation and context for the investigation. This study examined the conceptual model utilising PLS-SEM (Rasoolimanesh et al., 2022).

3.1.1 Qualitative study:

The research utilised semi-structured interviews (Wei et al., 2024) to investigate the variables contributing to the establishment of social enterprises. The investigation commenced with purposive sampling to discover social entrepreneurs. Additionally, data was gathered with the snowball sampling technique. Beginning with the initial interviewees, everyone was requested to suggest more social entrepreneurs for future interviews. This process persisted until data saturation was attained, as delineated by Rahimi and Khatooni(2024). Data was collected from three sectors—health care, finance, and real estate—to get a thorough

assessment of the services. The total sample size for the qualitative investigation was 32. Interviews were conducted with the founders of the nine social companies. The semi-structured interviews were conducted from February 5, 2025, to February 28, 2025. Each interview lasted around 30 minutes in duration. The interviews were taped with the consent of the interviewees and then transcribed. The transcribed material underwent thematic analysis.

The selection of the healthcare, financial, and real estate sectors is justified by the general relevance of these areas to social entrepreneurship in solving social problems (Seda and Ismail, 2020). The healthcare sector is selected for the reason of having an impact on the improvement of the people's health, providing them with necessary services and filling the void in the area where it is required (Kulkovety al., 2023). The financial sector has been known to embrace economic inclusion because of its duty of offering solutions like microfinance to needy individuals (Mushtaq and Bruneau, 2019). They ensure the sustainable development of cities through the provision of cost-effective real estate mostly for habitation but also public amenities. These sectors in aggregate provide a variety of socio-impact opportunities, which is why they are suitable for studying the Antecedents of Social Enterprises and their Tactical Models for socioeconomic change.

3.1.2 Quantitative study:

A survey conducted involving 101 employees/managers working in the selected social enterprises. The HR was contacted to distribute questionnaires among the employees of the firms. The questionnaire comprised of Likert based questions extracted from standard literature. The three constructs to be measured are Innovation, Strategic Planning and Employment generation. Innovation measured by three items adapted from Weigand et al. (2014). Strategic planning was measured using three items adapted from Sandada (2015). Further, the social impact of strategic decision making was defined by measuring how much employment is being generated by the decision taken at strategic level, which was captured by four likert items adapted from Okpala, (2012).

3.2 Population and Sample size:

The sample for investigation was to be drawn from an infinite population. The population displayed a varied mix and was widely dispersed. The sample size was determined using the formula designated for an infinite population, as described by Godden (2004). A population

is deemed infinite when it surpasses 50,000. In the formula presented below, 'SS' represents the sample size for an infinite population, 'p' defines the population percentage, 'Z' indicates the z-value, and 'C' refers to the margin of error.

$$SS = \frac{Z^2 \times p(1 - p)}{C^2}$$

*Table 3.1:
Sample Size Calculation*

Scene	Population proportion	Z (95% confidence level)	Margin of Error	Sample Size	Sample Size Calculation
1	10%	1.96	0.06	96	$\frac{1.96^2 \times 0.1(1 - 0.1)}{0.06^2}$
Total					96

The anticipated sample size for the study was at least 96, but we opted for 101. We have gathered a total of 115 quantitative responses; however, during data analysis, it was determined that 101 responses are clean and valid. Consequently, for the quantitative analysis, we selected 101 responses.

For the qualitative analysis, we collected 32 qualitative responses. Data saturation was achieved at that number. This indicates that no new themes were emerging; rather, responses were repetitive. This phenomenon is referred to as data saturation, as defined by Rahimi and Khatooni (2024).

3.3 Questionnaire Design:

The data was collected using a questionnaire in compliance with the study's standards. The formulation of a questionnaire is essential for efficient data collection and analysis. The research included 3 constructs. It was a validated scale. The design of the questionnaire was conducted with precision. The beginning segment of the questionnaire included a succinct

summary of the study's aims, and participants were guaranteed that their confidentiality would be preserved. The items were evaluated using a Likert-type scale.

A pilot test was performed to evaluate the clarity of the elements concerning language, arrangement, and phrasing. A pilot research was performed using 10% of the sample population. Modifications to the item framing were implemented as advised.

The items that pertain to innovation have been taken from Weigand et al. (2014), the items that pertain to strategic planning have been taken from Sandada (2015), and the ones that pertain to employment generation have been taken from Okpala (2012).

3.4 Data Analysis:

The authors employed SmartPLS 4.0's nonparametric variance-based partial least squares structural equation method (PLS-SEM) to test hypotheses and apply statistics (Ringle et al., 2015). Hair et al. (2022) assert that PLS-SEM is an effective tool for predicting the directional relationships within a theoretical framework in the behavioural and social sciences. Given the model's complexity, PLS-SEM is an appropriate multivariate data analysis method for this study (Hair et al., 2019, 2022). Furthermore, PLS-SEM is appropriate for this study because, as noted by Saari et al. (2021), complex models with several components and indicators quickly encounter their constraints. The imperative to quantify the pertinent phenomena with PLS-SEM propels our study (Rigdon et al., 2017).

Given that the objective of our study is to offer practical recommendations grounded in precise predictions, CB-SEM is an inappropriate method (Hair et al., 2017). Covariate-based structural equation modelling (CB-SEM) considers the components as common variables. The shared variables are indeterminate quantities, as their values are uncertain and do not reside within a definite range (Steiger, 1979). Conversely, PLS-SEM considers the determinate functions of composites as a weighted aggregation of a selected subset of components. Rigdon et al. (2017) discovered that these composites optimise the explained variance of endogenous components using a series of regression analyses.

PLS-SEM utilising composites is superior to CB-SEM for data analysis and assessing various configurations, particularly when the data must adhere to many measurement limitations

inside a factor model (Jöreskog, 1969). Moreover, PLS-SEM is regarded as a superior option to CB-SEM for evaluating complex models that lack enough theoretical support and do not fully adhere to a measurement theory (Rigdon et al., 2017, p. 13). Consequently, we assert that PLS-SEM is the superior methodology compared to CB-SEM.

Table 3.2:
Objective Wise Method of Data Collection

RESEARCH OBJECTIVES	INVESTIGATION TECHNIQUES	METHOD
RO1: To identify the prominent strategic planning processes used by social entrepreneurs.	Semi structured Interview, Secondary Literature review	Qualitative
RO2: To identify the socio-economic impacts which are created when social entrepreneurs use strategic planning.	Semi structured Interview, Secondary Literature review	
RO3: To identify the challenges faced by the social entrepreneurs in creating socio-economic impact.	Semi structured Interview, Secondary Literature review	
RO4: To outline and test a conceptual framework for analysing socio economic impact.	Hypothesis testing using Partial Least Squares Structural Equation Modelling (PLS-SEM).	Quantitative

The research employed thematic analysis (Braun and Clarke, 2006; Clarke and Braun, 2013) for qualitative data analysis. Thematic analysis (TA) is a prevalent method for analysing qualitative data, providing a systematic yet adaptable framework for detecting, analysing, and reporting patterns or themes within a dataset (Braun and Clarke, 2006; Clarke and Braun, 2013). The Braun and Clarke six-phase framework has been widely utilised across several fields, including health research, education, and social sciences (Campbell et al., 2023). The approach highlights researcher reflexivity and the necessity of theoretical openness to guarantee rigour and credibility in qualitative research (Hole, 2024). Thematic analysis is not restricted to any particular theoretical framework, rendering it a flexible instrument appropriate for both inductive and deductive methodologies (Majumdar, 2019). Thematic

analysis provides a theoretically adaptable and approachable method, suitable for researchers seeking to discern patterns of meaning without being limited by particular epistemological convictions (Ahmed et al., 2025).

The qualitative responses are manually coded to thematic categories by using inductive and deductive coding methods. In the beginning, level 2 codes were assigned to every response as descriptive levels. These were subsequently categorised into larger thematic arenas (Level 1 codes). This two tiered coding assisted in drawing patterns and categorize the responses stated by the respondents.

CHAPTER IV: RESULTS

4.1 Demographic Profile of the Respondents:

In research study, demographics of the respondents are very important in explanation of the context, diversity and potential modifiers of the research. A thorough demographic analysis was carried out on the respondents of the current research who provided useful data in the perceptions of social entrepreneurs regarding the socioeconomic effects of strategic planning. This section entails a demographic summary of the sample representing 248 respondents. The demographic data assist in determining the representativeness of the sample and make sure the conclusions made take into consideration the views of different and suitable population in the perspective of social entrepreneurship. Some important demographic information that should be taken into account are location, gender, age group, and designation of the respondents. The selection of these variables was based on their capacity to offer valuable information in terms of their geographical distribution, their professional background, diversity in age and gender composition that can shed more light on their strategic choice and their perception towards social entrepreneurship.

Respondents were mainly located in four of the major states in India, namely, Andhra Pradesh, Karnataka, Maharashtra and Telangana, as these regions have well-developed social entrepreneurship ecosystems. This geographical coverage guarantees that the research represent diverse regional events and socioeconomic conditions, which is inevitable when

analyzing the strategic decision-making practices of social enterprises that have to operate under different settings.

Regarding the gender distribution, both female and male respondents are present but the latter formed a larger number of respondents. The knowledge of gender composition makes the research have an ability to recognize the gender-related separation in opinion as far as strategy establishment and social influence are concerned.

The data regarding age groups introduces the information on the presence of the generations in the sample. Those being replied are the young professionals who are in their 20s, and the experienced ones who are at their 60s and more. The age difference assists in capturing the perspectives of various generation of social entrepreneurs and managers that can have an impact in terms of acceptance of strategic planning processes and innovation of social enterprises.

Finally, the designation data identifies the roles and responsibilities of the participants of the respective organizations as well. These designations are varied as they include entry-level employees then other roles include analysts, operators, CEOs, founders, directors, and regional managers. This guarantees that the information captures the views of those of a variety of organizational ranks on the top and the bottom of the organizational ladder; that is; both the strategic decision-makers at the top and the operational at the bottom. This diversity in functions is important in obtaining the level of how strategic planning is conceptualized, implemented and perceived at various levels in the social enterprises.

So, the demographic profile as shown in table 4.1, gives a solid basis in considering the most important themes of study. The study increases the validity and applicability of its results to social entrepreneurship in India as a whole, as it is represented through different areas, age groups, gender, and hierarchies of organization.

*Table 4.1:
Demographic Profile of the Respondents*

Demographic Profile	Frequency	Percentage
Location		
Andra Pradesh	45	18.1
Karnataka	112	45.2
Maharashtra	53	21.4
Telangana	38	15.3

Total	248	100.0
Gender		
Male	215	86.7
Female	33	13.3
Total	248	100.0
Age Group		
20–29	53	21.4
30–39	90	36.3
40–49	51	20.6
50–59	31	12.5
60 and above	23	9.3
Total	248	100.0
Designation		
Analyst	1	0.4
CO-ordinator	4	1.6
CEO	1	0.4
Chairman	15	6.0
Co-ordinator	4	1.6
Data Analyst	2	0.8
Director	15	6.0
Founder	40	16.1
Group Manager	3	1.2
HR	3	1.2
Manager	90	36.3
MD	2	0.8
Operator	7	2.8
President	4	1.6
Program Co-ordinators	7	2.8
Project Manager	2	0.8
Regional Manager	15	6.0
Sale & Marketing	3	1.2
Sr Advisor	3	1.2
Sr Manager	11	4.4
Supervisor	11	4.4
System Operator	2	0.8
VP	3	1.2
Total	248	100.0

Demographics of the respondents sheds adequate light on dynamics of social enterprise sector in India. The information has shown some important trends which can be applied in the establishment and functioning of social enterprises, and the understanding of strategic planning in the social enterprises.

Regarding locations, Karnataka dominance (45.2%) implies that it is a central point of the social entrepreneurship activity. Its great representation can be attributed to an attractive environment built up by a robust economic infrastructure, an open policy and an active social enterprise community. Maharashtra with 21.4 percent and Andhra Pradesh with 18.1 percent are equally strong manners of the sample which implies increasing strength in supporting initiatives designed to resolve burning social and economic problems. Telangana that constitutes 15.3 percent clinches its role as a new player in the sector.

Males respondents comprise of 86.7 percent and females 13.3 percent. This highlights the gender inclusion problem in the sector. Gender disparity may be a subject of addressing, by making the social ventures more broad-based in terms of the process and outcomes of their work and further enhance the notion of diversity as the driver of innovation and efficiency.

The data on the age brackets makes it clear that younger and mid-career professional are very relevant in the field. The most significant are people, aged between 30 and 39 years (36.3%), and in their 20s, (21.4%) and 40s (20.6). This tendency indicates that social entrepreneurship appeals to professionals who are in their early and mid-career given that social ventures have been described as innovation-intensive and dependent on the active workforce. In the meantime, the high infiltration of the older generation, aged more than 50 (21.8%), is what brings richness and experience to the sector, giving quality leadership to the younger generation.

The domain of positions taken by the sample presents the hierarchical pattern in which the majority of employees belong to the category of the “Managers” (36.3%), as they represent the backbone of day-to-day operations of these enterprises. The high proportion of 16.1 percent in the Founder role indicates high levels of entrepreneurial activity and vision, which once again justifies the role of founding entrepreneurs in shaping organizations in terms of culture and organizations. Even higher managerial positions of Directors, Chairmen, Regional Managers and Vice Presidents, amounting to about 18 percent of the sample size placed collectively, point to the fact that the sample to which the respondents belong is made up by key decision-makers. The high proportion of operational personnel (managers, coordinators, data analysts) and high-level administrators means that research take into account the interrelationship between planning, execution and outcomes at levels of both the pyramid.

Overall, the demographic statistics are illuminating to the extent that human capital exists in India and is the moving force of social entrepreneurship. The experience even distributions in ages and functions, together with state level clusters, helps bring into focus a detailed insight of the social enterprise sector. This profile invalidates the assumption that the industry is dominated by an elderly population, older workers, and is less diverse, something that leaves it strongly poised towards the future, adaptability and sustainability. The same attributes precondition the comprehension of the place of strategic planning and its socioeconomic consequences in a broad and deep way.

4.2 Qualitative Results:

The thematic analysis (Braun and Clarke, 2006; Clarke and Braun, 2013) reveals four major thematic categories: (1) Strategic Planning Approach, (2) Strategic Alignment and Plan Review Frequency, (3) Monitoring and Evaluation, and (4) Social Impact Outcomes. The two tiers of coding were used alongside inductive and deductive coding techniques as the means of generating these themes. The analysis was carried out under 32 responses. Thematic stability was relieved, which suggests strong consistency.

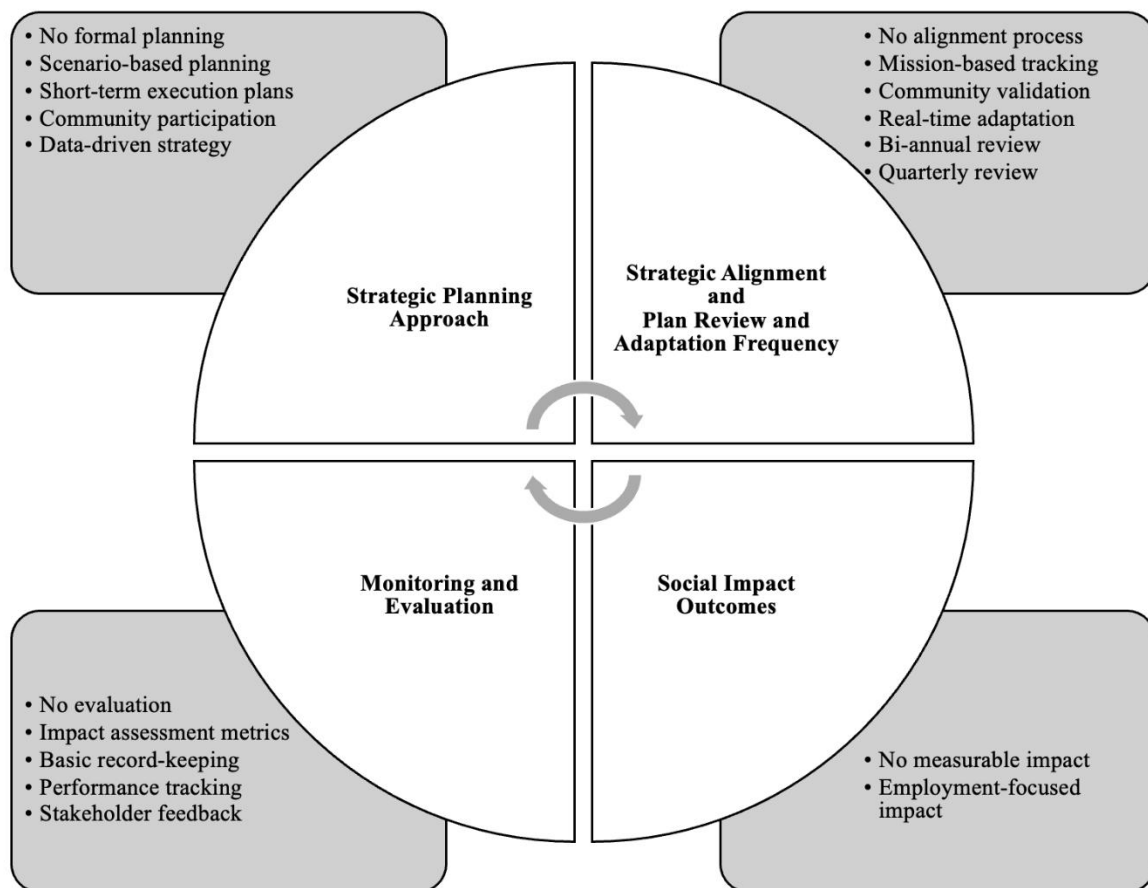


Figure 4.1:
Thematic Diagram

4.2.1 Strategic Planning Approach:

There is variance in the strategic planning behaviors of the respondents, from being informal to being structured. Some of the social entrepreneurs were not able to plan formally, but there are some social entrepreneurs who rely on scenario based planning and short-term plans of handle the unpredictable working environments. Remarkably, community involvement was a major theme which came up from the analysis. Most of the social entrepreneurs incorporated local wisdom and citizen involvement in planning process. A small number of participants use data-based approaches, with some of them having analytics or impact measurement tools. This difference raises the issue of the situational flexibility associated with social entrepreneurs and the spectrum of planning maturity in various industries and companies of different sizes.

4.2.2 Strategic Alignment and Plan Review Frequency:

Strategic alignment and plan review frequency theme indicated that there are inconsistent practices. Some of the social entrepreneurs admitted that there are no aligned process and some social entrepreneurs conduct the mission-based tracking to ascertain that activities are in line with their organizational vision. Community validation came up as an important strategy, where stakeholders and beneficiaries are consulted to evaluate if the activities are in line with the intended mission. The review periods are also different with different companies, some undertaking real time adjustments whereas others use a more organized quarterly or bi-annual reviews. These results indicate an increase in the understanding of the value of iterative review processes, although they lack formalization in most instances.

4.2.3 Monitoring and Evaluation:

There is a huge variance in the monitoring and evaluation practices. There are organizations who acknowledge that there are no evaluation mechanisms and only testimonials or feedbacks are used. Some of the social entrepreneurs employ impact assessment guidelines, many of them are rather crude, as well as they keep minimal records for reporting purposes. More advanced organizations are involved in performance monitoring and sought to deploy stakeholder feedback in the development of their strategies. Whether they have structured evaluation techniques or not seemed to be related to the size of the organization, as well as funding available is an important factor, and the exposure to impact measurement frameworks earlier.

4.2.4 Social Impact Outcomes:

The results of the social impact mostly fell into two opposite experiences. Some of the social entrepreneurs stating that there are no measurable impact, and this may have to do with poor planning, or rather poor evaluation systems. In contrast, some other social entrepreneurs believed that the impact was employment-oriented and they registered job creation as one of the main and most visible results of their strategic work. Employment was cited as one of the desirable indicators since it was unambiguous, relevant, and measurable, and within the conceptual model of the study. This emphasis on employment is consistent with the aspirations of social entrepreneurs and the community and society at large, namely in underprivileged communities.

These thematic findings offer some crucial information about the role played by social entrepreneurs in the processes of strategic planning and the manner in which these activities are put into practice and how these activities results into socio-economic outcomes.

4.3 Quantitative Results:

In order to examine the hypothesized relationships in the conceptual framework, a Partial Least Squares Structural Equation Modeling (PLS-SEM) was conducted using SmartPLS 4.0.

4.3.1 Initial Model Assessment:

During the initial run of the model, a number of factor loadings were identified to be less than the statistic cutoff value of 0.60 (refer figure 4.2). Hair et al. (2022) state that such construct must be removed because such low-loading items undermine reliability and validity. Due to this, loadings which were not high enough (0.60 or below) were dropped during further analysis.

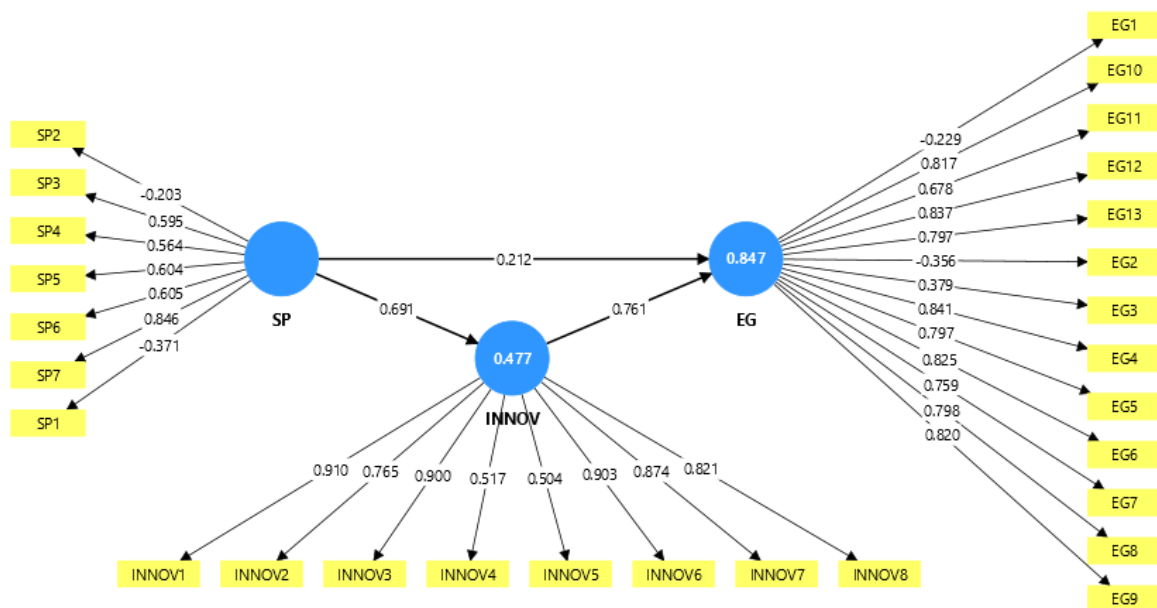


Figure 4.2:
Initial Model Run

4.3.2 Final Model Assessment:

The second model run left with only the indicators that satisfactorily fulfilled the psychometric criteria. The model was then re-estimated on the retained items which shows good measurement properties and model fit.

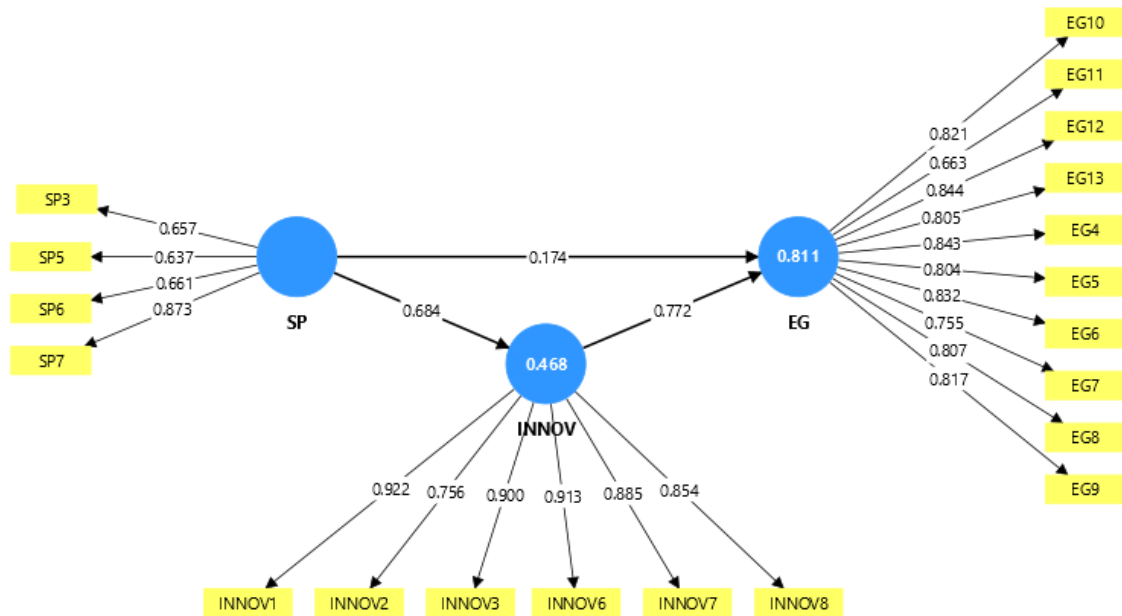


Figure 4.3:
Re-run of the Model

The model was then re-estimated on the retained items which shows good measurement properties and model fit (refer to figure 4.3).

4.3.3 The Outer Loadings:

To test the reliability and validity of the proposed structural model, the measurement and structural model outputs from SmartPLS 4 was examined (Hair et al., 2019). These were indicator loadings (outer loadings), R-square (R^2) values for explained variance and f-square (f^2) effects sizes as a measure of how endogenous variables were relatively affected by a given exogenous variable. Cumulatively, these indicators give a detailed insight into the explanatory power of the model, predictive relevance, and strength of the model. Table 4.2 presents the outer loadings, which assess the reliability of observable indicators for calculating latent variables utilised in the structural equation model. Hair et al. (2019) indicate that outer load coefficients below 0.70 signify optimal conditions, reflecting excessive indicator reliability. Loadings between 0.40 and 0.70 may be deemed acceptable if their removal does not substantially enhance composite reliability (CR) or average variance extracted (AVE), and provided they are theoretically substantiated (Hair et al., 2019).

Table 4.2:
Outer Loadings-Matrix

Item	EG	INNOV	SP
EG10	0.821		
EG11	0.663		
EG12	0.844		
EG13	0.805		
EG4	0.843		
EG5	0.804		
EG6	0.832		
EG7	0.755		
EG8	0.807		
EG9	0.817		
INNOV1		0.922	
INNOV2		0.756	
INNOV3		0.900	
INNOV6		0.913	
INNOV7		0.885	
INNOV8		0.854	
SP3			0.657
SP5			0.637
SP6			0.661
SP7			0.873

Starting with the outer loadings matrix, the assessment throws light on the intensity of each of the observed variable's connection with the corresponding latent construct. Outer loadings below 0.70 and above 0.60 are normally considered to be ideal, especially when conducting an exploratory study (Hair et al., 2022). Each of the 6 indicators of innovation (INNOV) construct exhibited strong loading scores with the lowest being 0.756 (INNOV2) which is quite prominent against the highest loading of 0.922 (INNOV1). This means that there is a very strong level of correlation between items observed and the underlying construct of innovation that alludes to reliable measurement model, which means that innovative activities and strategies undertaken by the social enterprises were reliably measured in this process. The Strategic Planning (SP) construct have four important indicators namely SP3, SP5, SP6, and SP7; which have loadings varying between 0.637 to 0.873. Although SP5 (0.637) and SP6

(0.661) fell on the lower realm of criterion but it is acceptable (Hair et al., 2019) and including them was necessitated by their conceptual significance and the entire model reliability. The loading on SP 7 was an especially good choice as it was 0.873 proving the internal validity of the construct. All these findings did show that the indicators of strategic planning that were retained after being refined were adequate in representing the latent variable. The Employment Generation (EG) construct, the majority of the indicators performed very well especially the EG12 (0.844), EG4 (0.843) and EG5 (0.804) among others. EG11 was the only one that loaded relatively lower at 0.663, nevertheless, a range within the proposed acceptable loading range of exploratory PLS-SEM investigation (Hair et al., 2019). The higher factor loading of the EG indicators confirms the construct as adequate in covering diverse dimensions of employment generation.

R-square (R^2) values give insights into the predictive capabilities of the exogenous variables. For innovation (INNOV) construct the R^2 value was found to be 0.468 (refer table 4.3) which means that nearly half of the variation in strategic planning practices can be accounted for by the level of innovation pursued by an organisation. This very well aligns with the theoretical expectations. Based on the rules regarding standard interpretation, this is a moderate degree of explanatory power score (Saari et al., 2021; Hair et al., 2022). By comparison, the value of R^2 of Employment Generation (EG) construct was excellent at 0.811 (refer table 4.3) which implies that in combination, innovation and strategic planning explained 81.1% of the difference between observation and results in employment generation. This amount of explanatory power is regarded as large, which implies that the model is very potent in depicting the drivers of job creation in the setting of social enterprises.

Table 4.3:
 R^2 Diagnostic

Variable	R-square	R-square Adjusted
EG	0.811	0.807
INNOV	0.468	0.463

The adjusted R^2 values depicts how complex the model is. In our research it was found to be robust; 0.463 (refer table 4.3) in case of innovation construct and 0.807 (refer table 4.2) in case of employment generation construct. These recalculated values confirm once again that predictive power of the model does not diminish even if numerous predictors are considered. This makes the findings even more credible in terms of their robustness.

In the next step, the f-square (f^2) effect size was assessed. It is used to gauge the magnitude of an effect that each exogenous variable has on its assigned endogenous variable (Saari et al., 2021). Hair et al. (2022) indicate that f^2 value of 0.02, 0.15, and 0.35 are small, medium, and large effects respectively. The relation between Innovation and Employment Generation had a very large effect size of 1.681 (refer table 4.4) which is an indication that innovation is a predominant factor that influences employment generation. This observation can lead to the conclusion that new tactics and technologies implemented by social enterprises are not merely powerful but perhaps the key solution through which they can create jobs.

Table 4.4:
The f^2 Matrix

	EG	INNOV	SP
EG			
INNOV	1.681		
SP	0.086	0.881	

In addition to this, the impact of Innovation on Strategic Planning was very large too with the f^2 value of 0.881 (refer table 4.4). This supports the theoretical hypothesis that radical thinking and proper methods can be used in the development of long term planning, execution and strategic flexibility. In simple terms, the more the innovation is integrated into the operations of social enterprises, the more they will tend to have higher sophistication in their strategic plans that will create opportunities and eliminate challenges of the external environment (Quaye et al., 2024). Such revelations do not only support the position of innovation as the most crucial concept of this model but also show innovation as both a direct source of employment creation and an indirect driver due to improved strategic planning (Holzmann and Gregori, 2023). However, as compared, the effect size of Strategic Planning on Employment Generation was 0.086 which denotes that it has a small but considerably significant effect. It indicates that although the planning activities do have an effect on job creation, it is much less significant as compared to the effect of innovation (Yangailo and Mpundu, 2023). This is along the argument that planning serves as an enabling factor or enabling tool to innovation-employment relationship but not as an independent factor (Pieniazek et al., 2024). However, it is still relevant in the model, and this is due the fact that substantial planning could determine the sustainability and scalability of employment variables in the long term.

So the proposed model in our thesis can be shown as a well-organized and theoretically consistent model where Innovation is considered to be the central concept which influences the strategic planning and the employment results considerably (Kamaludin et al., 2021; Zeyen et al., 2025). The properties of the hypothesized relationships and the sufficiency of the measurement instruments employed are (apparently) confirmed by the strength of the same, as investigated with the help of SmartPLS and endorsed by the diagnostics. Overall, the tests of outer loading is used as evidence of reliability of the measurement model, whereas the large values of R^2 ensure the high power of the explanatory model. This is further shown by the f^2 effect size which exposes the predominance of innovation as a predictor in the model.

4.3.4 Construct Reliability and Validity:

To assess the reliability and convergent validity of the latent variables in the measurement model, composite reliability (ρ_α and ρ_c) and average variance extracted (AVE) was used. According to Hair et al. (2019), composite reliability values over 0.7 indicate adequate internal consistency, while average variance extracted (AVE) values above 0.50 demonstrate excellent convergent validity, signifying that the indicators account for more than half of the variation of their respective constructs.

Table 4.5:
Overview of Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability (rho_A)	Composite Reliability (rho_C)	Average Variance Extracted (AVE)
EG	0.938	0.945	0.947	0.642
INNOV	0.937	0.940	0.951	0.763
SP	0.766	1.103	0.803	0.509

Reliability and validity should be put into account as construct reliability and validity are the keys to determining whether the latent variables that are being measured are adequately captured by the measurement model (Saari et al., 2021). The internal consistency and reliability are shown by Cronbach Alpha value, Composite reliability (CR), and rho_c (also referred to as Dillon-Goldstein rho) (Rigdon et al., 2017), whereas convergent validity is represented by the measure Average Variance Extracted (AVE) (Hair et al., 2019; 2022). All these indices reveal the internal coherence, accuracy, and soundness of measurement of every

single construct of the structural model. Table 4.4 shows the diagnostic statistics of the three latent constructs included in the model namely Employment Generation (EG), Innovation (INNOV), and Strategic Planning (SP). Each statistics provide a critical insight on how effectively the constructs have been measured and if the items are statistically and conceptually sound or not (Saari et al., 2021).

The most popular method of internal consistency and reliability is Cronbach's Alpha (Taber, 2018). It is an indication of the extent to which a set of items constitutes each other as a group and is commonly regarded to be a measure of scale reliability. Hair et al. (2022) note that the values of Cronbach Alpha exceeding 0.70 are acceptable, 0.80-excellent, and 0.90-good.

In our model, the Cronbach Alpha of EG (Employment Generation) construct is 0.938 (refer table 4.5) which indicates excellent reliability. This shows that the various indicators which are employed in the measurement of employment generation are critically consistent in giving their reflection of the underlying measurement. The same applies to INNOV (Innovation), which has a very high Cronbach Alpha of 0.937 (refer table 4.5) that remains excellent since it implies strong internal consistency. This implies that all the items involving innovation are considerably related and determine the construct with a high level of fidelity. The Cronbach Alpha of the SP (Strategic Planning) construct will reveal a coefficient of 0.766 (refer table 4.5), which is satisfactory since it fits into the standards of exploratory research (Hair et al., 2022). This is not as good as EG and INNOV but it is quite impressive signifying that the strategic planning practices are being reliably measured. Potentially, the reduced value could be explained by additional hashes to the lower amount of retained items (SP3, SP5, SP6, and SP7) during the process of indicator refinement at the previous stages. These values of Cronbachs Alpha affirm that all the three constructs have sufficient to excellent internal consistency making them quite usable at later phases of model estimation.

Composite Reliability (CR) and especially indicators such as rho A or rho C are regarded as an indicator of internal consistency in PLS-SEM (Hair et al., 2019, 2022). It is more used than Cronbach Alpha because it has no equal loading assumption (Saari et al., 2021). The values greater than 0.70 are acceptable, values greater than 0.80 are good and the values set higher than 0.90 depicts excellent reliability (Hair et al., 2019, 2022).

Based on our analysis it can be observed that in case of EG, the composite reliability is 0.945 (rho_A) and 0.947 (rho_C) (refer table 4.5). These values verify the fact that observed

indicators provides a strong measurement for employment generation. The values are comfortably higher than the common benchmarks confirming the good reliability of the model. For INNOV construct, the composite reliability is 0.940 (rho A) and 0.951 (rho C) (refer table 4.4). Such statistically uniform near-identical values give high evidence to the probability that innovation is not only conceptually well-defined but also statistically unified throughout several items. And in the case of the SP construct, rho A of 1.103 (refer table 4.5) is much higher than 1.00 the theoretical limit (Hair et al., 2019, 2022). This could be as a result of the inflation or duplication in the indicator loadings especially in the presence of high multicollinearity between items (Hair et al., 2019). Nevertheless, rhoC is 0.803 (refer table 4.5)

which is not out of range, thus meaning that the construct is still measuring adequately (Hair et al., 2019, 2022). The rho_A anomaly may be mentioned with caution and may be mentioned in the limitations or could be remedied with additional optimization of the items. On the whole, the values of the composite reliabilities confirm that in our model, both Innovation and Employment Generation are reliably measured construct. Although Strategic Planning construct has a statistical anomaly in rho_A, the general reliability is considered to be acceptable (Hair et al., 2019, 2022).

Convergent validity basically shows how well items that are theoretically associated to the same construct are related to each other in practice. The extent of the variance in the indicator is apprehended by the latent construct. This is measured by the Average Variance Extracted (AVE). An AVE value of 0.50 and above implies that the variance of the construct has exceeded 50 per cent and this is satisfactory with regard to convergent validity (Hair et al., 2019, 2022).

The results of our research depicts that the AVE of the EG construct is equal to 0.642 (refer table 4.4), and it reflects a high convergent validity. It means that most of the variation in the observed variables linked with employment generation, is due to the construct itself, not due to error or other unrelated things. INNOV construct reveals outstanding convergent validity that boasts of an AVE of 0.763 (refer table 4.5). This is quite a large value as more than three-fourths (76.42%) of the variation of the indicators is grasped by the construct innovation, and there is hardly any scope of error with regard to measurement. This shows the importance of innovation as the primary variable of our model, both theoretically and empirically. The SP construct demonstrates an AVE of 0.509 (refer table 4.5) and is slightly

above the borderline. It implies that the indicators collectively account less than half the variance of the strategic planning construct. This has a good convergent validity, although this can be improved upon in future studies, at least it is very good in exploratory studies or models that have lesser indicators (Hair et al., 2019, 2022).

The outcomes of construct reliability as well as validity table strongly support the quality of the model. The three constructs fall into all the recommended values of Cronbach Alpha, Composite Reliability and AVE, which affirms the model to be statistically and theoretically sound. The only exception is the inflated rho_A value of Strategic Planning, which is nonetheless significant but does not lead to the undermining of the overall reliability because of satisfactory rho_C and AVE values. These diagnostics ascertain that the model constructs are defined, internally and empirically valid. The high reliability and convergent validity values that are shown by the study make sure that the relations that are investigated within the context of the structural model are based on a valid measurement. Indicators of innovation and employment generation are also very robust, further confirming the importance of these constructs to the explanation of social enterprise outcomes. Consequently, the statistical diagnostics give a go-ahead on interpretation of the structural relationships and testing of hypotheses that are addressed in the following sections.

Table 4.6:
Discriminant Validity – Cross Loadings

Item	EG	INNOV	SP
EG10	0.821	0.819	0.626
EG11	0.663	0.482	0.420
EG12	0.844	0.832	0.682
EG13	0.805	0.822	0.616
EG4	0.843	0.745	0.671
EG5	0.804	0.682	0.532
EG6	0.832	0.642	0.542
EG7	0.755	0.571	0.467
EG8	0.807	0.749	0.521
EG9	0.817	0.674	0.469
INNOV1	0.794	0.922	0.657
INNOV2	0.709	0.756	0.551
INNOV3	0.825	0.900	0.612

INNOV6	0.817	0.913	0.627
INNOV7	0.758	0.885	0.549
INNOV8	0.763	0.854	0.583
SP3	0.233	0.149	0.657
SP5	0.277	0.292	0.637
SP6	0.235	0.195	0.661
SP7	0.793	0.792	0.873

Outer loadings defined also as factor loadings or indicator loadings are one of the important aspect in Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis (Hair et al., 2017). It aims to examine factor reliability of single construct measures to latent constructs. Outer loadings portray the level of correlation between an observed variable (indicator) and the latent variable (construct) (Hair et al., 2019, 2022). The high outer loadings mean that the indicator supplies much to the formation of the latent construct and has a lot of shared variance with it (Saari et al., 2021). Hair et al. (2022) recommend that the outer loading value should be 0.70 or above and state that the value represents the fact that the construct explains at least 50 percent of the variance in the observed variable. However, when dealing with exploratory research or when a model is in its infant stage, more than 0.60 of loading is acceptable. Loadings in the range 0.40 to 0.70 can be kept either when they add content validity or otherwise when removing loadings results in large decreases in composite reliability or Average Variance Extracted (AVE). Factors whose loadings are less than (0.40) are usually suggested to be deleted (Hair et al., 2019).

The discriminant validity or the cross loadings are represented in Table 4.6 which includes, Employment Generation (EG), Innovation (INNOV) and Strategic Planning (SP). All constructs are measured using a number of indicators that were developed over previous versions of the model. The outcomes here are based on the final measurement model which was obtained following discarding low performing items (i.e., items with loading less than 0.60) (Hair et al., 2019).

Employment Generation construct is gauged on ten indicators. The outer loading values of such indicators ranges from 0.663 to 0.844. All the indicators have loading values above 0.66 and are considered acceptable as far as reliability in concerned (Hair et al., 2019). Some of the indicators, e.g. EG12 (0.844), EG4 (0.843), EG6 (0.832) have especially high reliability, which means that the indicator is highly representative of the latent construct of employment

generation (Hair et al., 2019). These items embrace the elements or factors of jobs, improvement of skills, employment of the workforce and sustainable livelihoods. EG11 having the lowest loading across the board (0.663), which is acceptable (Hair et al., 2019). EG11 is the indicator that measures the least amount of the construct. It is below the loading level, but still belongs to the minimum cut-off and helps to make up the conceptualism of the construct (Hair et al., 2019). The deletion would not add much AVE or composite reliability and might reduce content validity and thus, its retention is justified. Thus, the loadings of the indicators of EG proves that this factor is assessed with the extremely high level of reliability. There is a meaningful connection between ten indicators and the construct, which allows its usage as a reliable latent variable within the PLS model.

Eight indicators are entailed in the Innovation construct. Outer loadings are all extremely high with minimum being 0.756 and the maximum being 0.922. These loadings are highly above the stipulated value of 0.70 and all of them show robust convergence validity and good indicator reliability (Hair et al., 2019). The indicators that indicate an extremely high value of shared variance with the innovation construct include INNOV1 (0.922), INNOV3 (0.900) and INNOV6 (0.913) which indicate that the extended indicators are also highly effective indicators of innovation. It is probable that innovation, as it is to be discussed here, has to do with adoption of new ideas, services, processes and community-based technological solutions. The outer loadings are consistently high which indicates that the construct is conceptually intact and well-developed. Notably, the indicators do not fall below 0.75, and this strengthens the empirical integrity in the construct. The measured construct of innovation plays a crucial role in the overall explanatory ability of structural model because strength of this construct is substantial. As explained in the earlier sections, innovation showed a significant direct impact to the strategic planning as well as employment and its strong outer loadings justify its place as the central variable in the model.

Strategic Planning construct is measured with the help of four indicators. Although three indicators (SP3, SP5, SP6) underperform just slightly below the optimal 0.70 threshold, they are all within 0.60 range which is satisfactory in the investigation of exploratory PLS-SEM studies (Hair et al., 2019). The measurement error, difference in how the respondents interfere with it, and conceptual redundancy with other constructs can be predicted because of the relatively low loadings. Nevertheless, this is stabilized by the inclusion of SP7 which has a high loading of 0.873. It helps to stabilize the reliability of the construct. All of them

together help to measure important variable which is strategic planning. Although the four items may not load highly, the composite reliability and the AVE of the construct (mentioned above) are still acceptable.

The outer loadings shows that all the indicators included in the final PLS model portray satisfactory to superior reliability. The majority of the indicators have values that are above the suggestive limit of 0.70 and all of them are above 0.60 (Hair et al., 2019), which states that they are indeed valid in terms of providing a mirror in a construct of their respective constructs. Innovation construct has the most remarkably high outer loadings that support its conceptual soundness and effectiveness in the empirical sense. The Employment Generation is also highly measured, having ten indicators that simultaneously depict the outcome variable with confidence and accuracy. Strategic Planning has an indicated loading slightly lower on some items, but it is reliable, and it provides the important measures of process level necessary to the model. The results indicate that the measurement model is conceptually acceptable and statistically appropriate and thus it is possible to be confident in the interpretation of the structural relations among the constructs. The outer loadings analysis has become crucial in supporting the preposition that the relationships witnessed between innovation, strategic planning and employment making are predicated upon credible and constant measurements. This strength provides the basis of the practical applicability in strategy and innovation in the context of so

4.3.5 Discriminant Validity: The Fornell-Larker Criterion

Discriminant validity, in particular, assures that constructs employed in the model are indeed independent of each other and not measuring concepts that are overlapping. The Fornell-Larcker criterion, which was developed by Fornell and Larcker in 1981, is one of the most common and most accepted procedures in evaluating discriminant validity; most researchers use it in the evaluation because of its academic advancement. The discriminant validity is attained when a square root of the Average Variance Extracted (AVE) of each construct is more significant than correlations of any construct and any other construct in the model.

Table 4.7:
The Fornell-Larker Criterion Matrix

	EG	INNOV	SP
EG	0.801		

INNOV	0.812	0.873	
SP	0.703	0.684	0.714

The Fornell-Larcker matrix in table 4.7 provides the square roots of the AVEs in the matrix diagonal and the off diagonal terms that contain the correlations among the constructs. This criterion was applied to test three constructs namely Employment Generation (EG), Innovation (INNOV) and Strategic Planning (SP) in the current study. Square root of the AVE of the constructs is as follows: EG = 0.801, INNOV = 0.873 and SP = 0.714. These values are on the diagonal of the matrix. the inter-construct correlations are EG and INNOV 0.892, EG and SP 0.703 and INNOV and SP 0.684.

The first that will attract the eye is the comparison between EG and INNOV. The square root of AVE EG is 0.801, which is lower than its correlation of INNOV which is 0.892. This will imply that Fornell-Larcker criterion has been offended on this pair of constructs. The same can be said about comparing the square root of INNOV AVE (0.873) with its correlation with EG (0.892) - once again, the criterion is not fulfilled. This finding indicates that the Employment Generation and Innovation constructs are theoretically differentiated concepts, which, however, can overlap empirically in this model.

Conversely, Strategic Planning (SP) construct passes the Fornell-Larcker criterion in comparison against EG and INNOV. The square root of SP AVE is 0.714 that is higher than its correlation with EG (0.703) and INNOV (0.684). This implies that Strategic Planning construct is statistically different with Innovation and Employment Generation in the measurement model. This difference is relevant, in the sense that it validates the assumption that strategic planning is more of a mediating or intermediate variable rather than an independently existence variable, which is thickly intermingled with either innovation or outcomes of employment.

The infringement of discriminant validity criterion between EG and INNOV does not necessarily nullify the model but definitely signifies further formulation. In applied research it is not rare to find constructs that are both theoretically and functionally intertwined possessing high empirical correlations. Relative to this research, it is hypothesized that innovation is one factor that significantly contributes to employment creating within the social enterprises. This relationship is supported by the high level of correlation (0.892) existing between these constructs. It however reflects a possible problem as judged by a

discriminant validity perspective: there is a possible overlap of being too empirically close so that they might not be measured as a distinct latent constructs. Said that, it is possible to reduce this concern with theoretical justifications. The process of innovation and creation of jobs is generally intertwined in the real-world functioning of social enterprise (Seda and Ismail, 2020; Islam, 2022). As an example, the introduction of a new service delivery model, online platforms, or community interaction methods implies direct consequence of a new job creation. It is logical to assume that under the described scenario, the questions could be answered with a view of being obviously linked between innovation and employment in case they are the results of the same operation initiative (Agrawal and Hockerts 2019).

4.3.6 Hypothesis Testing using Bootstrapping (10,000 Resamples):

In order to examine the statistical significance of the structural relationship and indicator reliability in the PLS-SEM analysis, a bootstrapping that involved 10,000 subsamples was applied. Bootstrapping is a strong, non-parametric approach to resampling that identifies the values and accuracy of path coefficient without requiring multivariate normality (Hair et al., 2019, 2022). This method helps compute p-values of each parameter, as well as structural paths and indicators loadings.

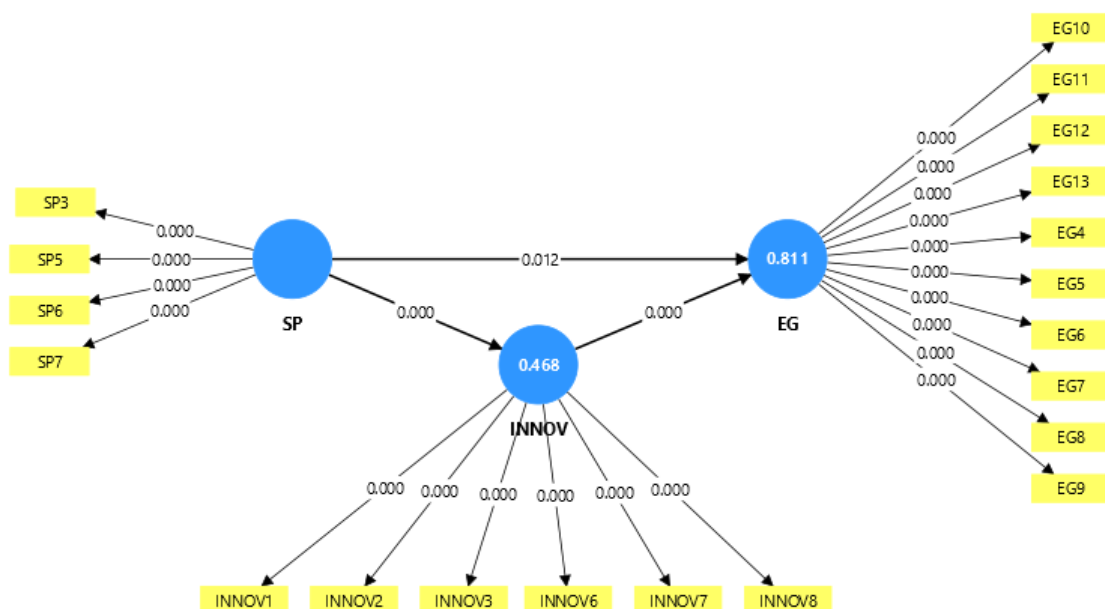


Figure 4.4:
The Bootstrapping Diagram

The outputs of the bootstrapping procedure gave some clues about the three key hypothesis and reliability of the indicators in measurement model. The loading of all indicators used to measure Innovation (INNOV), Strategic Planning (SP), and Employment Generation (EG) was determined as statistically significant with p-value being 0.000. It confirms that all the retained items are significantly relevant to its related construct in favor of the reliability and internal consistency of the measurement model. The high item loadings also support the validness of the previous assessments of factor loadings, Cronbach alpha and composite reliability.

The bootstrapping procedures confirm quality of the structure of the proposed model. According to the testing results of the hypothesized paths, all of them were statistically significant, which means that these conceptual ways of relating innovation, strategic planning, and employment generation were strongly supported empirically. These results validate the point that innovation is directly linked with employment generation and an indirect engine of job creation and strategic planning although not the strongest indicator, plays a significant role in this outcome. The reliability of the constructs employed in the model is further explained by the statistically significant loadings of all indicators. All things considered, the bootstrapping findings reinforce the plausibility of the model and validates its applicability in the ability to describe the dynamics of innovation driven social impact in social enterprises.

4.3.7 Hypothesis Testing:

A bootstrapping analysis with a subsamples of 10,000 was done to assess structural model and test the set of proposed hypotheses. The process allowed calculating the path coefficients, t-statistics and p-values, which defined the statistical significance of the proposed relationships. Table 4.8 shows that the results allow one to draw a clear picture of how the type of association among the variables, Strategic Planning (SP), Innovation (INNOV), and Employment Generation (EG) is, and whether such a relationship is in a positive direction or negative.

*Table 4.8:
The p-value Table*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
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INNOV→EG	0.772	0.774	0.058	13.209	0.000
SP→EG	0.174	0.173	0.069	2.522	0.012
SP→INNOV	0.684	0.699	0.046	14.842	0.000

In our investigation, the initial hypothesis (H1) is: The use of strategic planning is positively associated with innovation. The structural path SP→INNOV was used to test this hypothesis. It examine if innovation is a positive predictor of strategic planning behaviours of social enterprises. This relationship had a path coefficient of 0.684 with a t-statistics of 14.842 with a p-valued of 0.000 (refer to table 4.8). It means that the relationship is quite high in terms of statistics and the hypothesis is supported. The high beta coefficient indicates that there is a great relationship between strategic planning and innovation. A very high t-value shows that the outcome is not because of random variation in the study sample, whereas the p-value being very close to 0 prompts us to conclude that the finding is statistically sound and our hypothesis is supported. This gives powerful empirical backup to our Hypothesis 1. Our second hypothesis is: Social entrepreneurs who innovate are more likely to report positive socioeconomic impacts (increased employment). The path INNOV→EG was used to test this hypothesis. The effects of innovation on the generation of employment have been examined. The path coefficient is very high which is 0.772 with t-statistic value of 13.209 and p-value value very close to 0 (refer to table 4.8). These are the findings which show that relationship is significant at 5 percent level. Although the beta value in H1 is relatively higher, the significance level ($p < 0.05$) indicates that innovation has something serious to contribute to employment generation. This attests to the fact that planning activities e.g. establishing employment levels, community-based decision-making, or data to make manpower projections help social enterprises to coordinate their activities in line with employment creation objectives (Audretsch & Keilbach, 2004a, 2004b; Audretsch, 2005; Alpan et al., 2010; Acs et al., 2012; Méndez-Picazo et al., 2012; Nissan et al., 2012; Castaño et al., 2016; Doran et al., 2018; Stoica et al., 2020). With the existence of an evident data-driven plan, the likelihood of the measurable social impact rises. Therefore we conclude that Hypothesis 2 also is supported, it is statistically significant, showing that innovation positively impacts employment outcomes in the case of social entrepreneurship.

Also, the direct path from strategic plan to employment generation (SP→EG) shows a moderate coefficient (0.174) and its t-statistic is 2.522 with p-value 0.012. This means that there is a direct relationship between strategic planning and employment generation,

irrespective of the innovation factor. This result comes as an additional observation and can be very helpful in further hypothesis formulation or the improvement of the model.

CHAPTER V: DISCUSSION

5.1 Prominent Strategic Planning Processes Used by Social Entrepreneurs:

Strategic planning with regards to social entrepreneurship is a complex context-based phenomenon defined by both social-mission-imperative and operational-sustainability-imperative. The qualitative results of the research, which are based on the thematic interpretation of the profound responses of 32 social entrepreneurs create a complex and incisive map concerning the question of the planning practices which disrupt the discourse of the conventional planning.

5.1.1 Variability in Strategic Planning Strategies:

The heterogeneity of the addressing of strategic planning across the social entrepreneurs was the first major theme which was identified using thematic analysis. As compared to the traditional businesses that tend to have clearly structured organizational structure, several social entrepreneurs exhibited a wide variation of planning behavior, which varied from either to no planning procedures to highly systematic and data-driven strategic planning. A few respondents indicated that their planning was proposal based or responsive and it depends on the external funding. Some of them introduced three-month execution strategies that are short-term yet still focus on the structured approach to deal with uncertainty.

Remarkably, a group of respondents reacted positively to the scenario-based planning process by which organizations can prepare themselves for turbulent or resource-limited environments (Mailani et al., 2024). This observation can be compared to the findings of Pieniazek et al., (2024), who present the idea that environmental ambiguity often occurs in social enterprises and hence, they choose to use flexible and adaptive strategies. The fact that scenario planning has emerged as a grassroots entrepreneurial phenomenon also reveals a degree of strategic sophistication that has little to do with informal or ad hoc behavior (Chandra and Kerlin, 2020).

5.1.2 Community Driven Planning:

One of the most outstanding results was that of community members being involved in strategic decision-making, which was a top aspect in most of the interviews. Instead of being top-down or centralized, a significant number of the planning processes were described as bottom-up and inclusive in development of organizational priorities involving stakeholders, beneficiaries, and local leaders (Williams et al., 2023). This participatory approach is consistent with the normative direction of social entrepreneurship (Stoica et al., 2020).

The aspect of community participation seemed to find its way not only during the ideation or consultation process but during the validation and review of strategies (Middermann et al., 2020). As an example, some of the interviewees discussed referring to the community feedback meetings, validation groups, or general community discussions to determine whether the current processes were in line with their social mission. It is a distinct combination of strategic purpose and social responsiveness which forms the planning spirit of most social entrepreneurs (Galindo-Martín et al., 2019).

5.1.3 Plan Reviews and Strategic Alignment:

Strategic alignment and the frequency of review (Doran & Ryan, 2016) was the other theme which was identified by the thematic analysis. Some companies did not have formal alignment processes and others had mission-based tracking as a strategy to monitor activities and make sure changes would support the goals of the organization (Bosma et al., 2018). Probably one of the most interesting things that we had been able to identify was the utilization by community validation as a means of strategic alignment where the entrepreneur community would actually seek the input of the stakeholders to be sure that the projects and programs were in line with the common goals (De Beule et al., 2019; Diab & Metwally, 2019).

Plan review practices involved real time modification of the plan, quarterly or even semi-annual reviews of the plan depending on the enterprises size, maturity, and the industry. Dynamic planning processes have been implemented in many organizations working in highly dynamic environments (e.g., health, education), in which all plans are subject to continuous changes and readjustments (Saebi et al. 2019). This ready approach to adaptation aligns itself with the idea of the effectuation theory (Sarasvathy, 2001) that venturers tend to start every business with a list of means they have and they set out to chase them over time

out of the simple interaction with stakeholders and out of emerging opportunities (Staessens et al., 2019).

Nevertheless, the absence of review mechanisms in most organizations is an indicator of a major capacity building aspect (Agrawal and Hockerts 2019). Whereas, the conceptual value of the iterative review practices was significantly important to the respondents, the practices were poorly organized. The commentaries indicate that the desire to undergo the reflective planning is present, but the mechanisms and systems to manage it remain rather undeveloped in most cases (Liao, 2018).

5.1.4 Reflection of Impact and Monitoring&Evaluation:

Strategic planning in social enterprise is not a stand-alone process, it is linked very closely to monitoring and evaluation (M&E) processes (Ahmad and Ahmad, 2019). This dimension too emerged as a main theme with the responses pointing out great variety in practices. In a few organizations, there were no established assessment systems, with feedback usually in an anecdotal form or donor reports (Oham, 2022). Others still only had basic tracking mechanisms, usually likely to show output level indicators like number of beneficiaries served or workshops conducted.

However, a veryfew organisationshave systematic use of performance monitoring and feedback of the stakeholders in order to provide strategic assessments. M&E maturity levels frequently corresponded to organizational experience, size and availability of money or training on impact measurement (Bryson and George, 2020). Notably, this level of inconsistency in the M&E capacity play a huge part in affecting the quality and responsiveness of strategic planning (AlQershi, 2021). Even the organizations who are strategically involved in consistent data acquisitions are more likely to affect adjustments on their plans using the real-time evidence, which strengthen the feedback system between plan-making and execution (Al-Qudah et al., 2022).

These conclusions validify the purpose of M&E as an aid to reporting, and as a strategic asset. They reiterate suggestions in the literature to anchor the learning-focused assessment systems with the entrepreneurial practice, especially those operating in an environment characterized by complexity and uncertainty (Uzzol and Uddin, 2025).

5.1.5 Strategic Priority of Social Impact:

Produce measurable social impact is the end goal of strategic planning in the case of social enterprises (Kafka, 2024). It has also been highlighted by the respondents. Some of the various issues was viewed as a most prominent and measurable event. Some respondents said that job creation as a KPI was actually central to their theory of change. Employment is of particular importance in the context of marginalized or underserved groups, in which social enterprises are often established (My Thi and Tran, 2024).

Other respondents were honest enough to admit to the lack of measurability of their impact, citing a lack of planning or evaluation framework as being the sources of this deficiency. Other participants reported precise and direct correlations between their strategic programs and employment impact, which strengthens the relationship between strategic aim and social worth creation. Such answers endorse the thesis that a well-crafted planning is not merely a process of managerial activity but also a boost towards the realization of social change (Lashitew et al., 2022).

5.2 The Socio-economic Impacts:

The second aim of this study was to investigate and determine the socio-economic effects which arise after the use of strategic planning in operations by social entrepreneurs. The key finding of this research which is based on qualitative thematic analysis was of a rather complicated nature, as it showed that planning behavior is fairly entangled with the real outcome felt by the organizations themselves and the community in which they operate. The results provide an insight into the worth of deliberate, formal planning as a way to maximize the widespread influence of the activities of social entrepreneurs especially marginalized or underserved places.

5.2.1 The Role of Strategic Planning in Creating a Quantifiable Influence:

The story as observed by the qualitative data is quite persuasive: although not all social entrepreneurs pursue standard trailblazer strategic planning models, in general, those who adhere to the model can document more standard and demonstrable socio-economic results (Uzzol and Uddin, 2025). Employment generation emerged as the most obvious impact (Gnyawali& Fogel, 1994; Audretsch, 2003; McMullen et al., 2008; Audretsch& Link, 2019; Bryson and George, 2020; Chatterjee et al., 2021; Holzmann and Gregori, 2023; Quaye et al.,

2024; Zeyen et al., 2025). It was also mentioned by many interviewees. In all scenarios of the long-term, scenario or community-based plans, entrepreneurs stated that they could generate new job positions where their planning processes are directly connected to hiring and capacity building and organizational sustainability in the long-term.

A certain group of the respondents suggested that the structured planning helped them to predict the number of staff, to make proposals looking at the employment objectives, and position the organization as a trustworthy partner in multi-sectoral partnerships in development. Conversely, small entrepreneurs who did not have a clearly defined planning process in general found it difficult to express or quantify their socio-economic impact in terms of anecdotal stories (Chatterjee et al., 2021). This dichotomy emphasizes the operational nature of planning but also is an engine to create a social value (Shier, 2020).

Such results can be equated with previous literature which indicates a correlation between impact measurements and strategic clarity (Hidalgo et al., 2021). Companies that have developed planning regiments tend to include employment objectives, training programs, or competency-level measures into strategic objectives (Shabbir and Batool, 2025).

5.2.2 Core Impact Indicator of Employment:

In this wide picture of the socio-economic impacts of strategic planning, employment was by far the most vocal and a more common topic of discussion. Many participants referred to the fact that creation of jobs was a natural by-product of their mission, but more importantly it was a strategic priority that guided the design and delivery of programs. Employment was in one instance discussed as a direct output of service delivery (e.g., the hiring of community health workers or peer educators) or in other cases as the byproduct of enterprise expansion though facilitated by effective planning and using resources (Samila and Sorenson, 2017).

One important lesson that was learned was about employment as an impact proxy- since it is something not abstract, measurable and has a social good attached to it (Hidalgo et al., 2021). A few of the respondents believed that the provision of employment in underprivileged or disadvantaged locales was helpful both to the economic demands of the individual plus the personal dream of the community. Therefore, strategic planning was an option to make missions and economic empowerment go hand in hand (Galvin and Iannotti, 2015).

This theme concurs with the results of Stoica et al. (2020), who state that entrepreneurial activities with employment goals as an element of the strategy lead to more significant results both socially and economically. The present study confirms this further by proving the extent to which it is employment that becomes the corner stone of socio-economic growth of socio-enterprises that are highly strategically oriented.

5.2.3 Lack of Capacity to Calculate the Impact:

Although the data captured the positive relationship between planning and job creation, it was also noticed that there is a high variation in the M&E process (Chatterjee et al., 2021). A considerable number of the respondents admitted that they did not implement any effective monitoring mechanisms, they mainly rely on the community response, testimonies, or donor reports. This posed a gap between strategy and evidence which meant that some entrepreneurs found it hard to define the extent of outcomes even when they knew they might be in existence (Shier, 2020).

In situations where impact assessment frameworks had been undertaken, they are haphazardly applied. More mature organizations could afford to hire monitoring and evaluation personnel or outside consultants, whereas smaller organisations rely on informal or unstructured methods. This difference indicates the connection among planning and socio-economic impact also depends on infrastructure of the systems, experience, and resources required to turn strategic plans into measurable social returns in addition to intention (Bull and Banik, 2025).

However, it is clear that some respondents had advanced knowledge of using stakeholder feedbacks, social audits as well as participatory evaluation to measure impact. These entrepreneurs were constantly updating their approach through the evidence-based nature of their work, resulting in stronger evidence, more inclusive, and sustainable models of impact. Their testimonies prove that when planning is intertwined with reflection and new learning, the quality and depth of the socio-economic change rises considerably (Shabbir and Batool, 2025).

5.2.4 Strategic Planning as an Empowerment Process:

The other significant aspect of the debate is the non-monetary or less directly measurable benefit that planning offers (Samila and Sorenson, 2017). In addition to employment and revenues, strategic planning by social entrepreneurs help in empowerments, inclusion, and

social justice (Uzzol and Uddin, 2025). Numerous respondents reported that their planning procedures, particularly the ones that involved the community, assisted in building the culture of shared ownership and accountability (AlQershi, 2021). The process of engaging beneficiaries in the setting of goals and decision-making led to solutions more context-prone, developed trust, and enhanced the sustainability of long-term projects (Bryson and George, 2020).

Other entrepreneurs explained how strategic planning helped them move through power-play, acquire political endorsements, and manage crisis in a manner that does not temper the integrity of the mission. As an example, establishments that already had laid plans in the event of a pandemic fared better in switching gears, safeguarding employees, and sustaining service during the COVID-19 outbreak. This strength was spoken out to be a strategic strength, a strength that not only increased their capacity to operate, but also to gain popularity in the society. These revelations are consistent with those by Desa (2012) and Quaye et al. (2024) who present the idea that strategic orientation in social enterprises reinforces neither only the outcomes but, also, organizational identities and legitimization. So, planning is not only about goal setting, it is about construct of agency, making the entrepreneur pursue a long run change not only intentionally, but also ethically.

5.2.5 Planning and Impact Feedback Loop:

The last thing to point out based on qualitative results is feedback loop that emerged between planning and impact. Those entrepreneurs who saw their past strategic efforts paying off in ways that were visible to them, whether this was in form of community growth, better livelihoods or a placement of a job were most likely to spend time and effort in the next round of planning (Kabir, 2019). Even small positive influence produced a self-strengthening faith on planning process (Sherman 2006). This implies that there is a link between planning and impact, which is complementary and not conjoined in relation to a linear relationship (Oham, 2022).

On the other hand, individuals with no distinct outcomes expressed a lesser degree of motivation to plan in a systematic manner when under limited resource or crisis situation (Yun et al., 2019). This presents a dilemma to both the practitioners and policymakers on how to encourage early stage enterprises or those in the crisis to exhibit planning behaviors before the effects have been physically realized (Zhang, 2019). This is where external players

(funders, incubators and networks) shall come in and be instrumental by incorporating planning support into the early-stage capacity building activities (Staessens et al., 2019).

The qualitative data support the fact that strategic planning in the context of social entrepreneurship has a great bearing in developing a socio-economic impact (Seda and Ismail, 2020; Islam, 2022; Yangailo and Mpundu, 2023; Bonfanti et al., 2024; Leitão et al., 2024). Generation of employment was the most notable influence, which came out as a strategic objective as well as a result indicating that efforts had been successful (Mailani et al., 2024). Yet, the connection between planning and impact is checked by the existence of the systems of evaluation, engagement of communities, and adaptive capacities (Gupta et al., 2020; Holzmann and Gregori, 2023; Zeyen et al., 2025).

Strategic planning enables the social entrepreneurs to become more deliberate in their actions, reconcile their values between their business and the environment in which they operate (Zeyen et al., 2025). Well-established forms differ, but a planning attitude, which is swift, broad, and forward-looking, is a predictable indicator of socio-economic performance in this sphere (Holzmann and Gregori, 2023).

5.3 Challenges Faced by Social Entrepreneurs in Creating Socio-economic Impact:

One of the main goals of social entrepreneurs is to obtain the measurable and sustained socio-economic effect (Gupta et al., 2020). Nevertheless, this is generally filled with several systemic, operational, financial and cognitive issues especially in resource-poor and under-institutionalized contexts (Leitão et al., 2024). This part of the paper addresses findings of our third research objective. The themes arising out of the qualitative data provide a multi-layered insight into identifying the internal and external constraints through which the capacity of the social enterprises in promoting the meaningful social change can be understood.

5.3.1 Ineffective or Lack of Strategic Planning Systems:

Among the most basic difficulties, according to the statements of the multiple respondents, there was a lack of strategic planning structures. Some of the social entrepreneurs confirmed that their agencies did not have a proper planning mechanism or had uncoordinated and very reactive approaches. This lack of strategic design usually led to a poor ability to monitor progression, estimate demand of resources or match short-term actions with long-term socio-economic provisions (Williams et al., 2023).

To others planning was deemed as a luxury, making it second to the on-going service delivery needs or donor demands. Within these contexts, absence of a planning framework compromised the capacity of the organization to scale up available successful models, replicate interventions, or to develop continuity in leadership changes (Holzmann and Gregori, 2023). Such a mismatch between mission and operational planning was one of the main reasons as to why social outcomes were minor or saturated over time.

This difficulty echoes past literature which identifies dearth of planning in the basis or base social enterprises (Quaye et al., 2024). Effective planning is not merely a barrier to action but also a constraint on the ability to conceive, monitor and act with impact in a large way.

5.3.2 Inconsistent M&E practices:

Considerable numbers of the respondents observed that their organizations lacked a structured system to measure impact. In the absence of strong evaluation procedures, there is no other easy way to evaluate whether any of the targeted socio-economic impacts, e.g. provision of employment, developing skills, poverty reduction, had been attained (Ambos and Tatarinov, 2022).

This insufficient evidence did not only limit internal learning, but also limited accountability to outside stakeholders including funders, partners, and beneficiaries. This in turn influenced the chance of the organization to generate funding in the future or validate their model in the competitive environment (Hadad and Cantaragiu, 2017).

Although some entrepreneurs had found a way to incorporate more formalised feedback and measures of performance, it was by no means is effective. These results imply that in case strategic planning is present, the lack of a feedback channel through monitoring drastically hampers fulfilment of the impact (Kamaludin et al., 2021).

5.3.3 Volatility in Funding and Dependence on Donors:

The other major challenge that came out of the qualitative data was the unstable sources of funds. It is a common situation for social entrepreneurs who have to work in an environment where donor priorities change regularly (Geradts and Alt, 2022), also there is little government support (Kistruck and Beamish, 2010), and earned revenues do not provide sufficient sustainability (Hadad and Cantaragiu, 2017). Consequently, their capacity to retain

or increase socio-economic programs is usually derailed (Rosário and Figueiredo, 2024). Various respondents reported that the use of short-term funding cycles resulted in short-term planning periods, which made it hard to spend on capacity-building, infrastructure or long-term employment systems. This would lead to a number of interventions on project basis that were not strategically continuous. As an example of this case, an enterprise that has been training women in the business of tailoring had to terminate its vocational base when the funding stream was stopped, impacting the employment generation power, and interfering with the economic as well as social advancements that had already been attained by the enterprise. There is also less autonomy due to this dependency. Certain business people observed that their approaches to planning and reporting have been determined by donor systems as opposed to the realities on the ground, resulting in an inability of the organizations to meet the needs of the communities. These insights validate the arguments of Saebi et al. (2019) claiming that financial precarity should be regarded as one of the most consistent threats to the impact creation within the social enterprise segment.

5.3.4 Limited Resources and Related Limitations:

Absence of qualified personnel, underdeveloped infrastructure, and logistic problems like bad transportation or internet connection limit the social enterprises (Zeyen et al., 2025). In most situations, human resource shortages defined a major bottleneck: companies could not find or hire talent because of tight budgets, the rural nature of operations, or due to competition with more lucrative sectors (Bansal et al., 2023).

Reports were also provided by some respondents living with the fact that they were multitasking, dealing with operations, fundraising, community relations, and monitoring, which did not allow them much time to reflect and innovate. Under these circumstances, even the best plans suffered failure on execution in most occasions (Goyal et al., 2017). This gap between aspiration and execution power empowers the notion that socially relevant is not only about the intention or design; it is rather about the implementation and the adjustment (Maher and Hazenberg, 2021).

In addition, access to quality data and technology was mentioned too as an obstacle (Zeyen et al., 2025). Without the simple tools of digital capability or the data management system, organizations struggled to follow the beneficiaries, find the trend, or report the performance.

This further alienated them to greater ecosystems of support as well as restricted their involvement in evidence based advocacy or policymaking.

5.3.5 Contextual Issues:

Several entrepreneurs also pointed at the wider socio-political issues and cultural environment as a restraining force to their efforts in impact. In a number of instances, the entrepreneurs cited bureaucracy or the vagueness of policy or the denial or non-recognition of local authorities as barriers to action. The others were met by community resistance particularly where the program aimed at empowering women and reforming education or behavior.

The absence of enabling legislation, in permitting social enterprises, in other parts of the country further limit the influence it had (Rosário and Figueiredo, 2024). Such invisibility at the macro level denied them the chance of getting the institution backing, financial tools or cooperation that could help them to scale their operations. These structural limitations confirm the notion outlined by Zeyen et al. (2025) and Islam (2022) of the structural embeddedness of impact constraints, namely, that social results are determined by both capacity of the enterprise and institutional setting.

Furthermore, several respondents described the COVID 19 pandemic as a key interrupter identifying the fragile structures of unintended or under-funded organizations. The individuals whose strategies and adaptability ratings were strong survived the whiplash, and the rest failed. This cements the idea of strategic foresight and planning in the line of scenarios particularly in the environments that are crisis-prone.

5.3.6 Leadership Difficulties:

Issues like founder burnout, decision-making fatigue, and emotional labor also appeared. Social enterprise may also necessitate a huge emotional investment, and most entrepreneurs have reported feeling alone or stressed. This was not only impacting on their well-being but also the quality of the decisions particularly when it comes to stress or uncertainty (Austin et al., 2012).

Lacking the access to coaching, peer learning networks, and institutional mentors, most entrepreneurs struggled with trying to readjust when they had to, or maintain their momentum

in hard times(Gupta et al., 2020). Lack of supportive ecosystem therefore became a restriction that did not only curtail generation of impact but its sustainability.

The argumentation used in the topic of this objective comes out to show that development of socio-economic impact by engaging in social entrepreneurship is a highly bound process, which is influenced by various interdependent issues(Krishnamurthy, 2023). This knowledge of such difficulties is necessary both in the context of theory-building in the field of social entrepreneurship, as well as in tailoring context-specific courses of action that could lead to entrepreneurs achieving their maximum social contributions amid those obstacles.

5.4 Conceptual Framework for Analysing the Impact:

The fourth and last research objective of this research work was to provide a conceptual framework and empirically prove the principle that innovation and strategic planning are associated with socio-economic impact in the field of social entrepreneurship and it is measured in terms of employment creation. The quantitative research method was used to achieve this objective where the data were analyzed with the Partial Least Squares Structural Equation Modeling (PLS-SEM) through the SmartPLS 4.0. It was aimed at evaluating the structural validity, predictive power and theoretical strength of the model, and in the process provide a statistically sound elaboration of the interplay between planning and innovation to produce real socio-economic results.

The conceptual framework has two hypothesis which are: strategic planning has a positive correlation with innovation(H1), whereas innovation has a positive correlation with employment generation (H2). The third route was not initially predicted but was used to realize the direct connection between strategic planning and employment generation as innovation might not only act through the planning but could also bear direct implications. A structured model was used to test the hypothesis and was evaluated based on factor loadings, model fit indicators, path coefficients and level of significance obtained using a bootstrapping method of 10,000 resamples.

The outer loadings of the majority of the indicators were above the golden rule of 0.70 reflecting high reliability of the items (Hair et al., 2022). The values of all the composite reliability (CR) and Cronbach alpha were greater than 0.80 indicating great internal consistency of Innovation and Employment Generation. In the case of Strategic Planning,

values were acceptable (Cronbach Alpha = 0.766), although the scale had fewer retained items as compared to the others. All three measures of convergent validity were present since the Average Variance Extracted (AVE) of all of these constructs was above the 0.50 criterion (Hair et al., 2022), which means that provided constructs accounted to more than half of the variance in indicators. Although there was a small anomaly in rhoA value of the Strategic Planning construct, the rest of the validity indices were useful in supporting the soundness of the model. This ruled as a good starting point towards the assessment of the structural routes of the conceptual framework.

The explanatory power of the model was estimated through values of R-square. The value of R-square of Strategic Planning was 0.468, an indication that about 47 percent of the variance of the practice of strategic planning can be determined by the degree of innovation into the organization. This is moderate predictive accuracy range predetermined by usual values of R-square in exploratory models (Hair et al., 2022). More prominently, the R-square that came up in the Employment Generation was 0.811, which reveals that the differences in the results of employment generation were explained by the synergistic effects of innovation and strategic planning to be over 81 percent. This is a very high explanatory power which implies that the model is effective in explaining the actual outcome of interest that is socio-economic impact in terms of creating jobs. Model robustness was also supported by the adjusted R-square values which reduced only slightly relative to the raw R-square values and this strengthened the robustness of the estimates despite controlling the model complexity.

The internal dynamics of the model were also explained with the help of effect sizes of f-square. The Innovation to Employment Generation pathway had a f-square value of 1.681 and can be considered to have a very large effect; this is because the innovation followed is most prominent predictor of the employment levels in this model. Such a powerful effect size indicates how innovation is a turning point of operations upscale, new services introduction, as well as sustainable employment policies in the framework of social enterprise. The strength of the relationship between Innovation and Strategic Planning was likewise sizeable (f-square = 0.881) which reinstates the thought process that innovation has not only direct effect but also enhances capabilities and organizational decision mechanism. These results also match previous studies (Quaye et al., 2024; Holzmann & Gregori, 2023) indicating that innovation is a driver of both an organizational transformation process and an exogenous set of social effects. The effect size of Employment Generation by Strategic Planning was on the other

hand lower ($f\text{-square} = 0.086$), which means that there was a significant but weak impact. This implies that although planning can cause employment; it is only carried out as an enhancing factor and not a main cause. Theoretically, this lodging is objective, as planning in itself can never deliver work without being complemented with innovation, capital, and implementation. In such a manner, the model underlying the direct and indirect impacts of innovation on the employment indicates a two-track route, where the planning mechanism plays the role of a facilitator.

Bootstrapping (10,000 subsamples) was used to determine the significance and the strength of effects of the three structural paths that are major ones. The direction of strategic planning to innovation (H1) was significant ($\beta = 0.684$, $t = 14.842$, $p = 0.000$) indicating that strategic planning have profound effect on the depth, formality and agility of innovation within social enterprises (Harsanto et al., 2022; Quaye et al., 2024). This backs the abstract point that innovation is not only technical, but strategic as well since it influences the vision, priorities and the long-term implementation by a given organization. Another path of significance, innovation to employment generation ($\beta = 0.772$, $t = 13.209$, $p = 0.000$)(H2). This substantiates the notion that innovative approaches plays a part in creation of employment(Sahni et al., 2023). Without innovation, the employment activities can be random or unsustainable. The direct relationship between the strategic planning and employment generation ($\beta = 0.174$, $t = 2.522$, $p = 0.012$) was regressed and proved to be significant but not so strong. This gives empirical support to the claim that strategic planning works to cause social outcomes on its own without necessarily referring to innovation. Collectively, these results establish that the conceptual model is arranged and the hypotheses proved to be statistically significant.

The tested model makes a contribution to theory and practice by offering a framework of measurement, using which social impact, in this case, employment can be explained. It changes the discussion to evidence-based, predictive vision of impact rather than anecdotal or descriptive insights of impact and, therefore, quantifies the value of innovation and strategic planning. The results provide empirical justification of a notion that innovation is both a stimulant and an outcome facilitator of social enterprise ecosystems. Planning also introduces value but its operation is subjected to the existence of innovative capabilities. This highlights the importance of universal nature of strategy and innovation when it comes to the design and scaling of impact oriented interventions. Theoretically, the model strengthens capacities and

resource-based theories of social enterprise in that the results are based on the ability of organizations to leverage internal capabilities (innovation) and match their strategic direction (planning). It is also consistent with the literature of hybrid organizing that has emphasized that tensions between social mission and operational efficiency must be addressed (Pieniazek et al., 2024).

The fourth research objective has been achieved when it comes to the designing and reality testing of a conceptual framework via the method of PLS-SEM. As shown by the model, innovation is the key to achieving socio-economic impact either directly or through its mediation to the strategic planning. Planning is also useful; however, it is only supportive in the process. The model describes much employment phenomenon and covers all major validity, reliability, or effect size standards. The framework could be used as a diagnostic/planning framework by social enterprises, incubators and policymakers interested in innovation-led approach of employment improvements. Moreover, solid statistical impact of the model provides a very strong basis to future studies that can aim at testing similar models on the geographic or sectoral level. All in all, the tested model has both theoretical consistency and practical application regarding the elucidation and improvement of the socio-economic role of social enterprises.

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary of the Research:

This study has been conducted to examine how strategic planning helps to determine socio-economic outcome of social entrepreneurs in India including employment creation as one of the main indicators of socio-economic contribution (Antoniuk et al., 2023). In the context of growing importance of social entrepreneurship as the means of overcoming the developmental issues (particularly, in the context of India) (Krishnamurthy, 2023), the research provides an interesting and holistic reflection of the process, result, and issues social entrepreneurs have to deal with nowadays in their endeavour to achieve a quantifiable social good.

The given study represented a mixed-method study that incorporated both qualitative interviews with 32 social entrepreneurs and quantitative study employing Partial Least Squares Structural Equation Modeling (PLS-SEM). The conceptual framework aimed at testing the links between three variables; Innovation, Strategic Planning, and Employment Generation and this was tested based on the quantitative data. The research aimed to determine the most notable strategic planning processes of the social entrepreneurs. It also determined the social-economic effects that have been induced by way of strategic planning, emphasis being made on creation of employment. The research also identified the problems that social entrepreneurs experience in generating socio-economic impact. Also this study empirically examined and proposed a conceptual framework.

The researchers have found out a broad spectrum of strategic planning practices among the Indian social entrepreneurs. They could be as informal as ad-hoc, proposal driven methods to

structured methods, scenario-driven and participatory model of planning. One of the most remarkable findings was the involvement of stakeholders in the community into the process of planning that showed a bottom-up, inclusive approach that characterizes the mission of most social businesses as being hybrid. Certain entrepreneurs had an execution-based or a short-term planning cycle and others had mission-driven long-term plans with the internal reviews and feedback systems. Job creation became the most reliable and visible socio-economic implication that social entrepreneurs reported. Organizations, which had adopted the strategic planning in their activities, were more capable of indicating the needs of staffing, corresponding with the demands of the donors, and preserving the creation of new jobs. Planning served to mobilize resources as well as diagnosing and therefore, assisted ventures to establish themselves as viable and effective players in the respective sectors. Weak strategic planning systems, limited or weak monitoring and evaluation systems, regulatory and bureaucratic impediment, uncertainty in funds, and psychological pressure were the few challenges social entrepreneurs experienced in the realization of their goals. The other reasons cited by many respondents were that access to capacity building resources and peer networks was limited. These obstacles did not just limit the organizational growth but also the capability to maintain or expand social impact. The entrepreneurs, however, showed determination, ethical discipline and dynamic abilities in traversing these obstacles. In our conceptual model all the three hypotheses were statistically justified. Both the path coefficients and the bootstrapping findings revealed that among the variables, the relationship was very intense and innovation turned out to be the biggest determinant of employment outcome. A high explanatory power and good model fit is portrayed by virtue of the model explaining 81.1 percent of variance in employment generation and 46.8 percent of variance in strategic planning.

Theoretically, this study contributes to the body of literature in that it shows how innovation and strategic planning are interdependent in bringing social impact. It validates the role of resource-based and capability theories in the interpretation of the conversion of the internal competencies (such as innovation) into external results (such as job creation)(Quaye et al., 2024). In addition, our research will make an input into the hybrid organization theory through shedding light on the balancing of the operational needs and missions driven goals in social enterprises(Mehta, 2024). Practically, the results indicate that strategic planning must be key in designing social venture as well as implementing it(Gururaja, 2024). Social enterprises are more effective when facilitated by policymakers, incubators, and funding

agencies to promote the organization of systematic planning, particularly in start-up-stage organizations. Training in adaptive strategy development, effect measurement and scenario planning should also be certain activities that can immensely advance the performance and credibility of social ventures (Yang et al., 2020). Besides, the study also emphasizes the need to have community participation in the planning structures (Maher & Hazenberg, 2021; Goyal et al., 2017). By engaging key stakeholders in their strategies, social enterprises stand higher chances of coming up with interventions that are sustainable and locally owned. Some of the psychological and capacity related pressures identified in the entrepreneurs can be addressed with peer learning, mentorship networks, and availability of support provision in the institutions (Pieniazek et al., 2024).

The government and donor agencies should generate exploration in educational programs that increase the assessing and tactical capability of social entrepreneurs (Pieniazek et al., 2024). The programs must be designed with the idea of data-driven planning, scenario modeling and impact measurement (Maksum et al., 2020). The policy should focus on regulatory reforms that give legal endorsements to social enterprises, tax credit, and simplification of compliance processes (Chatterjee et al., 2021; Holzmann and Gregori, 2023; Zeyen et al., 2025). The establishment of a legal status of social enterprises as observed elsewhere can be helpful (Gupta et al., 2020). Social entrepreneurs can be scaled by developing tailor-made financial solutions (building outcome-based financing, social bonds, etc.). The financial institutions must be allowed to evaluate credit worthiness on social performance indicators as well as on financial parameters (Zeyen et al., 2025). Burnout and fatigue in decision-making are actual threats to sustainability of founders. Coaching networks, peer mentoring and leadership training are those other networks which can enable an entrepreneur to use the momentum and retention of purpose during a rough patch (Pieniazek et al., 2024). The partnership between social enterprises and the academic community can be fruitful to both. The academics can help in methodological assistance and the social entrepreneurs can give real world view that can add value to the teaching and research (Pieniazek et al., 2024).

Further research can then apply this model to other geographic areas or sectors (health, education, or renewable energy, respectively) in an attempt to verify the model. The causal relationships between impact and planning could be better understood by using the longitudinal studies. Other mediating or moderating variables, e.g. leadership style, funding stability, or technological adoption, can also be investigated in further studies to reflect the

outcome of strategic planning in social enterprises. Also, it would be beneficial to incorporate other measures of socio-economic impact e.g. poverty alleviation, gender empowerment, community capacity etc. which would then enable a multi-dimensional analysis of SBE performance.

The evidence in our research shows that impact is not accidental but it is designed with careful planning, stakeholders involvement and ongoing learning (Mair and Noboa, 2003; Rahdari et al., 2016; Chandra and Kerlin, 2020). With both qualitative and quantitative inputs, the study does not only fill in gaps in the literature to support how best practitioners, policymakers, and scholars interested in using the power of entrepreneurship to transform society can take positive action but also takes into consideration various emerging issues regarding the use and application of the same.

6.2 Implications:

The present research considered the correlations among innovation, strategic planning and socio-economic influence also in the dimension of creating employment within the Indian social enterprises. Similarly, finding, which is based on the qualitative and quantitative perspectives, holds significance in three levels namely, theoretical, practical and policy levels. Such implications are important to the researchers as well as the social entrepreneurs, support agencies, and policymakers who would want to utilize social entrepreneurial trends as agents of inclusive growth and sustainable development.

6.2.1 Theoretical Implications:

The findings in the study have contributed both to the theoretical body of knowledge on social entrepreneurship and strategic management because it presents a tested conceptual framework that associate innovation, planning and employment outcomes. The results give new insight into several widely accepted theories and even encourages future academics to contribute to this method of integration.

The majority of strategies on strategic management literature has been dedicated towards profit-maximizing firms (Leung et al., 2019). The study is a first attempt to incorporate in a hybrid environment using empirical methods of analysis in the case of social enterprises, which are characterized by both financial sustainability and social missions (Zeyen et al., 2025). Due to the confirmation of strategic planning as an indicator of employment creation,

it is apparent that structured planning is not essentially a corporate role but a strategic requirement of even socially oriented ventures(Williams et al., 2023).

Our research also touches on the validity of the Resource-Based View (RBV) (Barney, 1991)to describe the manner in which the competitive advantage is attained in the social enterprise having regard to the internal capabilities similar to innovation and planning. One of the resources that were noted to allow planning and impact was innovation (Chatterjee et al., 2021). Our work proves the appropriateness of RBV (Barney, 1991)in hybrid organizations and gives the possibility that the future studies could examine how VRIN (Valuable, Rare, Inimitable, and Non-substitutable) characteristics are applied in the social environment (Godinho, 2022).Social enterprises find themselves between the market and the mission and must deal with conflicting institutional logics (Galindo-Martín et al., 2020). Further, the results highlight the importance of institutional context with regards to entrepreneurial behaviors and outcome including ecosystem support, regulatory environment of a country and cultural expectations (Shabbir and Batool, 2025).Our research fills the knowledge gap by providing empirical results on the association between strategic planning, innovation and employment creation. Our results are statistically confirmed through PLS-SEM.

6.2.2 Practical Implications:

Our study also offers practical implications and actionable insightsfor social entrepreneurs, impact investors, support organizations and other relevant stakeholders. The results bring the theory into action, and these could be turned into tools and strategies that can enhance the decision-making and real-world effects.

Strategic planning should be one of the basic organizational capabilities of the social entrepreneurs (Chatterjee et al., 2021). The results indicate that enterprises which have either mission-tracing planning process, scenario forecasting planning process, or community based planning process, is likely to generate employment and continue operation (Hidalgo et al., 2021). Therefore, effectiveness can be enhanced in significant manners by providing employees training in planning tools (e.g. business model canvas, theory of change, logframe) and by exposing to strategic thinking workshops (Bryson and George, 2020). The incorporation of local stakeholders in the planning cycles is one of the important qualitative observations. Those entrepreneurs who involved their beneficiaries in the planning and review exercise in the process came up with more pertinent, viable and sustainable programs

(Amorós et al., 2019). It implies that, in addition to facilitating legitimacy, participatory planning promotes a contextual fit, which enhances the chances of making a difference in the long run (Rashid, 2019). Many social enterprises noted about the lack of structured monitoring and evaluation processes. Those who applied basic impact measures fared better in reporting their results to the funders and other stakeholders. This provides the relevance of the development of the M&E skills like the collection of data on employment, beneficiary feedback, community development indicators to measure strategic performance (Portuguez Castro et al., 2019). The research also throws light on psychological load of social entrepreneurs. Burnout, exhaustion, and mentoring stress are also noted by a large number of respondents. These findings mean that entrepreneurial well-being is an area that incubators and accelerators ought to consider (Barreneche García, 2013). The coaching of leadership and peer support groups of people along with the training on the part of resilience can be crucial in supporting the entrepreneur and the entrepreneur mission (Chatterjee et al., 2021). Our proposed model can be applied by the social entrepreneur and incubators in measuring organization preparedness for impact assessment. Innovation and planning ought to be considered as internal levers, which when rightly aligned could cause measurable effects (Uzzol and Uddin, 2025). This model is a useful method of diagnosis and planning social ventures with an aim of maximising their socio-economic contributions.

6.2.3 Policy Implications:

Social entrepreneurship is increasingly being recognized by governments and international development agencies as a key player in achieving Sustainable Development Goals (SDGs) (Kabir, 2019; Al-Qudah et al., 2022; Kafka, 2024; Uzzol and Uddin, 2025). The findings of this study hold multiple implications for policy design, capacity building, and impact measurement frameworks at national and sub-national levels.

In India, regulatory ambiguity around social enterprises hinders access to funding, government schemes, and partnerships (Mehta, 2024). Policymakers should consider introducing a distinct legal status for social enterprises—similar to the CIC (Community Interest Company) model in the UK (Mason, 2020) or the B-Corp framework in the US (Diez-Busto et al., 2022). This can streamline access to tax incentives, impact investment, and compliance support. The government, in partnership with universities and civil society organizations, should invest in capacity-building incubators focused on social enterprises (Pieniazek et al., 2024). These centers can offer training in strategic planning,

financial modeling, innovation management, and data-driven impact evaluation(Pieniazek et al., 2024). Special attention should be paid to second-tier cities and rural hubs where such support is currently lacking.The research shows that employment is a tangible and measurable outcome of well-planned social enterprise operations(Gururaja, 2024). Government agencies and donors can use this insight to design outcome-based financing models—such as social impact bonds (SIBs)—that reward ventures for creating jobs, especially among marginalized communities(Mehta, 2024). These funding tools can reduce risk and incentivize measurable performance.The use of the proposed conceptual model by the think tanks or planning commissions can support region-specific mapping of social enterprise impact. Local governments can use such tools to identify underperforming regions and tailor interventions accordingly(Mehta, 2024). For instance, areas with low employment and high social need can be prioritized for targeted incubation and financial support. Innovation strongly influences employment suggests that innovation supportive mechanisms—grants, hackathons, seed funds—should be tailored for social entrepreneurs. Innovation labs and government-funded R&D platforms can create low-risk environments for social entrepreneurs to test new solutions without fear of financial collapse(Yang et al., 2020).

The study also identified bureaucratic inertia, limited access to public data, and exclusion from policy dialogues as common hurdles for social entrepreneurs. Policy frameworks must address these institutional voids by simplifying compliance and licensing processes(Gururaja, 2024), ensuring public procurement quotas for social enterprises(Pieniazek et al., 2024), and involving social entrepreneurs in co-creation of welfare and development programs(Uzzol and Uddin, 2025).The positive role of community involvement in strategic planning suggests a policy opportunity for collaborative governance models. Government agencies can design participatory mechanisms (e.g., village development committees, community monitoring boards) that integrate social enterprises into public service delivery systems.

The implications derived from this research transcend academic discourse and enter the realm of tangible action. Theoretically, the study contributes to a nuanced understanding of how internal capabilities and contextual realities interact to produce social value. Practically, it equips social entrepreneurs with tools and evidence to navigate uncertainty, scale their impact, and institutionalize strategic thinking(Davies et al., 2019). At the policy level, it provides a roadmap for crafting supportive ecosystems that enable social enterprises to

flourish as engines of inclusive and sustainable development. These implications are not only relevant to India but offer valuable lessons for other emerging economies grappling with similar challenges of social inclusion, unemployment, and institutional fragility. As social entrepreneurship continues to evolve as a transformative force, this research emphasizes the urgent need for integrated strategies that blend innovation, planning, and inclusive policy for maximal socio-economic impact.

6.3 Recommendations:

This study by conceptualizing and discussing innovation, strategic planning, and socio-economic impacts, especially the ability to generate employment in the social enterprise environment of India, has revealed some points of importance. Based on empirical data and theoretical approaches, the current study offers the following recommendations to assist social entrepreneurs, policymakers, ecosystem enablers, and scholars. These propositions are intended to keep strategic orientation stronger, increase socio-economic influence, and inculcate culture of planning and innovation in the social enterprise environment.

6.3.1 Recommendations for Social Entrepreneurs:

One of the most unanimous conclusions of this study was that there was a connection between the structured planning and the creation of employment. Social entrepreneurs are also encouraged to plan but not as the response activity/or donor-driven activity but as a core process (Quaye et al., 2024). Acquisition of growth and impact delivery systemizing tools like Business Model Canvas, SWOT analysis, Theory of Change, and OKRs (Objectives and Key Results) may be of great help (Gururaja, 2024). The study discovered that the ventures that incorporated the local stakeholders in their decision making process are more legitimate and sustainable in their operations. Social entrepreneurs is advised to use participatory planning methods and bring the people in the local community in their decision making strategy development process. This enhances situational congruency, faith and mutual responsibility (Chatterjee et al., 2021). Most of the social enterprises lacked the formal M&E systems. It is advisable to social entrepreneurs to create simple yet effective M&E systems that would support their strategic growth, particularly creating of employment, financial sustainability and community development (Baker, and Weerakoon, 2024). It should look to review these, bring into the cycle of reporting and make use of them in adaptive learning (Krishnamurthy, 2023). Innovation have a direct and a significant effect on planning and employment

generation. Social entrepreneurs are to turn learning space into a co-creation, idea incubation, and experiment. This may entail creating innovation work groups, involvement with institutions of higher learning or joining innovation laboratories(Sahni et al., 2023).The planning should not be crystallized considering the dynamic situation of working in the low-resource setting (Gandhi and Raina, 2018). It is the duty of the social entrepreneur to reconsider the strategic objectives time after time and modify depending on the environmental changes(Uzzol and Uddin, 2025). Using agile planning technique or scenario based forecasting will help in responsiveness, particularly in the case of crises. The emotional cost of founders turned out to be a common theme. To overcome burnout and decision fatigue, entrepreneurs are recommended to develop support systems, i.e., mentorship, peer learning groups, and leadership coaches. The issue of mental well-being is not the side matter but should be viewed from a strategic view point.

6.3.2 Recommendations for the Policymakers:

The Indian policy ecosystem provides limited support to the social enterprises and it is an ambiguous area of regulations(Mehta, 2024). Putting in place a new legal status for social enterprise like a CIC in the UK (Mason, 2020) or B-Corp in the US (Diez-Busto et al., 2022) would provide a smoother process in terms of compliance, taxes, and funding. This will motivate more ventures to institutionalize and grow without losing their mission-orientation(Mehta, 2024).Free social enterprise- funding or incubating schemes run by the government (e.g. Startup India, Atal Innovation Mission) should incorporate strategic planning and impact measurement modules. This may come in form of capacity-building workshops, access to certified consultants or planning toolkits(Pieniazek et al., 2024).Outcome based funding of employment creating social ventures can be encouraged by the public agencies. Government-initiated Social Impact Bonds or employment-conditioned grants would pay the endeavor that will prove to be establishing jobs on marginalized groups. This is according to the study is a major measurable outcome of strategic planning.From our study it can be seen that several social entrepreneurs worked in the peri-urban or rural areas and do not have access to any strategic support. Policymakers ought to ensure the establishment of district-level social entrepreneurship support centers having access to legal advice, M&E tools, mentorship and funding connections. This will delocalize aid and support localized impacts(Mehta, 2024).Open data portals specific to social enterprises should be built by the government departments themselves which will provide sector wise information

on employment, education, health and social indicators. The study indicated that community involvement is a key component in the development of strategy. A lot of co-creation of policy and programs requires local governments (Panchayats, Urban Local Bodies) to engage social enterprises in participatory budgeting, partnership to deliver services and village development planning.

6.3.3 Recommendations for Incubators and Ecosystem Enablers:

Accelerators and incubators must incorporate organized strategy-based programs for social enterprises. This involves practical knowledge on planning frameworks, theory of change construction, stakeholder analysis, and job outlook (Uzzol and Uddin, 2025). The social enterprises ought to be assisted to develop impact literacy through the support organizations. Entrepreneurs can measure their impact by using training programs on SROI (Social Return on Investment), logic models and outcome harvesting so that they are able to show their value and are able to attract funders (Krishnamurthy, 2023). Establishing national or regional communities of practice through which social entrepreneurs can exchange their planning strategies, difficulties, and results on impact can liberalize the knowledge and promote teamwork. Taking into account that innovation has been demonstrated as a way to create employment, enablers must coach low-resource settings in lean innovation, design thinking and technology adoption. This can be speeded up through partnership with engineering colleges, design schools or frugal innovation labs (Quaye et al., 2024). Although many entrepreneurs do not have access to planners, financial analysts or M&Es professionals. The incubators can establish fellowships or talent bridges in which young professionals are connected with social enterprises temporarily on a project (e.g. to develop their business plan or impact dashboard). The support programs must consist of the founder wellness, stress management experts and conscious leadership parts. This gap can be closed through collaboration with coaching institutes or mental health-related NGOs.

6.3.4 Recommendations for the Academic Institutions and Researchers:

Our research has established that planning is essential to the success of a social enterprise. The next stage of academic work needs to consider other aspects of planning, including budgeting, succession planning, or cross-sector collaborations, and the way they are related to impact. Action research must be encouraged at the universities through encouraging collaboration between scholars and entrepreneurs. This will deepen theory in academia and

come up with solutions based on practical problems. The planning process reflected in the present study ought to be translated into a case study for B-schools students, public policy students, or social sciences students. These will provide the future leaders with ideas on how strategy and impact are related in practical situations.

6.3.5 Recommendations for Impact Investors:

Grant applications ought to require a simplistic strategic plan or theory of change be submitted. This will promote entrepreneurs to operate systematically and show a high rate of outcome orientation. Most donors are interested in the program outputs (e.g. the amount of workshops or beneficiaries), yet this research demonstrates that planning capacity is one of the predictors of long-term impact. Some grants ought to be set aside in order to develop systems, recruit planners, or buy M&E software. Funders should provide 3 to 5 year funding cycles to ventures with strategic intent, community embeddedness and adaptive capability to prevent short termism and grant planning.

6.4 Conclusion:

This thesis was aimed to examine a complex association between strategic planning, innovation, and socio-economic relevance of the social enterprise in India, namely through employment creation. By using a well-designed multimethod approach that links qualitative perceptions with quantitative analysis conducted through PLS-SEM, the study provides solid empirical and conceptual knowledge of the relationship between the strategy and innovation on the results of socially-oriented enterprises. Essentially, the analysis prove that strategic planning which is mostly ignored in resource-limited settings is a key facilitator of innovation as well as impact (Maher & Hazenberg, 2021; Goyal et al., 2017). This evidence confirms that the intentionality, participatory, and evidence-informed planning is the best practice in the sense that it triggers a series of decisions consistent with long-term prospects and the most significant one is the provision of sustainable employment (Mailani et al., 2024). This is not just a statistical result, but a very human one: the generation of livelihoods in underserved communities, the realization of dignity, and the building of sustainable economic development on an inclusive basis.

The research found a broad maturity continuum across the planning with intangible, subjective and informal processes at one end and extremely structured and data-driven strategies at the other end. Some of the major practices consisted of participatory planning,

adaptive reviews, community validation, and mission tracking. Employment would be the most sensible and commonly agreed on the end result of planning. The entrepreneurs who conducted structured planning would report easier routes towards the creation of a job, whereas people without such a system tended to lack insight into their own contribution. The results pointed out an assortment of obstacles that included: absence of arrangement tools, donor-inclined plans, inept monitoring, administrator excruciation, and dreadful data access. These are limitations which are usually institutional, that degrade the potential of planning to consistently create an impression. The proposed model established a positive and high degree of association between innovation and planning, as well as an association between planning and employment. It is interesting to note here that the innovation also directly affected employment, which implies two ways to affect it. Collectively, the objectives provide an integrated explanation about the complexity preservation involved in Indian social enterprises as they pursue transformational results.

6.5 Limitations of the Study:

Each research has its own limitations, and without admitting them, it would be impossible to determine the range of generalizability and validity of the research results. This study, which is methodologically sound and conceptually adequate, has a number of drawbacks that can be classified as cross-sectional in research design, methodology, scope and the issue of generalizability in the context. Through an appropriate identification of these shortcomings, we establish an accurate representation of the revelation of the study and a future sense of the research study in the area of social entrepreneurship, especially with regard to strategic planning and socio-economic impact.

The sample size is one of the major constraints, especially of the quantitative part of the research, as the data was obtained among 101 employees and managers of the social enterprises. Despite being sufficiently large to provide acceptable parameters of testing models through Partial Least Squares Structural Equation Modeling (PLS-SEM), it remains that such a size does not allow generalizability of the findings. The variety of social enterprises is interesting, and the selection of a larger sample, in particular, with stretched geographic spectrums and sectors in India and beyond, may have increased the external validity of the results.

On the same note, the qualitative process entailed the response of 32 respondents through interviews. Therefore, the results might not be able to speak of every Indian social enterprise, needless to mention the outside ones in the globe. The dissimilarity of the maturity, nature of social enterprise, fundraising models, and mission orientation levels of social enterprises pose a problem of establishing a common framework that can be generalized to all circumstances.

This study was specifically restrictive on social enterprises in India, which is a diverse and multifaceted nation in terms of socio-economic complexities and array of institutional diversity. Although this offers a thoughtful soil towards the investigation of the nature of strategic planning and job creation, the results are localized. The social enterprises in India have to work in the regulatory, cultural, and economic context in a very different manner in comparison to other developing or developed economies. Also, despite conducting the study on various sectors, i.e., including the spheres of healthcare, finance, and real estate, some other essential areas such as education, agriculture, environmental sustainability, or technology-oriented social enterprises were not addressed. Although this sectoral choice is arguably fair, but it reduces the applicability range of certain results, and it can leave behind sector-specific planning models or the mechanism of influence.

The other major limitation brought about by the cross-sectional nature of the study. The information was gathered at one time only, which limits the possibility of tracing the longitudinal trends or causal processes. Strategic planning and job creation are processes that are dynamic and exposed to external shocks (e.g., wars, policy change), internal revamp, and learning periods.

Very few quantitative data were available on such constructs including innovation, strategic planning, and employment generation whose data are mostly based on self-reported perceptual measurements, which were obtained by using Likert scale survey instruments. These are the convenient proxies, yet there are implicit limitations related to social desirability bias, response bias, and inaccuracy of recall. The respondents can indulge in overestimating or underreporting the planning activities or the outcomes of their employment either through their wish or in their failure to understand the way they ought to perform the anchors. In addition, triangulation of actual employment figures, business performance records or planning documents were not used to support survey results.

The hypothetical model constructed and tested as part of this study reviewed three constructs; that included Innovation, Strategic Planning, and Employment Generation construct. Although this is strategic in terms of analytical clarity and statistical manageability, the model by default is deficient in other pertinent variables that would mediate or moderate the association between the planning and impact relationship.

The social enterprises involved differed considerably with respect to their organisation maturity, whereas some of them were new ventures, others scaled-up operations to medium size. The study however did not draw against or compare in a systematic manner on the basis of these maturity levels. The behavior planning, innovation capacity and output of impacts can differ significantly between the startup and established social enterprise and any grouping of either type is likely to blunt significant differences between the two.

Even though all of the survey constructs were borrowed based on validated sources (e.g., created by Okpala, 2012 in terms of employment generation or Sandada, 2015 in relation to strategic planning), proxies may remain observing complex phenomena in simplified ways. To give an example, three indicators used to measure innovation would capture a practice of product or process or frugal innovation practices in their entirety. Similarly, job creation does not factor in the quality, sustainability and inclusiveness in terms of job creation. Such a reductionist method, essential to structural modelling, has the possibility of restraining the richness of interpretation and relevancy of data to the world.

Though the research appealed many times to the role of ecosystem-level challenges, i.e., the volatility of funding, policy ambiguity, and donor dependence, these elements were not quantitatively measured and included in the model. Consequently their relative weight or intervening power is hypothetical. Addressing the notion of ecosystem variables in future models would enable the researchers to get a better sense concerning the institutional embeddedness of planning and impact creation.

Within these limitations, the study has some significant and first-hand contributions in testing the empirical model that connects the three factors of innovation, planning, and employment within the social entrepreneurship context in India. An understanding of such limitations gives a fair picture concerning the outcomes of the study and establishes a productive basis of further investigation. Reaching the above limitations by using bigger samples, cross country comparisons, longitudinal statistics, and an array of variables can go far in providing the

world of knowledge on how social enterprises plan, innovate, and create concrete social change in the various contexts.

6.6 Future Scope of Research:

This research can be used in the growing literature on social entrepreneurship because the study presents an empirical and theoretical connection between strategic planning and innovation and socio-economic contribution, especially when it comes to creating jobs. On the one hand, the findings provided are of great value; on the other hand, they pose a large range of questions to be used in future studies. This part identifies those opportunities by investigating to which extent scholars, practitioners, and policymakers can push the boundaries of the current model and question its assumptions.

A cross-sectional design was one of the key weaknesses of the current study in that the research did not allow seeing the long-term development of strategic planning and innovation processes. Researchers in the future can develop this by carrying out longitudinal studies where they investigate how planning practice, innovation strategy, and employment outcomes changes with time over a number of years. Also, it should be noted that future studies need to have a multi-dimensional impact lens where other indicators should be incorporated. Researchers might create composite impact indices to involve the association of planning decisions with various outcomes sets.

The study was purely conducted on Indian social enterprises, which is not only rich in context but also unique in terms of institutional diversity, social-economic challenges as well as policy ecosystem. Nonetheless, it is not quite probable that the results can be directly applied to other country or region settings. The comparative studies of the South Asian countries, the African continent, the Latin American and the developed economies can provide more insights. This kind of comparative study would assist a scholar in testing the generalization capacities of the existing model and make policy recommendations specific to various ecosystems. It would also help in building typologies of social entrepreneurship regionally that takes into consideration heterogeneity.

Although the present study was concentrated mainly on variables on organizational-level, further studies may combine them with macro-level aspects. With this the researchers will be able to elaborate the moderating effects of ecosystem enablers or constraints on the relation

between planning, innovation, and impact. Such a strategy fits the institutional theory and the ecosystem-based models of entrepreneurship.

Although this study was functionalist in its approach to strategy there is increasing interest in the process of strategic decision-making at the cognitive, emotional and behavioral level. Future researches can focus on behavioral perspectives to enrich our knowledge on why human beings incline to certain types of behavior of either interacting with planning or not irrespective of the evident advantages.

Further studies ought to consider the mediating or moderating effect that technology adoption presents on the planning-impact relationship. Digital entrepreneurship lessons on social change can be obtained in a form of case studies of tech enabled social enterprises.

The present study is in many respects based on Resource-Based View (RBV) and the social augmentation (SRBV), yet it has a great potential to adopt even wider theoretical constructs further on. The legitimacy and interdisciplinary applicability of social entrepreneurship will be improved by further conceptual connections between social entrepreneurship and mainstream theories of strategy.

To conclude, this study offers empirically validated insights to discern the interrelation of innovation and strategic planning in forming employment outlook of social enterprise in India. This is just the start though. The future research program is wide and rich, and it requires the emergence of new questions, more extensive methods, and increased theoretical application. Future scholars should be allowed to take a pluralistic approach, adopt interdisciplinary perspectives and adopt inclusive theories that fit the emerging realities in social entrepreneurship ventures. This way, researchers has the opportunity not only to describe how social enterprise works but also play an active part in changing them and making them successful. Through investigating the indicated directions, the further investigation can come a step closer to creating the coherent, sophisticated, and universally applicable set of knowledge that can be used in connection with the strategic and sustainable development of social enterprises across the globe.

APPENDIX A

SURVEY COVER LETTER

Dear Participant,

I am currently conducting research as part of my Doctoral thesis at SSBM, GENVA, titled "Analyzing Socioeconomic Impacts Of Strategic Planning for Social Entrepreneurs". The purpose of this study is to "explore the impact of strategic planning on the growth of social enterprises in India".

Your participation in this survey is voluntary and highly appreciated. The information collected will be used solely for academic purposes and will remain strictly confidential. No personal or identifying information will be disclosed, and responses will be analyzed in aggregate form only.

The survey will take approximately 28 minutes to complete. Your insights and experiences are extremely valuable and will contribute meaningfully to the research findings.

Should you have any questions or require further information, please feel free to contact me at shekhar.itiga@gmail.com or +91 7019294112

Thank you for your time and cooperation.

Sincerely,

Shekhar Raj

Program name: Doctor of Business Administration (DBA)

SSBB, GENEVA

APPENDIX B INFORMED CONSENT

Title of the Study: Analyzing Socioeconomic Impacts of Strategic Planning for Social Entrepreneurs.

Researcher: Shekhar Raj

Program: Doctor of Business Administration (DBA)

Institution: SSBM GENEVA

Purpose of the Study:

The purpose of this study is to "explore the impact of strategic planning on the growth of social enterprises in India".

Voluntary Participation:

Your participation in this study is entirely voluntary. You may choose not to participate or to withdraw at any time without any negative consequences.

Confidentiality:

All information provided will be kept strictly confidential. Your identity will not be revealed in any publication or report resulting from this study. Data will be used solely for academic purposes and stored securely.

Risks and Benefits:

There are no known risks associated with participating in this study. Although you may not benefit directly, your input will contribute to a better understanding of the research topic.

Duration:

The survey is expected to take approximately 28 minutes to complete.

Consent:

By completing and submitting the questionnaire, you acknowledge that you have read and understood the above information and voluntarily agree to participate in this study.

If you have any questions or concerns, please contact me at:

shekhar.itiga@gmail.com or

+91 7019294112

APPENDIX C

INTERVIEW GUIDE

Interview Script for Research on Social Entrepreneurs

Introduction:

Hello, [Interviewee's Name]. Thank you for agreeing to participate in this interview. My name is [Shekhar Raj} and I am conducting research on the strategic planning processes of social entrepreneurs and their socio-economic impacts. The information we discuss today will be kept confidential and used solely for academic purposes. Before we start, do you have any questions? (Wait for response) Great, let's begin.

Interview Questions:

Research Objective 1 (RO1): To identify the prominent strategic planning processes used by social entrepreneurs.

1. Can you describe the strategic planning process that you employ in your social enterprise?
2. What specific strategies have you found to be most effective in achieving your social enterprise's objectives?
3. How do you prioritize your strategic objectives and actions within your organization?
4. Can you share an example of a strategic plan you have implemented successfully in the past?
5. How often do you review and update your strategic plans?

Research Objective 2 (RO2): To identify which socio-economic impacts are created when social entrepreneurs use strategic planning.

1. Can you describe the socio-economic impacts that your social enterprise aims to achieve?
2. How has strategic planning contributed to achieving these socio-economic impacts?

3. In what ways do you measure or assess the socio-economic impacts of your strategic plans?
4. Can you provide specific examples of how your strategic initiatives have impacted the communities you serve?
5. Have there been any unexpected socio-economic outcomes as a result of your strategic planning?

Research Objective 3 (RO3): To identify the challenges faced by the social entrepreneurs in creating socio-economic impact.

1. What challenges have you encountered in implementing your strategic plans?
2. How have these challenges affected your social enterprise's ability to create socio-economic impact?
3. What strategies have you employed to overcome these challenges?
4. In your experience, what are the most significant barriers to creating socio-economic impact as a social entrepreneur?
5. How do you adapt your strategic planning process in response to these challenges?

Closing statement

Thank you very much for your time and for sharing your experiences with me. Your insights are invaluable to this research. Before we conclude, do you have any additional thoughts or experiences related to strategic planning and socio-economic impacts that you would like to share?

Thank you once again. If you have any questions about the study or wish to receive a copy of the research findings, please let me know.

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