

**SOCIAL ENTREPRENEURSHIP AND THE TENSIONS BETWEEN SOCIAL,
ENVIRONMENTAL, AND BUSINESS GOALS: A CASE OF UGANDA**

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BY

EMMANUEL OKELLO

SUPERVISOR: PROFESSOR TSHIDI MOHAPELOA

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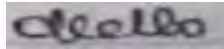
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DECLARATION

I, Emmanuel Okello, affirm that the research presented in this thesis is my own authentic work, not a replication of someone else's work, wholly or partially, and it has not been previously submitted to any educational institution; I have diligently acknowledged and appropriately referenced all the sources utilized during this research, demonstrating my commitment to academic honesty and integrity.

A rectangular box containing a handwritten signature in black ink that reads "Okello".

Emmanuel Okello

11/06/2023

APPROVAL

I hereby confirm that I have overseen and supervised this research project, and I authorize its submission for examination.

Professor Tshidi Mohapelo

Rhodes Business School.

Rhodes University.

Sign.....

Date.....

ABSTRACT

Climate change has resulted in a global environmental crisis, with deforestation, plastic pollution, soil degradation, and species extinction increasing. Businesses have contributed significantly to these issues through their manufacturing processes. While many companies have implemented sustainability initiatives, systemic environmental problems persist, and businesses continue to play a significant role. One reason for this is that profit often takes priority over environmental considerations, limiting the effectiveness of sustainability programs. In response, environmental social enterprises are gaining prominence as a potent alternative to conventional business models. These enterprises are commended for placing environmental value generation at their core. Nevertheless, the simultaneous pursuit of financial, socio-economic, and environmental goals can instigate conflicts, including those related to performing, organizing, belonging, learning, and those spanning various levels of analysis. These conflicts impede the intended outcomes of these enterprises. This challenge is particularly under-addressed within contexts distinct from North America and Europe, like Uganda, which possesses unique geographic, political, and cultural attributes. Investigating how environmental social enterprises in Uganda navigate goal-related contradictions is pivotal for comprehending their internal mechanisms and strategies for economic sustainability.

This study adopted a qualitative research strategy grounded in the interpretivist paradigm. Employing multi-qualitative methods, including interviews with 20 key decision-makers from 4 environmental social enterprises, the study delved into their experiences and practices. The findings revealed that these enterprises grapple with tensions stemming from their endeavors to balance economic, environmental, and social objectives. These tensions manifest both anticipated and unanticipated effects on organizational performance. Strategies for managing these tensions encompass collaborations with other organizations, experimentation with diverse management approaches, and acknowledging tensions as inherent and potentially beneficial. Nevertheless, the efficacy of these strategies hinges on the organizational context and systemic factors such as government regulations. While facing similar tensions, environmental social enterprises also adopt varied tactics—proactive, defensive, or a combination thereof—to address conflicts rooted in their goals. The chosen response method holds implications for ecological outcomes, underscoring the importance of framing tensions appropriately. Nonetheless, persistent tensions that resurface due to their dynamic nature pose a challenge. Consequently,

addressing such tensions necessitates an iterative approach, often entailing a fusion of strategies.

To address tensions between social, environmental, and economic objectives in environmental social enterprises, policymakers, governments, and social entrepreneurs should collaborate to institute supportive policies, encourage partnerships, invest in education and capacity building, and establish evaluation frameworks. Implementing these recommendations can adeptly manage such conflicts, fostering sustainable development and success.

Keywords: Climate change, Social entrepreneurship, Environmental social entrepreneurship, Social entrepreneurial tensions, Sustainability.

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CHAPTER ONE: INTRODUCTION AND PROJECT OVERVIEW.

1.1 Introduction and background

Human-caused greenhouse gases released by the burning of fossil fuels, deforestation, and agricultural practices have influenced the rise in global temperatures and the effects of climate change since the 20th century (Yoro, Daramola, 2020). Climate change is defined as an alteration in the state of the climate that can be identified using statistical tests by variations in the mean and variability of its characteristics and that lasts for a long period of time, typically decades or longer (Kimaro, Mor, and Toribio, 2018). Since the 1800s, fossil fuels like coal, oil, and gas have been the primary cause of climate change, which is largely attributable to human activity (Bergquist, Marlon, Goldberg, Gustafson, Rosenthal, and Leiserowitz, 2022). According to (Majedul, 2022), there are observable and predicted changes in the climate, including higher temperatures, variations in rainfall patterns, changes in the frequency and distribution of weather-related events such as droughts, storms, floods, heatwaves, and sea-level rise. These changes can have significant impacts on human and natural systems.

Despite the recognition that climate change poses an existential threat to human civilization and will have catastrophic impacts on both nature and human systems (Malhi et al., 2020), the pace of action to combat climate change has been frustratingly slow. This sluggish response highlights the intricate interplay between science and society, placing significant pressure on global governance institutions and giving rise to new social movements. Africa, as the second-largest continent globally, encompasses a diverse range of climates, spanning from hyper-arid to highly humid regions. The continent's sensitivity to climate change primarily hinges on its existing and future adaptation capacities, which are influenced by factors such as economic development, education, access to credit, and technological adoption (Abegunde, Sibanda, and Obi, 2019). Due to the disparities in these elements across Africa, establishing a consistent assessment of climate impacts throughout the continent remains a complex task.

Understanding the effects of climate change in Africa necessitates understanding the continent's current non-climate vulnerabilities, which are produced by social, economic, and other environmental factors that interact with the climate (Koubi, 2019), including rapid population

expansion (the world's highest), widespread and expanding poverty, high rates of hunger, poor literacy rates, a significant disease load, and the prevalence of natural disasters such as floods and droughts (Moellendorf, 2022); these vulnerabilities are further compounded by poor governance, corruption, wars, and weak institutions, making Africa the most vulnerable region to climate change (Andrijevic, Crespo, Muttarak, and Schleussner, 2020).

Socially focused entities: character, purpose & dilemma.

Recent policy initiatives by international organisations, legislators, and world leaders have not been successful enough to encourage a low-carbon economy among multiple countries and reduce the rate at which greenhouse gas emissions are rising (Lugo, 2021), while communities, NGOs, and social enterprises, which are at times overlooked in the fight against climate change, actively participate in combatting climate change (Wright, Nyberg, 2019); social enterprises, characterized as profit-making establishments run by either non-profit or for-profit organizations that use an entrepreneurial strategy to address social challenges and foster good community change (Gandhi, Raina, 2018), have two basic objectives: earning money and attaining social, cultural, community, economic, or environmental results (Choi, Berry, and Ghadimi, 2020).

Social businesses have a strong social purpose; their revenues are mostly reinvested in advancing their social mission, and they use commercial and entrepreneurial tactics to maximize improvements in human and environmental well-being (Sultana, Rahman, 2019). These businesses stand out from others because their social objectives are incorporated into their mission (Buheji, 2019), and they distinguish themselves from corporations, governments, or non-profit organizations by assessing the financial and social/environmental effect of their operations (Armstrong, Grobelaar, 2022). Social businesses work to advance social and environmental goals through corporate endeavors, providing hope in a world marred by poverty, environmental degradation, and ethical injustice (Bhatt, 2022). Yet, social and environmental missions and corporate endeavours are linked to different objectives, standards, norms, and identities, and addressing them simultaneously leads to conflicts, conflicting demands, and moral conundrums (Ouimette, Chowdhury, and Kickul, 2021). Social enterprises combine the effectiveness, innovation, and resources of a standard for-profit company with the passion, values, and mission of a not-for-profit organisation (Battilana, Lee, Walker, and Dorsey, 2012). They do this by enshrining various and incompatible goals, norms, and values within the confines of a single

organisation, producing incompatible guidelines for behaviour and posing moral conundrums for its leaders (Smith, Gonin, and Besharov, 2013). According to (Fehrer and Wieland 2021), there is a lack of understanding regarding the various types of social enterprises, the related problems they face, and how these organizations tackle the challenges arising from social, environmental, and business conflicts. Previous research has indicated that managing these tensions is a crucial element of social enterprises, yet there is still limited knowledge about the subject (Dees, 2012). Despite their diversity, these organisations are characterised by the numerous and frequently incompatible obligations resulting from their dedication to both social and environmental missions and business endeavours; these dedications juxtapose various identities, objectives, justifications, and practices, creating conflicts for leaders and their organisations (Stubbs, 2019). Recognizing the conflicts that result from these hybrid organisations' dedication to social and environmental goals and financial endeavours is essential for a proper understanding of them.

1.2 Problem statement

According to (Battilana, Lee, 2014; Besharov, Smith, 2014), social enterprises are organizations that combine features of traditional non-profits and standard for-profit corporations. They generate revenue through market-based sources, rather than donations or grants, with the primary aim of delivering social value to their target beneficiaries (Mair, Mayer, and Lutz, 2015). These organizations rely on commercial activities to fund their social missions, making them hybrid businesses that blend philanthropy and business at their core (Galaskiewicz, Barringer, 2012). A well-known example of a social enterprise is a microfinance company that offers financial services to underprivileged entrepreneurs, which, despite being viewed as promising platforms for the generation of both social and commercial value, face the risk of mission drift—losing track of their social objectives in the chase of profit (Fowler, 2000; Hare, Jones, and Backledge, 2007; Weisbrod, 2004). This risk is consistent with a long heritage of organization studies scholarship that has highlighted the danger for organizations and their workforces of losing sight of their goals and values in the quest for survival and effectiveness of the firm (Weber, 1997), and it has been a major focus of research on organizational governance in the social sector—defined as the systems and procedures in place to guarantee the general direction, control, and transparency of an organization (Cornforth, 2014).

Social enterprises are not exempt from the risk of mission drift, due to two primary motives; First,

they run the risk of prioritising their commercial activities, which enable them to produce cash and hence live, over their social activities, which enable them to achieve their aim. Thus, making them depend on commercially generated funds to support their operations financially. Secondly, the mission drift for social businesses undermines the whole rationale for their being thus creating negative effects. Without a clear understanding of social mission, social enterprises cannot achieve social value for their beneficiaries. This means, social enterprises are faced with a unique governance challenge on how to manage the trade-offs between social and commercial activities in order to earn sufficient revenues without losing sight of their social mission.

In terms of organizational governance, social enterprises are a rich area of research due to the fact that they integrate not only potentially competing goals (social and commercial) but also possibly diverse stakeholder interests. Social enterprises are accountable for both their social mission and their financial performance (or surplus). As a consequence of the hybrid nature of these organizations, it is necessary for them to accomplish both social and financial goals.

Traditional businesses and charitable organizations are also increasingly tracking their progress in social and financial areas, whereas social enterprises that mix social and commercial operations as core are faced with a unique challenge in defining success. Because these two goals do not always match with one another and frequently run counter to one another, they pose a threat to the overall aim. Although environmental social enterprises have the potential to contribute to sustainability efforts, there has been limited investigation into how this type of organizational structure operates, especially in relation to conflicts that may arise. These traditional businesses and social enterprises that aim to achieve both social and economic benefit have been the subject of research into these conflicts (Sparviero, Sergio, 2019), with some works concentrating on environmental social enterprises (Ashforth and Reingen, 2014; Siegner, Pinkse, and Panwar, 2018). Environmental social enterprises are more susceptible to complex organizational tensions because viability is multifaceted and necessitates businesses to pursue simultaneously not two aims, but three: the creation of economic, social, and environmental value (Sparviero, Sergio, 2019; Ashforth and Reingen, 2014; Siegner, Pinkse, and Panwar, 2018). Due to the frequent tensions between the development of social and environmental value and the progress of economic value, this is infamously difficult to execute (Hahn et al., 2015; Van der Bly and Slawinski, 2015). The development of organisational dysfunction, risk to organisational performance, threat to the feasibility of business models, and even the demise of a social enterprise has all been linked to the presence of tensions (Ashforth and

Reingen, 2014; Battilana and Dorado, 2010; Siegner, Pinkse, and Panwar, 2018). It has been shown that such tensions can actually increase an organization's innovation and creativity, the negative effects of adopting opposing organisational objectives are not an inevitable outcome (Lewis, Andriopoulous, and Smith, 2014), thus resolving conflicts that are related to organisational objectives using numerous methods. For instance, trading off one goal for another, generally excluding environmental or social goals for economic goals, until the organisation is financially better positioned to pursue numerous goals at once (Pache and Santos, 2013; Van der Bly and Slawinski, 2015; Battilana, Lee, Walker, and Dorsey, 2012). Some organisations are aware of and even encourage conflict; rather than seeing it as a problem, they see it as a necessary part of managing a successful social enterprise (Smith and Lewis, 2011). Other organisations might cluster their conflicts across the organization, with one department concentrating on resolving one conflict while another department deals with the others (Siegner, Pinkse and Panwar 2018).

The literature highlighted above has shed a great deal of light on the various types of tensions that can exist in social businesses, the causes of those tensions, and the methods that can be used to lessen such tensions. However, few studies have looked at tensions from the perspective of an environmental social entrepreneur in Uganda. The majority of research is written from a European or North American perspective (Hahn, Pinkse, Preuss and Figge, 2015). Uganda has a distinct culture, geography, and history from nations in North America and Europe as a result, it's conceivable that environmental social businesses in Uganda endure conflict over goals that's different from what other organisations in other nations experience (Chen, Eweje, and Kennedy, 2019). The causes of tensions, the ways in which they affect organisational outcomes, and the methods by which they are handled may all vary in the Ugandan context. Therefore, there is a need for more in-depth understanding of the nature, cause, and management of goal-related difficulties that environmental social businesses in Uganda encounter. In order to comprehend and enhance the internal operations of environmental social businesses, analysing tensions is essential (Ashforth and Reingen, 2014; Battilana and Dorado, 2010) as these tensions can lead to upheavals and challenges in operational strategy.

The conflicts of environmental social enterprises experience, particularly how (Ugandan) environmental social companies manage their sustainability-related difficulties is the main concern for this study. It is, however, due to multiple functions and potential to offer novel insights into sustainability tensions that traditional businesses with a single organisational function, such as

profit maximisation of environmental social enterprises is an important organisational form to study in a sustainability context (Van der Bly and Slawinski, 2015).

1.3 Hybrid Social and Environmental Enterprises in Uganda (A case for Uganda)

Uganda is a country endowed with natural resources such as forests, water bodies, and wildlife reserves, among others. However, these resources are under threat due to human activities such as deforestation, poaching, and pollution, among others, which have led to environmental degradation, loss of biodiversity, and climate change, among other negative effects (Sendawula, Turyakira, and Alioni, 2018). The need to address these challenges has led to the emergence of environmental social enterprises in Uganda. The concept of environmental social enterprises in Uganda can be traced back to the early 2000s when the government started to recognize the role of the private sector in environmental conservation with the aim of addressing environmental challenges through innovative and sustainable approaches while also creating economic opportunities for communities (Orobia, 2013). Due to the limited resources and the capacity of the government in addressing all environmental challenges in Uganda, the involvement of the private sector through environmental social enterprises is critical, as they not only provide economic opportunities for communities living around natural resources but also play a vital role in reducing poverty levels and improving livelihoods (Sserwanga, Kiconco, Nystrand and Mindra, 2014). Environmental social enterprises in Uganda employ various approaches to sustain the environment. Eco-tourism is one approach utilized by environmental social enterprises to sustain the environment, it involves creating awareness among tourists about environmental conservation and encouraging them to participate in conservation activities, this approach has led to the creation of jobs and income-generating opportunities for local communities while conserving natural resources (Giovannetti, 2010). Additionally, there are environmental social enterprises engaged in the renewable energy sector, specifically solar, wind, and hydropower, these enterprises recognize the environmental benefits of using renewable energy sources, which are sustainable and help address energy challenges (Fashina, Mundu, Akiyode, Abdullah, Sanni, and Ounyesiga, 2018). By promoting the use of renewable energy, these enterprises are contributing to a reduction in deforestation and greenhouse gas emissions, which is crucial for mitigating the impact of climate change and thus playing a critical role in promoting sustainable development and addressing environmental challenges in Uganda (Avellino, Mwarania, Wahab, Aime, 2018). Furthermore, environmental social enterprises in Uganda also promote sustainable agriculture practices such as

agroforestry, which involves planting trees on farms to improve soil fertility, prevent soil erosion, and provide wood for fuel, while also advocating for the use of organic fertilizers and pest control methods as an alternative to chemical fertilizers and pesticides that are harmful to the environment and human health (Kimmitt, Muñoz, 2018).

While some enterprises have made significant progress in addressing environmental challenges while also creating economic opportunities for communities, others have faced various challenges that limit their activities. One of the significant challenges is a lack of awareness among communities about the importance of environmental conservation, which makes it difficult for environmental social enterprises to create meaningful impacts (Rivera-Santos, Holt, Littlewood, and Kolk, 2015). Additionally, balancing multiple goals is another limitation that environmental social enterprises in Uganda face as they aim to achieve social, environmental, and economic objectives simultaneously, which requires a delicate balance (Fischer, Brettel, and Mauer, 2020).

1.4 Goals of the Research

The study seeks to explore the nature of social entrepreneurial tensions and how best they can be managed within social enterprises using the organisational theory perspective. Specific objectives of the study include.

1. To investigate the different goal-related tensions that occur in social enterprises involved in environmental-related activities.
2. To examine the impacts of goal-related tensions on the environmental, social and economic outcomes of social enterprises.
3. To explore the different strategies environmentally sensitive social enterprises, use to manage goal related tensions.
4. The outcome of the research is to highlight crucial issues at which social enterprises including those dealing with climate change as environmental issues harmonize diverse tensions through the use of organisational theory.

1.5 Research questions

The following research questions will guide this study to achieve these goals.

What are the features of social entrepreneurial tensions and how may they be best managed within social enterprises? More specifically,

- a) What are the goal-related tensions that occur within social enterprises involved in environmental conservation?

This research question seeks to explore the different goal-related tensions experienced by social enterprises involved in environmental conservation.

- b) What impacts do goal-related tensions have on the environmental, social, and economic outcomes of social enterprises engaged in environmental conservation activities?

This research question seeks to understand the impact goal-related tensions have on the social, environmental and economic outcomes of social enterprises engaged in environmental conservation activities.

- c) What strategies do social enterprises engaged in environmental conservation use to manage goal-related tensions?

This research question seeks to explore the different strategies used by social enterprises engaged in environmental conservation in managing goal-related tensions.

1.6 Terms and definitions

Climate change

The term "climate change" refers to observable alterations in the planet's average temperatures, precipitation levels, and wind patterns that have occurred gradually over a period of several decades or longer (Romm, 2022). Since the weather naturally fluctuates from year to year, the fact that one year may be abnormally cold or wet, followed by another year that may be unusually warm or dry, would not be considered an indicator of climate change. The word "climate change" refers to processes that take place over longer periods of time, such as a slow progression toward conditions that are either warmer, wetter, or drier.

Social entrepreneurship

The creative fusion of social, business, and other organisational logics to bring about beneficial social change is known as social entrepreneurship (Haugh, 2005). This definition makes two points in total. First, organisational logics are a collection and various combinations of links between socially constructed presumptions, beliefs, norms, patterns, practices, rules, schemas, symbols, and tools that are used by organisational agents and over time help an organisation become legitimate,

structured, and transform (Montana, 2020). The second conclusion of this idea is that when seemingly incompatible logics are combined in social entrepreneurship, paradoxes will unavoidably result.

Hybrid organisations

A hybrid organisation is one that mixes elements, value systems, and action logics (such as generating profit and having a positive social impact) from several societal sectors, including the governmental sector, the private sector, and the nonprofit sector (Ciesielska, 2010). A more thorough understanding of hybridity is provided by the ideas of hybrid institutions and hybrid governance. Combinations between the public and private spheres have been shown to have the following characteristics (Quélin, Kivleniece, and Lazzarini, 2017): collective ownership, goal incongruence and various institutional logics within the same organisation, diversity in funding sources, and various types of economic and social grasp.

Paradoxical tensions

Paradoxes are things that seem to be at odds with one another but are actually related, things that seem reasonable when taken separately but are unreasonable when combined (Lewis, 2000). The fundamental premise of paradox theory is that conflicts exist within complex systems and that sustainability depends on simultaneously addressing opposing but related needs.

Mission drift

The process of organisational change known as "mission drift" occurs when a company veers off course from its original goal or mission. The phrase is widely used, in particular, to describe organisations with a social goal, such as nonprofit and charity organisations, social businesses, hospitals, and educational institutions that have strayed from their original mission (Jones, 2007; Bennett and Savani, 2011; Man, 2013).

Social enterprise

A business that operates with the intention of achieving some form of social good while also maintaining a viable profit margin is known as a "social enterprise" (Masseti, 2012). In order for a business to be self-sufficient in the long run, its operating expenses should decrease as the number of people it helps increases. This will enable the organization to become less reliant on charitable contributions and state or federal grants as it expands (Martin and Osberg, 2015).

Social entrepreneur

The phrase "social entrepreneur" is used in the context of this study to describe "a person with a mission who employs a set of entrepreneurial behaviours to deliver a social value to the less fortunate, all the while doing so through an entrepreneurially oriented entity that is financially independent, self-sufficient, or sustainable" (Abu-Saifan, 2012).

1.7 Dissertation structure

This study is comprised of the six chapters are described as follows.

Chapter one provides an overview and introduction of the study's research area. In addition, it gives a general scope of the core concepts, the research problem, and the research goals. It then highlights that most of the ecological challenges that our planet is currently facing are primarily caused by businesses. Finally, it provides a brief overview of the development of social enterprises in Uganda, as well as the current environment in which they operate, before discussing the benefits that these businesses have for Uganda's economy.

Chapter two discusses theoretical framework (organisational identity curved from the organizational theoretical lens) and the literature on environmental social enterprise challenges as it starts off by delving into the historical relationships between businesses and the environment. The subject then shifts to the many tactics taken by businesses to lessen their detrimental effects on the environment, such as corporate social responsibility (Garriga and Mele, 2004) and creating common bond (Porter and Kramer, 2014). It continues by highlighting that these practices are justified by corporations' sole objective of maximising shareholder value (Jensen, 2002; Karnani, 2011; Sundaram and Inkpen, 2004), and it then highlights shortcomings in how businesses accounts for their environmental impacts. It continues to highlight the fact that environmental social businesses are a potential alternative to traditional business since they simultaneously produce economic, environmental, and social value. In other words, these businesses are sustainable because they produce value across all three domains. The consideration of the numerous difficulties environmental social enterprises faces, how they arise, how they impact organisational outcomes, and a context-setting of the various industries in which environmental social entrepreneurs operate, how they are handled and the theoretical underpinning for this study will wrap up this chapter.

Chapter three provides a description of the procedures and technique used in defense of the

qualitative interpretivist paradigm. The method of data collection, the unit of analysis, the sampling strategy, and the data sources are described. Following is an explanation of the data-analysis strategy (thematic analysis).

Chapter four presents results of the three research questions based on a total of 20 interviews with important leaders of environmental social enterprises. The data highlights the various goal-related tensions that environmental social enterprises experience, the reasons why these tensions arise, and the strategies used to manage these tensions.

Results and findings from the three study questions are discussed in Chapter five, along with the numerous tensions that occur, the effects that tensions have on performance effectiveness, and the ways to cope with tensions.

Chapter six summarises the key findings in connection to the research topics and includes a discussion of how these study findings contribute to the domains of knowledge, particularly those relating environmental social enterprise tensions and sustainability tension management. It also emphasises how important these findings are for environmental social enterprises and commercial sustainability practitioners managing conflicting goals.

1.8 Summary

The researcher gave background and scope behind this study whilst justifying why the focus on the topic and the case study of Ugandan environmental social enterprises. Based on the complexities faced in these entities it could be concluded current environment in which they operate decision making and leadership requires an ability to deal with multiple facets that might conflict with each other. Finally, the study limitations, ethical considerations and the areas for further research are clarified.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction.

The chapter's beginning will go through how interactions between business and the environment have changed over time. The evolution of environmental management from the regulatory-compliance perspective of the 1960s to the corporate sustainability idea of today is briefly discussed. The chapter contends that it is imperative for contemporary corporations to minimize their adverse impact on the environment, whether due to regulatory obligations, the necessity to safeguard their reputation, or a genuine desire to prioritize sustainability. The research subsequently explores the definition and discourse of social enterprises and environmental social enterprises, within the context of Uganda. The chapter continues by explaining how environmental social enterprises are demonstrating potential as long-term alternatives to conventional corporations as they accord equal importance to economic, environmental, and social goals. But since they are working towards so many objectives, environmental social enterprises are likely to experience tension. These tensions will be defined and their manifestations within environmental social enterprises will be discussed in the subsequent sections of this chapter. A discussion of the tactics frequently used to manage tensions will then follow, including the win-win, trade-off, integrative, and paradox views.

2.2 Theoretical foundation

Organizational theory provides a framework for understanding the dynamics and functioning of organizations, which is crucial in exploring the Tensions between Social, Environmental, and Business Goals within environmental social enterprises in Uganda. One significant aspect of organizational theory is organizational identity, which originated in Albert and Whetten's work (Albert and Whetten, 1985). Organizational identity, as it pertains to social entrepreneurship in Uganda, refers to how individuals within social enterprises define and perceive their collective identity, particularly in relation to the tensions between social, environmental, and business goals.

According to Albert and Whetten (1985), organizational identity is characterized by being central, enduring, and distinct. In the case of social entrepreneurship in Uganda, organizational identity plays a crucial role in shaping the way social enterprises define themselves in terms of their core mission and values. These organizations face inherent tensions as they strive to achieve social and

environmental goals while ensuring sustainable business practices. The enduring nature of organizational identity becomes particularly relevant as social enterprises navigate these tensions over time, making strategic choices and adaptations to align their actions with their identity. Two versions of organizational identity have emerged in the literature: the realist/essentialist approach or the social actor view, and the interpretivist perspective or the social constructionist view (Gioia et al., 2010). Understanding these perspectives is essential for studying the tensions between social, environmental, and business goals in social entrepreneurship in Uganda.

The social actor view, within the context of social entrepreneurship in Uganda, highlights the sense-giving role of organizational identity. It emphasizes the core, enduring, and distinct attributes that social enterprises hold as central to their mission and operations. Social enterprises in Uganda face the challenge of defining their identity in a way that effectively balances social impact, environmental sustainability, and financial viability. Scholars adopting the social actor view analyze the ways in which social enterprises categorize and compare themselves based on their identity, examining how different organizational identities influence their commitment, legitimacy, reputation, and economic performance (Foreman and Whetten, 2002; Smith and Lewis, 2011)

The social constructionist view of organizational identity, on the other hand, is particularly relevant when studying the tensions between social, environmental, and business goals in social entrepreneurship in Uganda. This perspective recognizes organizational identity as a shared conception of "who we are" as members of an organization that is relatively malleable and subject to sense-making processes (Foreman and Whetten, 2002). In the context of social entrepreneurship in Uganda, where social enterprises often face resource constraints, changing social dynamics, and evolving market demands, the social constructionist view sheds light on how individuals within these organizations make sense of their experiences and navigate the tensions between their various goals (Gioia et al., 2010; Ravasi and Schultz, 2006). Understanding the process of organizational identity creation or change becomes critical in examining how social enterprises in Uganda adapt their identity to address these tensions effectively.

The theoretical underpinnings of organizational identity draw from individual-level theories of identity, which are relevant in the study of social entrepreneurship in Uganda. Identity theory provides a framework for understanding how individuals within social enterprises construct and

interpret their social space, expectations, and roles (Hogg et al., 1995; Stets and Burke, 2000). Social entrepreneurs in Uganda often have multiple social identities, including their roles as change agents, environmental stewards, and business leaders. Identity theory offers insights into how these individuals actively shape their identity by adopting new roles and group memberships, and how they interpret and enact their identity referents. This perspective helps illuminate how social entrepreneurs in Uganda navigate the tensions between social, environmental, and business

goals while maintaining a coherent self-view and aligning their actions with their organizational identity.

Organizational theory and the concept of organizational identity provide a strong theoretical foundation for exploring the tensions between social, environmental, and business goals in the context of social entrepreneurship in Uganda. The realist/essentialist and interpretivist perspectives offer different lenses through which to examine how social enterprises in Uganda define and navigate their organizational identity. Incorporating individual-level identity theories further enhances the understanding of how social entrepreneurs in Uganda actively shape their identity and manage the tensions between their various goals. Examining social entrepreneurial tensions through the organizational theory, specifically the organizational identity theoretical lens, allows for a comprehensive understanding of how social enterprises in Uganda address these tensions and achieve sustainable social and environmental impact while ensuring long-term business viability.

2.3 Overview, Origins and Growth of Social entrepreneurship.

A form of entrepreneurship known as social entrepreneurship focuses on major social issues worldwide (Austin et al., 2006; Short et al., 2009). The study and practice of social entrepreneurship is a field of study that is rapidly growing (Bornstein, 2007; Saebi et al., 2019). As it continues to develop, its conceptualizations and definitions have come under scrutiny (Gupta et al., 2020; Mair and Mart, 2006; Short et al., 2009).

Despite the fact that the term "social entrepreneurship" has been used for some time (Kadol, 2020), it's roots can be traced back to the first nursing school founded by Florence Nightingale, and early Quakers in the 17th century (Spear, 2010). For instance, the Holy Scriptures exhort charity and concern for those in society who are less fortunate, more contemporary examples include Bill

Drayton's partnership with Ashoka Fellows, Mother Teresa's help to the underprivileged, and Mohamed Yunus' founding of the Grameen Bank (Bornstein, 2007). All utilise market mechanisms to generate social and economic value, social entrepreneurship tackles global societal challenges (Austin et al., 2006; Short et al., 2009), resulting in social transformation in communities (Bacq and Janssen, 2011). (Drayton, 2006) introduced the phrase "social entrepreneurship", and (Dees, 2012) proposed it as a subject of study. The amount of research and practice has increased during the past two decades (Gupta et al., 2020; Mair and Marti, 2006; Short et al., 2009; Saebi et al., 2019). Some of the causes of this rapid rise include the democratisation of countries, the reduction in pure charity, consumer expectations for more socially and environmentally responsible production methods for goods and services, and a paradigm shift in business towards impact purpose (Bornstein, 2007; Leadbeater, 1997).

2.4 Key Factors fueling the growth of Social Entrepreneurship

The surge in social issues across the globe has given rise to the growth of social entrepreneurship (Santos, 2012). These social issues include poverty, starvation, illiteracy, a lack of clean water, health issues, the need for renewable energy, climate change, and environmental degradation, came about as a result of institutional intervention's failure, insufficiency, or absence (Leadbeater, 1997). The United Nations (UN) and the World Health Organization (WHO), major firms (Schwab, Google, and Microsoft), countries that are seeking to solve these concerns, have all taken notice of this trend as a worldwide concern (Desa, 2012; Robinson, 2006).

Second, expansion of democratic societies and an increase in the autonomy of working women (Bornstein, 2007), with improvements in communication technology and shifts in the requirements placed on the labour, people are able to work from anywhere they choose. Third, the public and private sectors institutions of the economy either failed, were weak, or lacked the will to confront the social problems that are plaguing the world (Austin et al., 2006; Defourny and Nyssens, 2010; Zahra et al., 2008). In addition to this, guilds and fraternities, mutual aid societies, philanthropic societies and religious organisations that dealt with these problems in the past have lost their zeal for assisting those in society who are less fortunate, many of these organisations are experiencing a decline in membership as a result of fewer people attending services and younger generations' reluctance to remain affiliated with particular societies and denominations (Sud et al., 2009). The decline in government grants and aid, combined with the unpredictable nature of charity, all serve

to fuel the growth of social entrepreneurship (Bornstein, 2007).

Fourth, according to (Zahra et al. 2008), changes in demographics, democratisation, the liberalisation of national economies, global inequalities in poverty, and consumer demands for enterprises that are socially and environmentally conscious all contributed to a boom in social entrepreneurship. Fifth, there is a paradigm shift in the business community, in the past, corporate endeavors were only concerned with making money for owners and stockholders. This have since evolved with the goal of generating social value for stakeholders and communities leading to social entrepreneurial ventures (SEV) where social ventures are social enterprise (Austin et al., 2006; Mair and Marti, 2006). As consumers gained a greater awareness of social and environmental issues, they demanded that businesses take into account financial value, the development of social value, as well as responsibility and transparency.

Sixth, a rise in social entrepreneurship has been attributed to the welfare state's deterioration (Leadbeater, 1997). The welfare system can no longer effectively fulfill the obligations it once sought (Defourny and Nyssens, 2010; Zahra et al., 2008). For example, colleges have developed centers, incubators, and accelerators that are exclusively for social entrepreneurs. These factors promoted the formation of networks and organisations that support and promote social entrepreneurship (Dacin et al., 2011).

With the growth of the social entrepreneurship area, it is more crucial than ever to comprehend the definitions and conceptualizations of social entrepreneurship in order to identify its emergence and impacts. As a result, this study will discuss the numerous conceptualizations and definitions of social entrepreneurship in the next part. The difficulty of conceptualization has been one of the most significant obstacles to development in research on social entrepreneurship.

2.5 Definitions and conceptualisations

There are at least forty distinct definitions of social entrepreneurship, social enterprises, and social entrepreneurs, however there isn't a single, widely acknowledged definition of the term. Based on individual variances, various operational sectors, various procedures and resources, and core missions, these definitions are differentiated (Dacin et al., 2010). It is challenging to agree on a single definition of the term; hence, no consensus has been reached. This is because the practice

of social entrepreneurship is extremely context-dependent and firmly ingrained in the institutions of a specific society. There may be significant differences between definitions and conceptualizations from one country to the next and from one area to another (Dacin et al., 2011). The idea of generating social value for communities via the use of innovative strategies and market-based solutions is one aspect of social entrepreneurship that connects all of its various definitions (Austin et al., 2006; Bacq and Janssen, 2011; Certo and Miller, 2008). Prior studies

concentrate on the traits, procedures, contexts, resource acquisition and utilisation, and goals of social entrepreneurs while characterising them (Austin et al., 2006; Dacin et al., 2010). With the adaptation of models from other disciplines, such as business strategy and entrepreneurial studies, scholars have created a range of models for the idea. For instance, in order to create a socio-value proposition (SVP) framework that considers both the internal and external environments, (Austin et al., 2006) updated the people, context, deal, and opportunity (PCDO) architecture.

Social entrepreneurship is a multifaceted concept that encompasses risk management, inventiveness, proactivity, environmental context, and sustainability (Peredo and Mclean, 2006; Weerawardena and Mort, 2006). Individual differences, the operating industry, procedures/resources, and the main objective are also included (Dacin et al., 2010). A model that considers embeddedness, as well as aspects of the social, cultural, and institutional settings, is necessary for a thorough understanding of social entrepreneurship (Dacin et al., 2010; Mair and Marti, 2006; Nicholls, 2010; Mair, 2010). The scholarly exploration of social enterprise is developing at a rapid pace (Martin and Osberg, 2007). Although there is some variation in definitions, the term "social entrepreneurship" generally refers to the capacity to combine for-profit and non-profit operations while striking a healthy balance between the production of social and economic value (Dacin, 2010). (Dacin, 2010). According to (Leadbetter, 1997), social entrepreneurship is the practice of using entrepreneurial behaviour for social goals as opposed to for-profit ones. In a similar vein, social entrepreneurship as described by (Fowler, 2000) is the process of creating economically and socially sustainable institutions, organisations, and practices that create and maintain social benefits.

A double bottom line is often mentioned because the majority of definitions of social entrepreneurship focus on the achievement of both social and economic goals. This contrasts with a triple bottom line, which gives environmental preservation additional importance (Shepherd

and Patzelt, 2010). The majority of the literature on social entrepreneurship, according to Shepherd and Patzelt (2010), places more emphasis on the expansion of social gain than the difficulties of sustaining the present state of the natural and communal environment as a result of entrepreneurial behaviour. The majority of current definitions of social entrepreneurship is related to seizing opportunities for social change and improvement rather than the conventional goal of maximisation of profits, even though the definitions of social enterprises emphasise that the double bottom line places social and economic aspects on equal footing (Zahra, 2008). Social entrepreneurship is a term that has different interpretations depending on how socially conscious business owners identify social problems, exploit social opportunities, and affect the broader social system (Zahra, 2008). This has led to the establishment of three primary standards for social entrepreneurship, which include making social, economic, and environmental impacts (Alvord, 2004). For instance, some scholars have defined social entrepreneurship as the fusion of economic objectives and social impacts; in other words, the use of business skills and knowledge to create organisations that serve social reasons (Emerson and Twersky, 1996). While Alvord, (2004) believes that social entrepreneurship is a catalyst for social transformation, causing small changes in the short-term that, in turn, result in larger changes in the long-term, (Dees, 2012) sees social entrepreneurs as focusing on innovative initiatives that place a greater emphasis on social rather than economic gains.

By lowering poverty, and enhancing social indicators like health and well-being, education, and self-reliance, entrepreneurial activities in developing nations can contribute to both economic and social goals, according to study (Shepherd and Patzelt, 2010). Social entrepreneurs, through the use of unconventional and innovative approaches, are reducing the overwhelming nature of developing nations' social issues and making them more manageable (Seelos and Mair, 2005). According to (Haugh, 2005), social entrepreneurs, on average, have a more positive attitude than the general population. As a result, they are less likely to be discouraged by the limitations that are imposed by the context in which they operate. Haugh, (2005) goes on to argue that in the environmental context of developing countries, which is characterised by financial limitations, bureaucracy, and inflexibility of the market, market opportunities fail to attract mainstream entrepreneurs, however, in these conditions, social enterprises perform a residual function and are instrumental in garnering resources and capitalising sub-market opportunities.

Seelos and Mair, (2005) also pointed out that in the context of developing nations, where the

government and market systems are not well-established, social entrepreneurs develop innovative initiatives that not only expand and develop on a remarkable scale but also support sustainable development by addressing a wide range of human, social, economic, and cultural issues. Austin, (2006) argues that market failure creates novel and exceptional entrepreneurial opportunities in the sphere of social entrepreneurship. The recent interest in social entrepreneurship can also be attributed to the fact that social entrepreneurs identify opportunities in novel ways and that the classifications in which their intended outcomes fall are wider than that of traditional entrepreneurs (Murphy, Coombes, 2009). For instance, alleviating poverty, advancing education, or feeding the hungry (Murphy, Coombes, 2009). This supports the claims by (Thompson et al., 2000) that social entrepreneurs can have an impact on four different categories of capital: financial, social, environmental, and aesthetic. In terms of homes, landscapes, and other physical features, aesthetic capital refers to intangible aspects that enhances human life (Pajunen, 2021). The characterization of social enterprises as a hybrid organisational form, which allows for the presence of values and artifacts from two or more categories, is growing (Doherty, 2014). Social enterprises serve as the ideal example of a hybrid organisation since they are built on the concepts of both for-profit business and humanitarian endeavors, which must coexist in any hybrid organisation (Battilana, Lee, 2014). Social businesses generally adopt tactics from many industries, including the public, private, and nonprofit sectors, to achieve both of their goals (Doherty, 2014). For instance, even if they are able to generate cash from the activities that they participate in, they still rely heavily on other sources of funding such as grants (Doherty, 2014).

2.6 Realities linked with achieving hybrid objectives

Scholarly research has recognized that it can be challenging to simultaneously attain social and financial goals in an organization (Yunus, 2010). To begin, the desire to strengthen the organization's financial position can take the place of the incentive that drives the social side of the organisation (Jenkis and Fries, 2019). Second, there are difficulties in managing the friction that exists between the company's customers and the beneficiaries of the products and services that the organisation provides, given that the beneficiaries are not always the customers (Battilana et al., 2012). Third, while making decisions regarding the organization's finances, one must strike a balance between pursuing a distinct approach that targets private-sector investors as well as grant funders and pursuing a strategy that restricts its attention to just one potential source of funding (Battilana et al., 2012). Fourth, the selection of a legal structure is in and of itself a challenging decision for the majority of hybrid organisations, as this decision might have repercussions with

regard to taxes and other fiduciary obligations (Battilana et al., 2012). According to (Katzenstein, Chrispin, 2011), social entrepreneurs operate in unique environments and follow specific guidelines that differ from those followed by business entrepreneurs, thereby distinguishing social entrepreneurship from other types of entrepreneurship. These kinds of environments can be described as lacking in resources (Doherty, 2014), and they are often characterised by institutional voids. This is used to describe circumstances in which the institutional frameworks that are supposed to support markets either do not exist, are insufficient, or do not perform as planned (Mair and Marti, 2009). According to (Khanna, Yafeh, 2007), institutional voids are often characterized by a lack of specialized distributors, regulatory frameworks, and procedures for contract enforcement, as well as limitations in accessing property rights and other legal and governance structures. Moreover, institutional voids increase transaction costs and decrease market efficiency (Khanna and Yafeh, 2007). When compared to other types of entrepreneurship, social entrepreneurship is subject to a subtler set of external constraints, and it is not yet clear how social entrepreneurs can be successful in the face of unfavorable environmental conditions.

2.7 Previous study findings

Table 1. below provides an overview of the concept social entrepreneurship as indicated by diversity of research focusing on purpose, constructs, guiding theory and findings from scholars.

| Study | Purpose | Theory | Construct/Key | Research type/Sample | Findings |
|--|--|--|--|---|--|
| Abebe et al., (2020). Journal of Small Business and Enterprise Development | A classification of social entrepreneurs according to their work histories, life experiences, and the range of social initiative missions they take on | Social capital, Human capital | Social entrepreneurs include social activists, seasoned champions, corporate veterans, and local pragmatists | Conceptual paper | Running successful social ventures requires compassion, but it is not enough. Business and entrepreneurial abilities are crucial. Entrepreneurs without business abilities may begin successful businesses, but they risk long-term failure. |
| Alvord et al. (2004). The Journal of Applied Behavioral Science | Using a comparative analysis of successful social ventures, the study explores the traits of successful social ventures (strategy, governance, | Organizational theory, development studies, and social movements | | Seven instances from Africa, the US, Asia, and Latin America were used in the case study methodology. | Successful social enterprises focus on continuous learning, which is crucial for scalability, have a core social innovation, and employ innovations that make use of already-available local resources. They also |

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|--|--|--|--|------------|--|
| | scaling up) and social transformation. | | | | focus on building local movements to collaborate with powerful entities that may exert pressure against the initiatives. Successful social entrepreneurs are those who are always learning and who can organise a variety of stakeholders. Scalability can be accomplished by creating internal organisational mechanisms that expand naturally or by forming alliances. |
| André & Pache (2016). Journal of Business Ethics | Creates an organisational care framework to handle the moral challenges of combining social and commercial goals while scaling social ventures | | Measures of organisational care - promote members' ability to listen, care, and speak to one another | Conceptual | By creating a compassionate organisation that fosters, supports, and values compassion and listening among its employees, social ventures can reconcile the social and economic goal value creation. |
| Austin et al., 2006 Entrepreneurship Theory and Practice | Analysis of social as well as commercial entrepreneurship in comparison | | People, context, deal, opportunity (PCDO), and socio-value proposition (SVP) | Conceptual | There are similarities between social and business entrepreneurship. Markets, missions, money, humans, productivity, and context/socio-value propositions (SVP) are the main areas of resource mobilization difference. Conceptualization of |

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|--|---|--|--|---|---|
| | | | | | social entrepreneurship on a spectrum. To run successful businesses, social entrepreneurs need to manage people, context, deals, and opportunities. |
| Bacq et al., (2013) Journal of Social Entrepreneurship | | | | Mixed techniques. Belgian and Dutch social entrepreneurs' GEM 2009 survey data | Compared to commercial enterprises, social enterprises are more recent. In contrast to business owners, social entrepreneurs are less concerned with increasing employment. Funding for social ventures comes mostly from sources other than revenue from the sale of goods and services. Social enterprises are an innovation process. |
| Bacq et al., (2016). Journal of Business Ethics | The paper casts doubt on the notion that social entrepreneurs have strong moral and ethical principles. | Literature about business, social business, and ethics | Motives, self-perceptions, perceived justification for starting a business (ethical approval), and devotion to a job | GEM 2009 survey statistics on social entrepreneurs in Belgium and the Netherlands | Social entrepreneurs stand out from other business people by creating social value. Instead of focusing on the bottom line, social entrepreneurs prioritise social and ecological causes. Compared to commercial entrepreneurs, social entrepreneurs are less confident in their entrepreneurial abilities. |

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|--|--|--|--|-------------------|---|
| <p>Bacq & Janssen, (2011). Entrepreneurship & Regional Development</p> | <p>Examine how social entrepreneurship is defined globally and provides an explanation of it</p> | | | <p>Conceptual</p> | <p>There are variations in how social entrepreneurship is conceptualised. The focus on social missions and reinvestment of revenues are key differences between social entrepreneurship and commercial entities. similarities in the entrepreneurial process, such as in identifying opportunities and innovating. Define the term using social innovation, social enterprise, and the EMES network. The definition is subject to context. Put definitions together to form one that describes social entrepreneurship as "the process of recognising, analysing and exploiting alternatives targeting at social value creation by way of commercial, market-based initiatives and of the use of a wide variety of resources" (p. 388).</p> |
|--|--|--|--|-------------------|---|

| | | | | | |
|---|--|-----------------------------|-------------------------------------|--|---|
| <p>Battilana & Dorado (2010). Academy of Management Journal</p> | <p>Utilises 2 case studies to examine how emerging hybrid organisations handle conflict.</p> | | | <p>Comparative case study Two Bolivian microloan examples.</p> | <p>With the help of the hiring and socialisation processes, new social ventures establish an organisational identity that balances their social and economic purposes. The hiring process combined development and financial principles.</p> |
| <p>Battilana & Lee (2014). Academy of Management Annals</p> | <p>Utilizes the perspective of social enterprises to examine the difficulties faced by hybrid organisations.</p> | <p>Institutional theory</p> | <p>Hybrid organizing – culture,</p> | | <p>Created a new concept called hybrid organising, which has four dimensions: culture, inter-organizational linkages, workforce balance, and organisational activities. Organizational results are impacted by these five characteristics in various ways. Different venture outcomes result from integrating and differentiating social and commercial missions.</p> |

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|---|---|--|----------------|---|--|
| <p>Bloom & Smith (2010). Journal of Social Entrepreneurship</p> | <p>Examines what motivates social entrepreneurship</p> | | <p>SCALERS</p> | <p>Conceptual. Develop a SCALERS MODEL of social impact</p> | <p>Sort the factors that cause social influence into organisational and situational variables. Create a SCALERS model for your organisation that outlines its hiring, communication, alliance-building, advocacy, replicating, financing, and stakeholder mobilisation capabilities.</p> |
| <p>Bornstein, (2007). Book</p> | <p>Explores social entrepreneurship, including its development, difficulties, and reasons why it is the most effective way to handle social issues.</p> | | | | <p>Due to the failure of the market and government sector, social entrepreneurship is on the rise. Resource shortages, political ideologies, and unwillingness. With growing income globally, democratisation of societies, promoting gender equality, and advancements in literacy and communication technologies, social entrepreneurship is well positioned to address social challenges. Highlights particular instances of social entrepreneurs - Ashoka Fellows.</p> |

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|---|---|--|--|------------|--|
| Certo & Miller, (2008). Business Horizons | Comparing social and business entrepreneurship | | | Conceptual | Social entrepreneurship isn't explicitly defined. Mission, innovation process, and performance metrics are the main areas of distinction. Resource limitations in social entrepreneurship prevent paying workers at market rates, brings in staff members who share its goals and principles. It will be important to define and delineate constructs in future study. |
| Dees, (1998). Kaufman Center | Describes social entrepreneurship's history, principles, and distinctions from conventional entrepreneurship. | | | Conceptual | The function of social entrepreneurs is that of change agents. Social entrepreneurs are driven to use business-like strategies to address social concerns. Describes social entrepreneurs as a "special breed" due to their focus on social mission and social change in their behaviour. |

Table 1. Overview of Social Entrepreneurship

2.8 Business and Sustainability

Sustainable development is defined as development that satisfies the requirements of the present without compromising the ability of future generations to satisfy their own needs (World Commission on Environment and Development, 1987). The concept of sustainable development was first proposed in the Brundtland Report in 1987 (World Commission on Environment and

Development,1987). It is widely held that economic development, in addition to sustainable development, is essential to the achievement of the goal of bettering the quality of life for humans, and thus, in order for a society to achieve sustainable development, it must first achieve economic growth while simultaneously working to improve its environmental and social systems (Le Blanc, 2015). Despite this, economic expansion is linked to a host of interconnected issues, such as rising population levels, food poverty, ecological destruction, and greater energy demand (Bansal, Song, 2017). Sustainable development has been supported by various entities such as business leaders, governments, and non-profit organizations since the Earth Summit held in 1992(Linnenluecke, Griffiths, 2010). This recognition came about as a result of the realisation that businesses, due to their inherent connection to the valuable capacity of the economy, play a crucial role in sustainable development (Bansal, 2002). The realization of a market for "green" products by businesses also came with the understanding that their profits could decline if their methods and products were perceived as harmful to the environment, leading to a double-edged sword scenario; as a result, many multinational firms, such as British Petroleum, underwent rebranding and publicized their newfound involvement in the environmental movement (Lazishvili, 2016).

Businesses began to take on the task of attempting to enhance their social and environmental performance while still ensuring that they continued to achieve their economic goals, and many corporations started to embrace the challenge (Bansal, DesJardine, 2014). According to (Montiel, Delgado-Ceballos, 2014), the term "sustainable development" has often been used interchangeably with other terms like "commercial sustainability" over the past decades, despite the fact that these terms have different meanings. Business sustainability, also known as corporate sustainability, is an idea that has gained widespread acceptance among academics in recent years. Sustainability in business pertains to how organizations ensure their financial needs are met without endangering their own or others' ability to meet long-term needs, which involves a process that takes into account both immediate and future requirements and aims to strike a balance between economic growth and environmental and social responsibility (Bansal, DesJardine, 2014). Sustainable business practices involve organizations reducing their negative impact on society and the environment in the long term while ensuring their continued existence, with the process of making managerial decisions playing a crucial role in achieving this (Montiel, Dalgado-Ceballos, 2014; Haffar, Searcy, 2017). Business sustainability refers to the idea that a company's operations should not jeopardise the welfare of future generations, just as sustainable development is based on the

idea of intergenerational equity (Bansal, DesJardine, 2014). Individual firms, however, are unable to achieve sustainability; instead, they can only make contributions to the greater system, which may or may not result in sustainability (Jennings, Zandbergen, 1995). Sustainable development pertains to larger interconnected systems that involve ecological, societal, political, and economic subsystems (Bansal, Song, 2017).

2.9 Business tensions, paradoxes, and complications

There are a number of tensions, paradoxes, and complications connected with the accomplishment of goals that appear to be in competition with one another, which are present in both the practice and the notion of business sustainability (Bansal, DesJardine, 2014; Crane et al., 2014; Hahn, Pinkse, Preuss and Figge, 2015). (Slawinski, Bansal, 2015) suggest that there are two distinct tensions related to corporate sustainability: the conflict between a company and society, and the tension between short-term and long-term goals. Firms face an intertemporal tension between the need to constantly expand and maximize profits to function in an economic system, and the potential compromise of the environment in the pursuit of maximal profits (Slawinski, Bansal, 2015). For example, in order to mitigate the effects of climate change, businesses must undertake changes that, while they could be costly in the near term, would ultimately be advantageous to future generations and, most likely, their long-term ability to remain in operation (Slawinski, Bansal, 2015). Yet, the majority of large businesses have chosen not to reduce their carbon emissions to the necessary levels due to the short-term costs associated with doing so (McCright, Dunlap, 2011; Slawinski, Bansal, 2015). To contribute meaningfully to the cause of sustainability, businesses must have a thorough grasp of the obstacles and difficulties involved in achieving both lengthy financial success and environmental well-being (Slawinski, Bansal, 2015). A corporation's potential to contribute to environmental sustainability will be severely hampered if these interconnected issues are not addressed (Bansal, DesJardine, 2014; Dyllick, Hockerts, 2002; Ehrenfeld, 2008; Hoffman and Jennings, 2011; Montiel, Dalgado-Ceballos, 2014).

2.10 Business and the Natural Environment

Over the course of the past two centuries, historians have described and documented the ways in which enterprises, and particularly huge corporations, have caused damage to the natural environment. Coal is regarded as the catalyst for the escalation of environmental damage, because

its use in the late 1800s in the energy systems of many western countries led to the advancement of industrialization (Jones, Maas, 2019). This in turn led to the expansion of the manufacturing, chemical, and automotive industries, that in turn increased pollution and carbon dioxide levels worldwide (Jones, Maas, 2019). Climate change, the loss of biodiversity, and soil erosion all accelerated throughout the middle of the 20th century as a direct result of the increased usage of fossil fuels and the concurrent growth of the world's population (Bergquist, Warshaw, 2019). The damage to the environment that was caused by corporations was widely recognized. According to (Jones, Maas, 2019), there were two distinct waves of resistance from the general public, with the late 1800s and early 1930s marking the beginning of the first wave of environmentalism that focused primarily on reducing pollution levels in urban areas in the United States and Europe. Additionally, the movement pushed for the formation of national parks as a means of preserving enormous tracts of land from being exploited and enhancing the quality of life in underdeveloped communities (Bergquist, Warshaw, 2019).

The second wave of environmental activism started in the 1960s as a response to a rise in firms destroying the environment by using pesticides, pollutants, and radiation as exposed in scientific literature. Several large-scale environmental catastrophes, such as the Exxon Valdez oil spill in 1989 and the Bhopal gas tragedy in 1984, served as a stimulus for an expansion in environmental laws

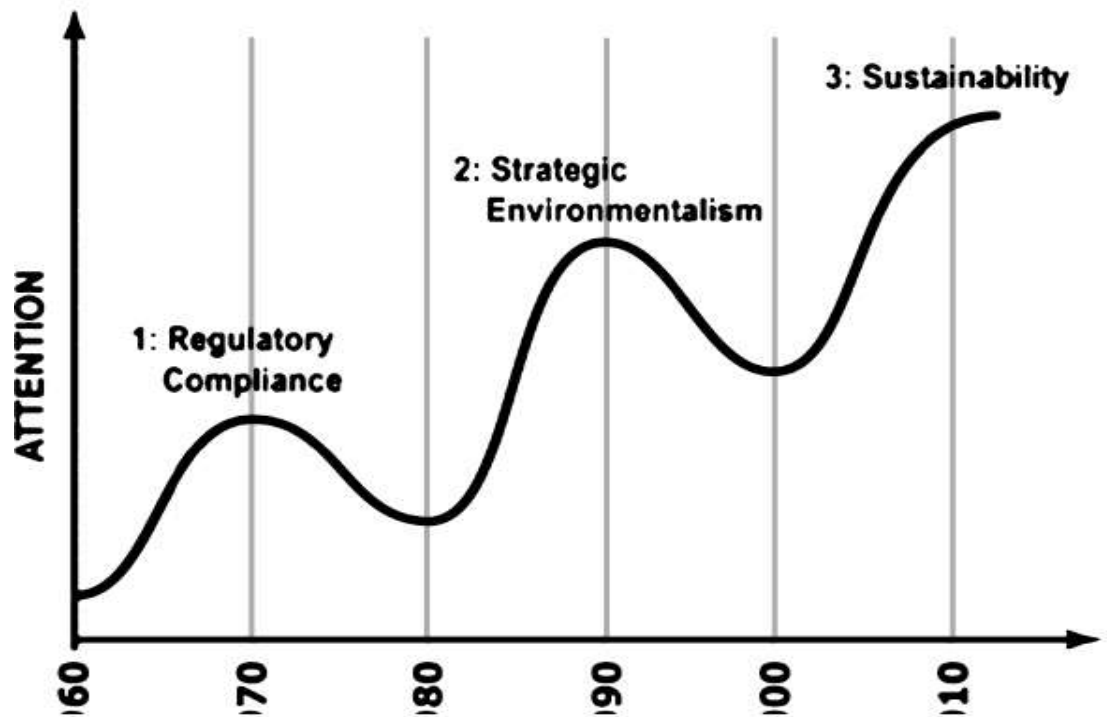


Figure 1. Corporate response to environmental criticism Source: Hoffman and Bansal (2012, p. 3) 30

across the United States and Europe in the 1970s and 1980s (Jones, Maas, 2019). During this period, large corporations responded to critics of their impact on the environment in a variety of different ways. According Hoffman and Bansal, (2012), reactions to the environmental impacts caused evolved throughout the course of three time periods as shown in Figure 1.

In the 1960s and 1970s, the initial reaction was company compliance with the recently enacted regulatory constraints. Many companies embraced a strategy known as "strategic environmentalism" in the 1980s and 1990s, according to Hoffman and Bansal (2012). In response to the public outcry over notable environmental disasters, businesses began to take a more proactive approach to environmental conservation and prioritise it on a strategic level. As a direct result, environmental factors were taken into account when organisations operated and when choosing products; examples include waste management and pollution control.

The early 2000s saw the emergence of the third wave of environmental management, which concentrated on fusing environmental and social challenges like poverty alleviation. The Kyoto Protocol and the third wave both started around the same time (Linnenluecke, Griffiths, 2010). During this time, the terms "business sustainability" and "corporate sustainability" became widely used.

2.11 Social entrepreneurship and the environment.

Due to their social and environmental focus as well as their beneficial contribution to the resolution of some of the world's environmental challenges, environmental social enterprises are developing as sustainable alternatives to mainstream businesses (Johanisova, 2005; Social Traders and Sustainability Victoria, 2012; Vickers and Lyon, 2014; Haigh and Hoffman, 2012). An increasing body of research indicates that environmental and social entrepreneurship may be crucial to Africa's efforts to achieve sustainable development and combat poverty (Dzomonda, 2020; Littlewood, Holt, 2018). The United Nations' Sustainable Development SEED program acknowledges that alternative forms of entrepreneurship play a crucial role in improving incomes, supporting livelihoods, fighting against marginalization and poverty in Africa, while ensuring sustainability and preserving natural resources and ecosystems (Kissinger, Rees, 2009). The growing enthusiasm for social and environmental entrepreneurship has led to a corresponding rise in academic interest (Dacin et al. 2011; Santos 2012). Despite this, the field of study that it belongs

to is still in its infancy, and the research agenda is just starting to take shape (Saebi, Foss, and Linder, 2019).

To this day, most of the studies that have been conducted to explore social and environmental entrepreneurship in Africa have taken the form of storytelling that include just one or a small number of case studies (Thompson and Doherty, 2006). Furthermore, these studies have typically concentrated on a single country, industry, or type of enterprise activity. There are not many studies that cover the entire continent (Kerlin, 2009), nor are there many instances that compare other countries or industries. Over the past 20 years, there has been a growing interest in the role of business in addressing societal, environmental, and economic challenges, both within and beyond academic circles, as it is increasingly recognized in policy circles that business is a potential solution to global problems, rather than solely being seen as a cause of such problems (Rittel and Weber, 1973). One reason for the shift in viewpoint is the argument that corporate social responsibility, or CSR, enables multinational corporations to contribute more effectively to global development goals while also reducing the negative social and environmental impacts of their operations, particularly in developing nations (Methner, Hamann, and Nilsson, 2015). There has been a movement towards emphasising the role of environmental social entrepreneurship as a catalyst for societal change and a means of advancing global sustainable development, which reflects these broader developments (Hall et al., 2010; Wiklund et al., 2011). The concept of "growth through enterprise" has arisen as a result of this significant paradigm shift that has taken place. It is an essential part for the 'base of the pyramid' (BoP) concept (Prahalad, 2012; Kandachar, Halme, 2008; London, Hart, 2010; Kolk et al. 2013), as well as approaches to development that focus on subsistence market place (Sridharan, Viswanathan, 2008; Bland, Hamann, 2015). Earlier strategies envisaged a fortune at the bottom of the pyramid by portraying the impoverished population, particularly those surviving on less than \$2 daily, as indifferent potential buyers of goods and services from global corporations, suggesting an opportunity for enterprises that could design their offerings to tap into this income category (Dalglis, Tonelli, 2016). Although BoP strategies have faced criticism for being divisive, exploiting underprivileged communities, importing unsustainable Western values to the Global South, and conflating consumerism with development (Kolk et al., 2013; McKague, Wheeler and Karnani, 2015), they have evolved to recognize the importance of "co-creation" of value, with underprivileged individuals not only acting as consumers, but also as producers and business owners.

An increasing amount of focus has been placed on the role that social and environmental entrepreneurship may play in development as well as the potential contribution that it could make beyond just complementing business-oriented approaches to development on a broader scale. The concept of environmental social entrepreneurship does not have a single, agreed-upon definition; rather, there is an ongoing discussion over a variety of definitions, each of which emphasises a distinct set of qualities (Mair and Marti, 2006; Dacin et al., 2011; Santos, 2012). In addition, there is a lack of consensus regarding the degree to which social enterprises and environmental enterprises ought to be regarded as separate types of businesses (Pastakia, 2002; Bacq and Janssen, 2011; Dacin et al., 2011). Several definitions of social enterprise emphasize the preeminence of a social or ethical mission as the driving force behind it (Dees, 2003; Defourney and Nyssens, 2006; Peattie and Morley, 2008; Munoz, 2010; Dacin et al., 2011), and some argue that environmental enterprises can be considered a sub-classification of social enterprises due to the fact that addressing environmental concerns is also a social issue (Pastakia, 2002; Bacq and Janssen, 2011; Dacin et al., 2011).

Environmental social enterprises are differentiated from traditional businesses by their prioritization of social and environmental value creation over economic value, and their revenue generation through commercial activities distinguishes them from charitable organizations or non-commercial NGOs (Langdon, Burkett, 2004; Johnson et al., 2001). Environmental social enterprises are often characterised by participatory governance models with active stakeholder involvement (Defourney, Nyssens, 2006; Thompson and Doherty, 2006); limited profit dispersion or profits reinvested for a social purpose (Langdon and Burkett, 2004); a non-profit maximizing approach to business (Defourney, Nyssens, 2006); and innovatively addressing social needs or problems (Dees, 2003). Environmental social enterprises that aim to make money through trading, sharing profits, or relying on funding are subject to numerically precise definitions, such as the requirement for a social enterprise in the United Kingdom to derive at least 50% of its revenue from commercial activities or commit to reaching this target within two years if just starting out (Gautier, Pache, 2015)

Other requirements equally need to be met before a company can receive the mark, include, a) having a social and or environmental purpose; b) having a constitution and governing body; c) spending at least fifty percent of profits on socially and environmentally beneficial purposes; d)

having a lock on assets that stipulates that any remaining assets must be distributed for social purposes, and e) having annual accounts and governing documents (Lee, 2015).

According to Praszkiec and Nowak (2011), a social enterprise can be defined by two crucial traits: the preponderance of a social mission or intent for an organisation, as well as the requirement that an organisation engages in some sort of trading activity. Munoz, (2010), argues that many non-governmental organisations operating in developing nations are trading and engaging in income-generating exercise, due to global austerity, shrinking aid budgets, and growing cynicism towards aid in both donor and recipient countries. This global austerity is having an effect on both donor countries and recipient countries. Certain organizations, with distinct traits that qualify them as social enterprises, are considered significant components of the social entrepreneurship landscape in developing nations, despite generating only a modest 10-15% of their income from commercial activity (Munoz, 2010). Because of this, the definition of a social enterprise does not include any quantitative requirements on the minimum amount of revenue an organisation must generate through trading in order to qualify.

2.12 Evolution of environmental social entrepreneurs

There is uncertainty surrounding the idea of an environmental social enterprise, an environmental movement that gained prominence in the 1960s, raised business opportunities for entrepreneurs to develop new goods and services (Berle, and Means 1991; Holt, 2011). Conventional businesses changed their preexisting business models and operating procedures to lessen adverse environmental impacts and better utilise the resources at their disposal (Markman, Russo, Lumpkin, Jennings, and Mair et al., 2016). Early descriptions of "green" or "ecopreneurial" businesses frequently suggested a business model that capitalised on emerging niche markets in industries like recycling, alternative energy, ecotourism, and organic farming (Holt, 2011). However, a focus on the triple bottom line impact has also frequently included social dimensions, such as socially committed (Walley and Taylor, 2002), in which the social dimension is a secondary impact, ever since the notion of sustainable development emerged and became mainstream after the Rio Earth Summit.

Several factors determine whether or not an organisation can be categorised as an environmental social enterprise, include but not limited to: sector or industrial categorization (Hendrickson and Tuttle, 1997), the essence of their product or market (Schaltegger, 2002; De Bruin and Lewis, 2005), the nature of their mission (Schaltegger, 2002; Volery, 2002), whether the organisation was

born green or morphed (Isaak, 2016), as well as the role of profit (Schaltegger, 2002; Pastakia, 2002). Based on these traits, this study defines an environmental social business as a business that offers a good or service that relies primarily on the management or use of natural or environmental capital and takes these factors into account (to varying degrees) the three pillars of sustainability, which are determined by economic, social, and environmental factors (Dyllick, Muff, 2016). Sustainable entrepreneurship and sustainability-focused entrepreneurship provide valuable perspectives on the role of entrepreneurship, innovation, and social and environmental enterprises in Africa, emphasizing the importance of addressing sustainability challenges such as poverty, inequality, and health, as well as identifying and capitalizing on opportunities arising from environmental market failures, with both theories advocating for entrepreneurship to pursue strategies that address social, environmental, and economic objectives for long-term success (Dean, McMullen, 2007; Wagner, Schaltegger, 2010). Dean and McMullen (2007) differentiate between social entrepreneurship, which focuses on achieving a purpose, and sustainable entrepreneurship that captures opportunities arising from environmentally relevant market failures. (Wagner, and Schaltegger 2010) present the concept of sustainability-oriented entrepreneurship as an umbrella term that can be used to describe a variety of alternative forms of entrepreneurial activity, these alternative forms of entrepreneurial activity include ecopreneurship, social entrepreneurship, institutional entrepreneurship, and sustainable entrepreneurship. These alternative forms of entrepreneurial activity can be differentiated from one another in terms of their motivations, purposes, the role of economic and non-market goals, and the organisational development challenges they face.

2.13 Social enterprises as hybrid organisations

The concept of hybrid organizations, which combine a variety of pre-existing components or rationalities, emerged from multiple research areas such as institutional rationality, organizational form, and organizational identity in the context of organizational studies (Secinaro, Corvo, Brescia, and Iannaci, 2019). According to Mair and Rathert (2020), scholars in the domains of organization and management have shown a growing interest in studying social enterprises as an extreme type of organizational hybridity, and they agree that combinations of organizational identities, forms, and institutional logics exist simultaneously.

The term "hybrid organization" as used in this study describes organizations that blend the characteristics of both public benefit organizations and profit-making corporations (Pache and Santos, 2013). Such organizations utilize a range of financial strategies, such as seeking charitable donations, securing commercial loans, and even pursuing equity investments, to sustain their day-to-day activities (Suisse, 2016).

Social enterprises that aim to reduce their dependence on donor funding are incorporating business models into their operations, with a focus on improving their financial, social, and environmental performance, which is referred to as the triple bottom line concept (Dart, 2004). Hybridity in organizations, which involves providing services or products for a price while maintaining a social change goal, has been studied at the individual (McPherson and Sauder, 2013), relational (Besharov, 2014), and field levels (Ruef and Patterson, 2009), but most research has focused on organizational dynamics resulting from diverse contributions. Hybrid organizations can be purposefully constructed by founders whose backgrounds and identities prompt them to do so (Wry, York, 2017), or they can result from unplanned changes in organizational membership (Delmestri, 2006), regulatory demands (Christensen, Laegreid, 2011), political context (Nee, 1992), cultural expectations (Glynn, Lounsbury, 2005), or access to resources (Galaskiewicz, Bielefeld, and Dowell, 2006).

According to Gioia (2013), maintaining hybridity in an organization can be problematic due to ongoing challenges related to disagreements about the organization's identity, or "who we are as an organization." Besharov (2014) notes that internally, contestation can arise from the unique values and perspectives held by various subgroups, which can escalate into ongoing and often unresolved conflict. Battilana and Dorado (2010) also suggest that these conflicts can create ongoing difficulties for the organization. According to Glynn (2000), diverse subgroups within organizations evolve with distinct views of the organization's identity as either artistic or economic, leading to persistent disparities, tensions, and contradictory expectations from external stakeholders, particularly during compensation negotiations. Social enterprises face a challenge in reconciling the seemingly incompatible priorities of nonprofit stakeholders focused on social impact and corporate audiences prioritizing management competence and financial performance (Pache and Santos, 2013; Hsu, 2006), potentially leading to competition between the missions of volunteerism and altruism (Doherty, 2014).

Costanzo et al (2014) argues that due to limitations in resources like finances and personnel, social enterprises often have to prioritize either achieving a social impact objective at the expense of economic gain, or vice versa. In contrast, (Di Domenico, Haugh and Tracey, 2010) suggests that social enterprises should prioritize their social goals over profit maximization, even when faced with resource constraints. This perspective is supported by Yorke (2012), who notes that this finding is significant in combating the skepticism that some social entrepreneurs face because of the dual-purpose nature of their missions. This dual-purpose mission, according to Dees (2003), can create cynicism among social entrepreneurs. (Evers et al., 2004) describe social businesses as "three-dimensional" hybrids that integrate elements of goal sets and mixed resource structures from the market, the state, and civil society, including resources such as income, grant support, and voluntary contributions. Hockerts, (2006) asserts that the blended nature of social enterprises, as well as their ability to produce public benefit while operating a profitable business that also incurs private costs, are counterintuitive to the point of being a virtual paradox and that neither management research nor its recommendations for social entrepreneurs who must cross the fault line dividing the domain have a theoretical justification for these phenomena.

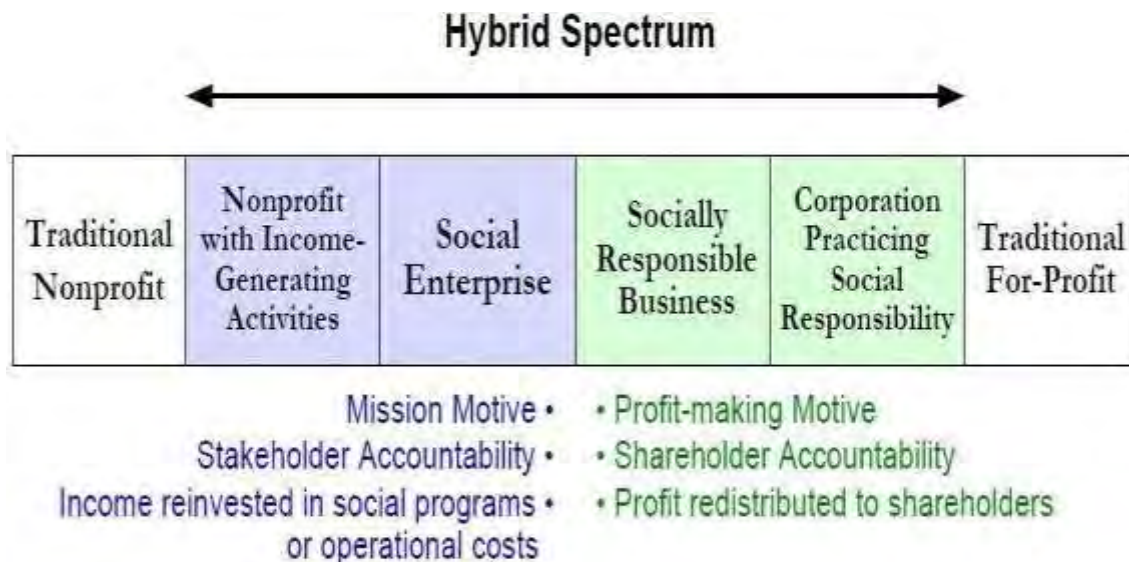


Figure 2. Dees' social enterprise hybrid spectrum (Dees, 2012).

Social enterprises, according to Alter's typology, exist at the intersection of traditional for-profit businesses and non-profit organisations, with a focus on "mission and market," driven by entrepreneurs with a social mission to fill a gap in the community, emphasizing the social mission throughout the literature, which affects how they view and evaluate challenges and opportunities, as opposed to commercial entrepreneurs who are motivated by making a profit (Alter, 2007). Social entrepreneurs prioritize the impact on their mission over the accumulation of wealth, considering wealth as merely a means to an end, while commercial entrepreneurs view the creation of wealth as a metric for measuring value creation, and although subject to market discipline, they allocate resources in economically and productively beneficial ways to avoid the risk of being driven out of business (Dees, 2012). Social entrepreneurial hybrid organizations, also known as hybrid organizations, generate income using models similar to for-profit businesses while attempting to make a positive impact on society and/or the environment through methods more common to non-profit organizations (Johnson et al., 2001). Hybrid business models are characterized by driving positive social and environmental change as an organizational objective, creating relationships with stakeholders that are mutually beneficial, and interacting progressively with the market, competitors, and industry institutions, making them sustainability driven due to their focus on solving specific sustainability problems (Nielsen, Samia, 2008). Hybrid organizations design business models that create synergies between economic, ecological, and social systems, allowing them to engage in profit-generating activities while simultaneously addressing sustainability challenges, which contributes to their overall success and challenges the notion of compromising between these systems (Haigh, Hoffman, 2014; Hoffman, 2011). This is accomplished through three broad ways.

Challenging common beliefs about economic, social, and environmental systems, hybrid organizations do not resist growth, but aim for sustainable expansion within self-imposed constraints, as opposed to seeking exponential growth, according to (Boyd et al., 2017). For example, hybrid organisations are characterised by a high level of transparency and sometimes even aim to disseminate their approaches to others in their field (Hoffman, Badiane, and Haigh, 2010). This is in contrast to traditional businesses, which conduct themselves discretely in order to protect products, processes, and procedures in order to preserve or develop a competitive advantage (King, 2007). Hybrid organizations, as pointed out by (Mamao, 2011), compete not by controlling resources or hiding the value generation process, but rather on the basis of their values

and impact.

Lastly, hybrid organisations use a more progressive interpretation of sustainability (Haigh, Hoffman, 2014). Traditional businesses that have included corporate sustainability in their goals implement sustainability as the minimization of a negative impact on the environment, whereas hybrid enterprises enact sustainability as the reduction of a negative impact while also creating a positive impact (Haigh, Hoffman, 2014), in a nutshell, there is a change from the paradigm being less unsustainable to it being more sustainable (Ehrenfeld, 2008). The ability of hybrid businesses to interface directly with suppliers, customers, and natural systems is a significant source of the strength that they possess, instead of depending on regulatory compliance, philanthropy and corporate social responsibility (Nielsen, Samia, 2008).

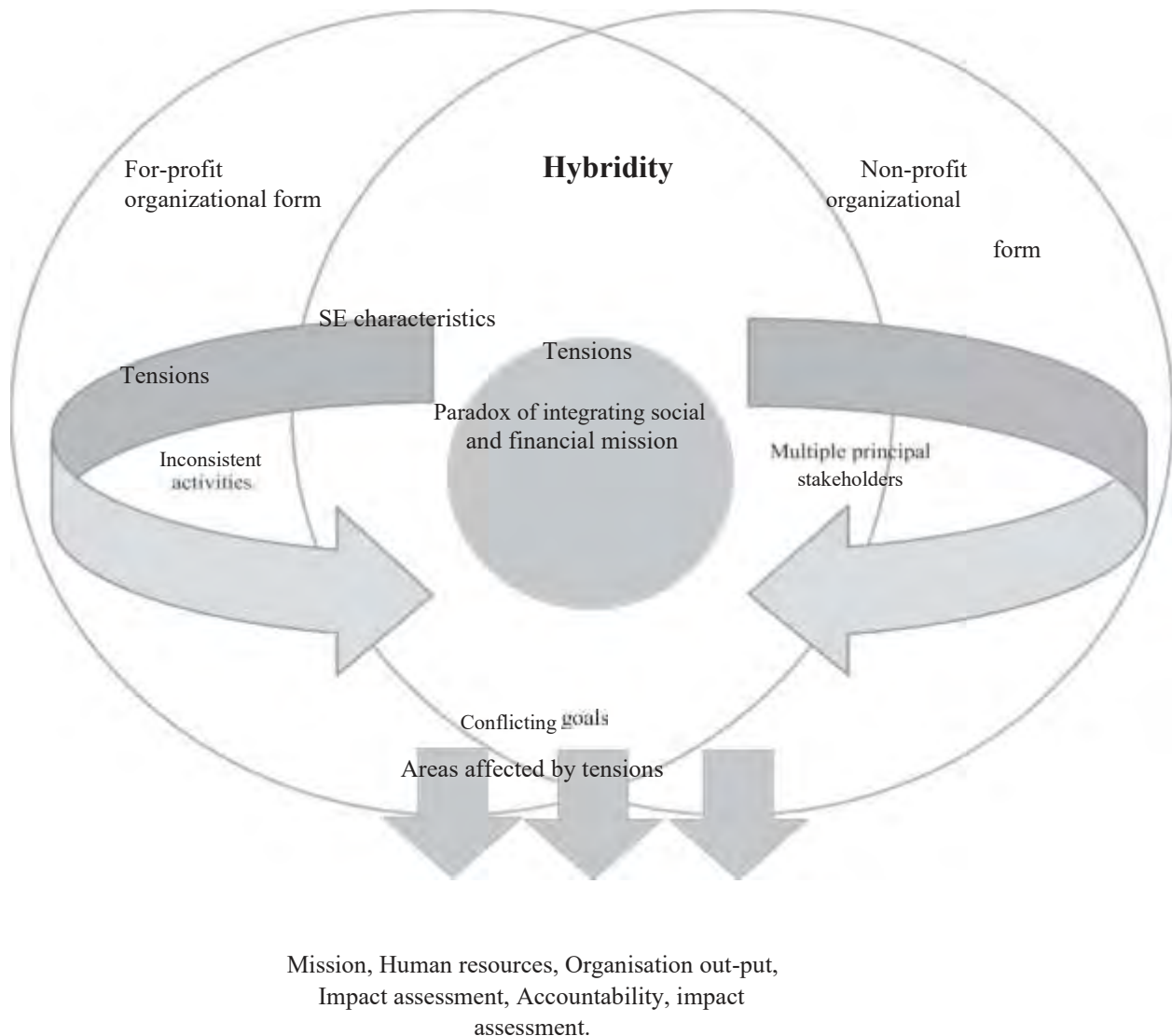


Figure 3. Tensions and trade-offs in social enterprises (Doherty et al., 2014)

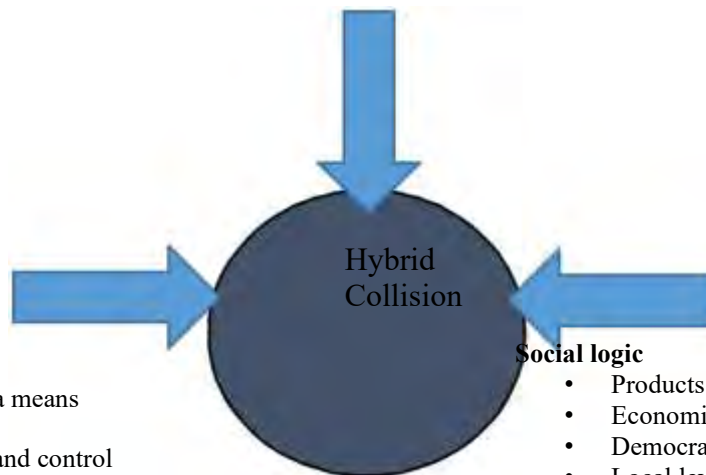
2.14 Realities and Dilemmas of Hybrid Organisation structure within Social Enterprises

According to Williamson (1991), fundamental and distinctive studies on hybrid organizing and hybrid forms of organizational structures were conducted before the emergence of hybridity as a significant topic in academic literature, especially in the context of social entrepreneurship. Powell (1987) and Williamson (1991) demonstrated both conceptually and empirically that hybrid models of organization, which merge two or more logics, offer a strategic match with the demands of the market and the shifting nature of the economy, and that the resulting combination of logics allows the strength of one to overcome the weakness of the other. Hybrid organizing, which combines different institutional logics, has been observed to be highly productive in various contexts such as public-private services, partnerships, and alliances (Bradach, Eccles, 1989), and has been recognized as generating innovative solutions to complex challenges (Jay, 2013). The concepts of hybrid organizing and partnerships in industries such as advertising, publishing, construction, and crafts were discussed in the works of Powell (1987), Bradach and Eccles (1989), and Williamson (1991). However, during that time, social organizations were mostly charities that relied on personal funds, grants, donations, and subsidies, and therefore were not included in these discussions. Hybrid organizing, identified as a fundamental characteristic of social entrepreneurship, involves combining the logics, paradigms, structures, and value systems of both social and economic goals. (Battilana et al., 2012; Dees, Anderson 2003; Doherty et al. 2014; Santos et al. ,2015; Wilson, Post, 2013). Social entrepreneurial ventures, a new phenomenon resulting from the convergence of historically distinct philosophies and activities associated with for-profit and non-profit organisations, involve hybrid organising, which refers to the deliberate cross-breeding of several types of organisational logics through activities, structures, processes, and meanings that allow organisations to combine features of different forms. (Wilson, Post, 2013; Battilana, Lee, 2014; Hockerts, 2015). The idea of logics contributes to the understanding of how deeply ingrained disputes arise because they reflect the beliefs, values, and obligations that people attach to work practices and purposes. The gap between social and profit logics in hybrid organizations is typically wider than typical goal conflict, as the values causing conflicts are often introduced as part of one's life values, whereas in traditional organizations, the values causing conflicts across departments are frequently learned at work based on department affiliation (Battilana et al., 2012)

According to (Battilana et al., 2012), hybrid organizations pursuing economic and social goals operate on distinct logics, with the commercial rationale centered on financial profit and the social welfare logic operating on different assumptions, where the primary purpose is to maximize profits, considering social mission only as a secondary means to achieve that end, and with a hierarchical system of control where shareholders make important decisions regarding the organization's objectives and activities. According to Davis (1973), demonstrating superior competence in managerial, technical, and other areas of operation may increase the legitimacy of a profit-oriented business, but according to the logic of social welfare, the sale of goods and services is merely a mechanism to respond to the requirements of society, and economic resources such as profit are not an end in themselves but a means to serve a more important social purpose. Local stakeholder participation is necessary in accordance with social logic for democratic governance, which aligns with social welfare, and requires contribution and dedication to the organization's overall social objective to earn legitimacy, all within the context of a hybrid organization, where conflicting logics intersect (Pache, Santos, 2013).

Commercial logic

- Products and services for economic surplus
- Social mission is a means, not goal
- Profit appropriation is a goal
- Efficiency and control are rewarded.



Environmental logic

- Economic resources are a means not goal
- Democratic governance and control
- Local level responses and solutions
- High participation of local stakeholders.

Social logic

- Products and services to respond to social needs
- Economic resources are a means not goal
- Democratic governance and control
- Local level responses and solutions

Figure 4. Social, environmental and commercial logics (Pache, Santos, 2013)

The primary challenge in hybrid organizations is to maintain an appropriate level of equilibrium between the contrasting commercial and social logics that coexist within the same organization, which come into conflict with each other on a daily basis due to the different presumptions and principles held by employees on both sides, who consider their own goal more important than the other's despite their interdependence for survival (Powell, 1987). Even though individuals work for the same organization, they may hold social identities and values that are not in agreement with one another, and in some cases, these values may even be directly opposed to each other (Powell, 1987).

According to Pache and Santos (2013), hybrid organizing in social entrepreneurship is criticized due to the conflicting demands of opposing institutional logics faced by organizations that combine social mission and economic activity, and the choice of organizational form often depends on ambiguous institutional advantages. Townsend and Hart (2008) highlighted the advantages that hybrid organizing can provide, while Hockerts (2010) and Khavul et al. (2013) conducted studies that pointed out how certain sectoral and macro environmental pressures cause tensions between the logic of social ventures undertaking philanthropic initiatives and operations based on the market. These logical pluralities give rise to tensions, which in turn cause the organization to stray from its fundamental social objective (Battilana and Dorado, 2010). Ebrahim et al. (2014) argue that social entrepreneurs often struggle with varying degrees of accountability due to the conflicting interests of stakeholders. This creates challenges for hybrid organizations in carrying out their social missions. Smith et al. (2013) further add to this discussion by highlighting various forms of conflicts that occur within social enterprises. Specifically, they identify tensions related to performance, organizing, belonging, and learning (Smith et al., 2013). These tensions arise from the competing goals and interests of stakeholders, which can make it difficult for social entrepreneurs to navigate and balance the different demands placed on them (Ebrahim et al., 2014).

In their research on social enterprises in the microfinance environment, (Kent and Dacin, 2013) hypothesized that the permeability of hybrid organizing, which allows for the easy influence of strong logics on unclear and loosely related logics, creates tensions and conflicts due to an imbalance between social purpose and economic goals. Zhao and Lounsbury (2016) conducted research that showed how social logic can reduce the chances of obtaining financial support from

institutions for certain social enterprises, including microfinance organizations. In the following section, we will delve into the different types of tensions that social entrepreneurial organizations experience and how they affect them.

2.15 Social entrepreneurial tensions.

There is conceptual ambiguity within the sustainability literature regarding conflicts, paradoxes, and trade-offs, with some academics suggesting that all tensions are paradoxical (Haffar, Searcy, 2017), while others view these concepts as distinct. According to Epstein, Buhovac, and Yuthas (2015), tensions involve a dynamic relationship that encompasses both rivalry and complementarity. On the other hand, a paradox is described by Poole and Van de Ven (1989) as the presence of two contrary or competing propositions that are unassailable when evaluated alone, but appear to be incompatible when considered together. While certain tensions can result in paradoxes, not all tensions do (Gaim, 2018). Trade-offs involve sacrificing something in one area to gain benefits in another area that would normally be unattainable, and are used as a method to handle tensions (Haffar, Searcy, 2017); in this context, the section on managing tensions will focus more on analyzing trade-offs

While existing research has predominantly focused on perceived tensions, with only a limited number of studies exploring latent tensions, this is not unexpected as it is logical to investigate what individuals actually perceive and experience (Schad, Bansal, 2018). Neglecting latent tensions, which are typically not the most prominent or apparent, while focusing on the most visible ones, is a disadvantage of adopting an approach that may prevent the organization from fully understanding conflicts associated with its objectives, according to Schad and Bansal (2018). According to Jarzabkowski, Bednarek, Chalkias, and Cacciaori (2019), latent tensions exist within aspects of the system that are dormant, unperceived, or disregarded, and are typically layered inside the organizational structure across a range of levels of assessment, even though stakeholders do not detect them (Ferraro, Etzion, and Gehman, 2015; Schad and Bansal, 2018). However, the absence of perception of these tensions does not change their existence. For instance, Schad and Bansal (2018) noted that an organization's lack of belief in the existence of global warming and associated tensions does not imply the non-existence of climate change or associated tensions, and therefore, the organization will still be impacted regardless of their recognition.

Frequent in academic research is the perspective that social enterprises are fundamentally and inherently contradictory, as the basic phrases "social" and "business" are not simple to reconcile in practice, with the literature containing similar acknowledgement of these underlying contradictions (Bull, 2008; Dees, Anderson, 2003). The perceived paradox of social enterprises being dual-purpose and the consequent risk of mission drift has led to debates among scholars over the growing pressure placed on charitable organizations to behave more like for-profit businesses, with some arguing that nonprofit organizations need to behave more like businesses in order to successfully deliver sustainable solutions in competitive markets (Dees, Anderson, 2003). Adhering to the methods of other organizations fosters an opposite ideology and set of behaviors that endangers the nonprofit sector's ability to remain distinct from other sectors and effectively address social problems (Brainard, Siplon, 2004), while research has yet to explore how nonprofit practitioners strike a balance between the pursuit of a social goal and ingrained notions of profit, self-interest, and competition (Herzlinger, 1996); thus, although operating like a business does not have to be in opposition to the pursuit of a social objective, the phrases "business" and "nonprofit" are, by both the legal and lexical definitions, terms that cannot be used interchangeably. A conceptual conflict arises when work is carried out for a nonprofit organization in a way analogous to that of a business, as the term "business" refers to a commercial enterprise primarily concerned with generating profits for its owners (Bush, 1992; Herzlinger, 1996), while a nonprofit organization's primary purpose is to further the public good and is prohibited by law from sharing revenue or profits with stakeholders (Frumkin, 2009). These conflicting viewpoints draw attention to a subject that is fraught with tension: how can nonprofit organisations successfully model themselves after for-profit businesses while also carrying out their respective social missions? (Weisbord and Janoff, 1998). In spite of this, research hasn't done much to investigate how nonprofit employees themselves talk about appearing businesslike in their day-to-day interactions (Dart, 2004).

Social enterprises face a complex imperative in fulfilling their social goals and must work tirelessly to acquire the necessary financial resources, as highlighted by (Weisbord and Janoff, 1998), as collective goods beneficial to society but not profitable for private enterprise require financing, which has become increasingly challenging due to the global expansion of nonprofit and nongovernmental organizations in recent decades (O'Neill, 2002; Salamon, 1994). Nonprofit organizations are increasingly expected to pursue and manage their financial resources in a way

that resembles that of a company due to greater obligation to address urgent social concerns and growing competition for cash and resources (Frumkin, 2009; Salamon, 2003). Many see adopting more business-like practices in the nonprofit sector as a much-needed development that will result in more effective resource management, increased accountability, and more long-lasting solutions to social problems (Dey, 2011). According to Van Til (2000), those operating in the nonprofit sector have all become, at least in part, business-like, conducting their operations inside the organizational setting of the nonprofit sector, which, as noted by Herzlinger (1996), highlights the importance for nonprofit organizations to run their operations similarly to businesses to avoid experiencing disorder, attributed to the absence of accountability mechanisms found in businesses, including ownership-driven self-interest, competition-driven efficiency, and profit measurement. Despite the strong support for transitioning to a more professional practice in nonprofit organizations, cautionary voices, such as Bush (1992), have warned against blindly adopting businesslike approaches, emphasizing the inherent risks and highlighting the fundamental disparity between the value orientations of for-profit companies and nonprofit organizations as the main reason for the latter's reluctance.

Economic organizing methods may lead to marketization, potentially undermining the democratic values of fairness and equity that underpin civil society, while altruism, volunteerism, cooperation, and social justice prioritize social issues over individual-level goods and services, as distinguished from profit-driven commercial endeavors (O'Connell, 1988; Brainard, Siplon, 2004; Eikenberry, 2009). Despite several empirical studies exploring the emergence of business-like concerns in nonprofit contexts (Dart, 2004; Glynn, 2000; Golden-Biddle and Rao, 1997; Jager and Beyes, 2010; Oakes et al., 1998; Ruud, 1990; Toepler, 2006), there has been limited research on how nonprofit practitioners describe and interpret their organizations and work as business-like, and little attention has been given to resolving the perceived conflict between nonprofit and business orientations. Given the tension-filled, ambiguous gap between the market and the state in which the nonprofit sector exists (Brainard, Siplon, 2004; Frumkin, 2009), argue that it is beneficial to examine how nonprofit practitioners manage and live with these competing concerns in daily organizational life.

The perception of social enterprises as contradictory, rooted in the idea of profit motivation, profit generation as part of the organization's mission, and profit maximization as a goal, lacks theoretical

discussion to support and explain it, despite its widespread usage, while acknowledging that the emphasis on profit as a goal originates from the field of economics rather than the more applied disciplines of management and organizations; however, early management theorists like Chester Barnard recognized that commercial firms have diverse objectives, including improving society's well-being and generating employment opportunities (Hai, Daft, 2016). The emergence of the belief in the 1970s, influenced by Milton Friedman and Jensen and Meckling, that shareholder value and profit maximization should be the primary objective of commercial organizations, led to its widespread adoption in the 1980s, becoming influential and pervasive in the financial community and the commercial world, inspiring various actors in areas such as executive compensation, shareholder rights, the role of directors, and corporate social responsibility, while Drucker, the prominent management theorist of the 20th century, provided a clear critique of profit as a goal in management philosophy (Bower and Paine, 2017; Gompers et al., 2020; Malcolm and Hartley, 2009). According to Drucker (1974), a company's main objective should be to "create a customer" by identifying and fulfilling their needs, rather than solely focusing on maximizing profits. Profit, as stated by Drucker, serves as a means to an end, enabling a business to meet its financial obligations, generate funds for growth and innovation, and repay investors who took on investment risks. While profitability is crucial for survival and goal achievement (Pearce, 1982), it is not the ultimate purpose in itself. The mission of an organization should have a social nature, as it operates within society. This perspective is evident even in the exploration of social entrepreneurship paradoxes, which highlight the pursuit of social goals through marketing techniques (Smith et al., 2013). Therefore, this viewpoint emphasizes the integration of means and ends rather than a separation into dual missions.

According to Davies and Doherty (2019), the important question is not whether a social enterprise generates revenue, but rather how it uses that profit to create social benefit, thereby resolving and debunking the supposed dual-mission contradiction. However, understanding this concept in practice, along with other aspects of social entrepreneurship, is challenging due to the wide variety of social enterprises and disparities in research terminology across different countries (Peattie, 2020; Peattie and Morley, 2008). The tension between different measures of success in social enterprises, exacerbated by the greater scrutiny and penalties associated with poor financial performance compared to poor social performance, often leads to compromises in their original social goals due to financial pressures (Doherty, 2014). Consequently, social entrepreneurs face

challenges in evaluating, reporting, and marketing their social value, further hindering their ability to quantify social value within a capitalist system and pursue a "socialist mode of production" (Hlady-Rispal, Servantie, 2018; Cornforth, 2014). In order to advance both their altruistic goals and the practical necessity of their support to customers, social enterprises need new and more effective ways of marketing themselves and their services, as it may give them a competitive edge that other businesses may not be able to match and failure to do so may result in reduced potential for additional assistance and attractiveness to investors, according to (Liu, 2015).

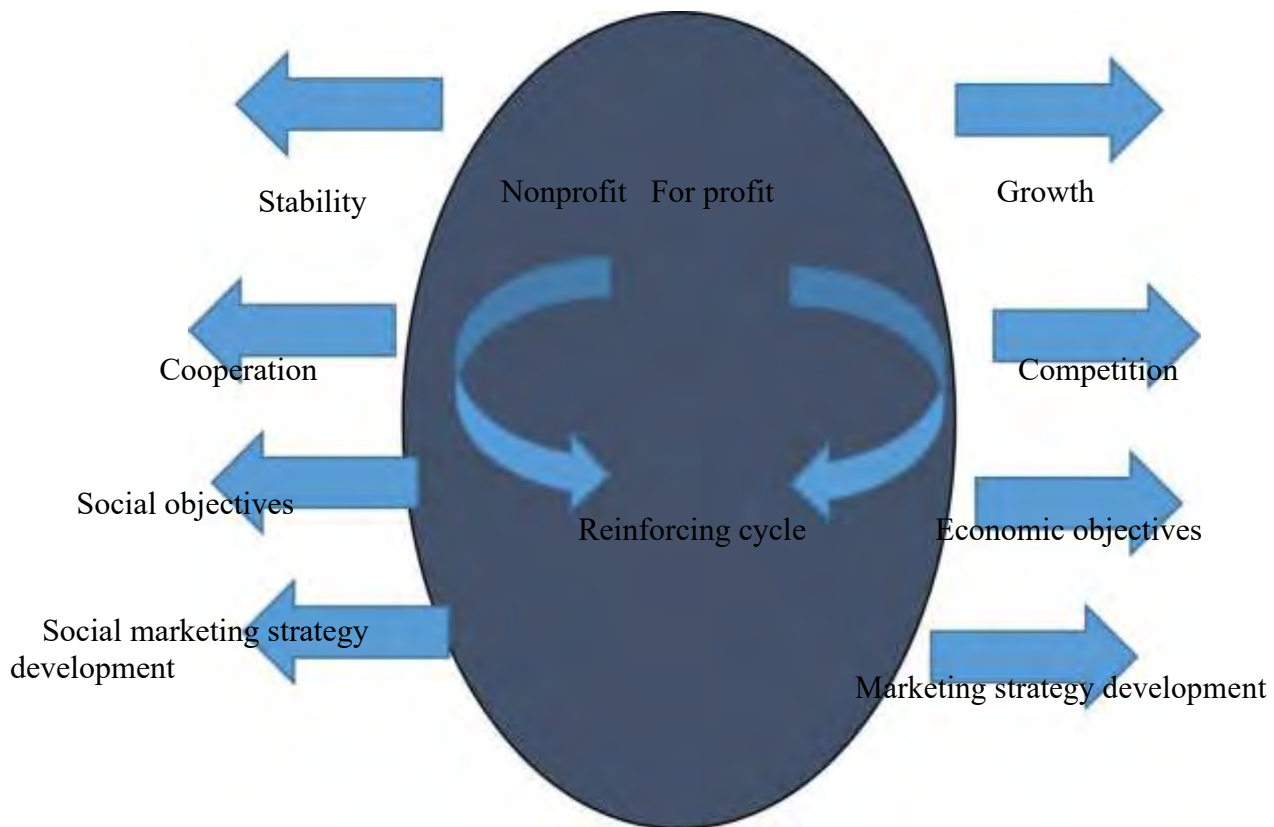


Figure 5. Social enterprise dual nature

2.16 Types of social entrepreneurial tensions.

This study briefly addresses the four categories of tension management in the social entrepreneurial literature, namely performance, organizing, belonging, and learning (Lewis, 2000; Luscher and Lewis, 2008; Smith and Lewis, 2011), and examines how these tensions arise at

different levels of analysis (individual, organizational, and system), drawing primarily from the social entrepreneurial literature due to the limited research specifically focused on tensions within environmental social enterprises.

2.16.1 Performing tensions

Attempting to meet competing demands from many stakeholders or pursue varying and opposing goals creates tensions within organizations with social missions centered on making a difference and benefiting a diverse range of stakeholders, including staff, beneficiaries, communities, families, and financing partners, while evaluating the effectiveness of these missions is challenging due to the utilization of qualitative, ambiguous, and non-standardized criteria (Smith, Lewis, 2011; Grimes, 2010; Haigh, Hoffman, 2012; Hanleybrown, Kania, and Kramer, 2012; Ebrahim, Rangan, 2010; Epstein, 2008). Organizations that support people with severe disadvantages in finding better opportunities through employment assess their success not just in terms of the number of people they employ, but also in terms of the extent to which those individuals can enhance their subjective well-being, self-esteem, and social status, which can be measured using specific, qualitative, and standardized metrics and are intended for smaller stakeholders such as owners and investors (Mort, Weerawardena, and Carnegie, 2002).

According to Brouard and Larivet (2010) and Jensen (2002), defining success in social enterprises becomes challenging due to the conflicting objectives pursued by corporate undertakings targeting owners and investors with a focus on commercial success measured using standardized measures, as opposed to humanitarian and environmental missions that involve a broader range of stakeholders and lead to competing demands, potentially resulting in viewing achievement in one field as failure in another. According to an analysis of the Cambridge Energy Alliance by Jay (2013), results that are deemed achievements for the organization's social goal also indicate failures for their financial aims, while Tracey, Phillips, and Jarvis (2011) present a case where efforts to enhance social impact at the work integration organization Aspire ultimately resulted in financial failure but unintentionally gave rise to a compelling narrative about other work integration organizations that could support Aspire's broader social objectives.

Performing tensions arise from worries about maintaining commitments to opposing goals over the long term, with research suggesting that when there are competing metrics, the quantitative, explicit, and short-term measurements tend to prevail over qualitative, ambiguous, uncertain, and

long-term considerations (Levinthal and March, 1993). Quantifiable metrics can foster collective trust and commitment to strategic action by providing clarity and emphasis in otherwise uncertain situations, thereby addressing the demand for measurable outcomes in social enterprises while also highlighting the central role of social mission driven by the motivation and dedication of social entrepreneurs (Porter, 1995; Denis, Langley, and Rouleau, 2005). According to Bornstein (2004), social entrepreneurs typically launch their companies driven by a strong commitment to a social mission that serves as a vital source of inspiration, focus, and motivation, yet when taken to the extreme, this emphasis on mission accomplishment and growth can overshadow the business goal, ultimately leading to organizational failure.

2.16.2 Belonging tensions

When internal stakeholders of social enterprises desire both self-expression and group affiliation, they experience belonging tensions (Lewis, 2000), which can lead to identity conflicts over organizational culture, beliefs, positions, and membership (Smith and Lewis, 2011), making it difficult for leaders to comprehend the social enterprise's goals (Smith, Gonin and Besharov, 2013). Organizational identity theory suggests that tensions and conflicting priorities in organizational goals may arise due to different stakeholders identifying with different parts or groups, with foundations, donors, and non-profit organizations having distinct social mission identities compared to stakeholders such as clients, investors, and suppliers who prioritize commercial objectives (Luscher, Lewis, and Ingram, 2006). Social enterprises face the challenge of strategically positioning themselves among stakeholders who value both the social and commercial goals integrated by the organization while seeking identity-based attachment, requiring them to decide on the extent and manner of promoting their social mission, business interests, or a combination of both; however, the difficulty leaders experience in defining their individual and collective identities complicates the task of addressing social, economic, and environmental issues, often leading to employee inquiries about the prioritization of financial, humanitarian, or environmental goals, and further exacerbating internal conflicts as subgroup formation emerges due to divergent affiliations with organizations embodying different principles and objectives (Cornforth, 2014).

2.16.3 Tensions in learning

Balancing the short-term focus on financial outcomes, such as profits, sales, and expenses, with the long-term focus on social mission outcomes, such as eradicating poverty, promoting literacy, or redressing economic injustice, creates tensions for social entrepreneurs as they seek both stability and predictability in the short-term (Smith and Lewis, 2011). The financial outcomes are easily measurable and can be tracked in the short term. On the other hand, achieving social mission outcomes often requires a longer time horizon (Hoffman, Badiane, and Haigh, 2010). The conflicting time frames of these outcomes can generate different prescriptions for strategic action, leading to potential conflicts in decision-making processes. Work integration social enterprises face a conflict between short-term objectives of delivering quality work, satisfying client needs, and securing future employment, and the longer-term objectives of fostering skills for secure and long-term employment (Smith and Barr, 2007), while also encountering learning tensions related to expansion and scalability (Dees, Battle, and Wei-Skillern, 2004), which can result in the disappearance of elements promoting the social aim as small groups grow. According to Ozanne et al. (2016), d.light, an environmental social enterprise that provides solar lights to people in developing nations without access to electricity at affordable prices, faced learning conflicts with some external partners due to cultural differences in product distribution, which forced the organization to develop new strategies for distribution and form new partnerships with nonprofits to directly supply solar panels to those in need, bypassing regular vendors.

Understanding social enterprises thus involves knowledge of these enduring tensions and how they are handled, including tensions between environmental conservation and commercial success, which are brought to light by the global, hypercompetitive, and quick-paced nature of our environment (Smith, Tushman, 2005), reflecting organizational relationships to strategies with multiple objectives, logic, values, practices, and identities, akin to the interaction between social missions and commercial endeavors (Smith, Tushman, 2005).

2.16.4 Organizing tensions

The commitment to opposing organizational structures, cultures, practices, and processes, as highlighted by Smith and Lewis (2011), creates organizing tensions, exemplified in microfinance research by Battilana and Dorado (2010), where cultures and human resource practices of socially and environmentally conscious businesses often clash, leading to challenges in hiring and socializing employees. For instance, microfinance institutions struggle with hiring decisions due

to the conflicting requirements of possessing interpersonal skills for assisting clients with emotional, social, and psychological barriers, typically found in individuals with social work and psychology credentials, and the need for quantitative analysis abilities taught in business schools to develop and manage the financial nature of products marketed to previously underprivileged individuals. Social enterprises that promote work integration face the challenge of organizing issues while hiring, as they aim to build enterprises that provide underprivileged individuals with training and work experience to enhance their employment prospects, leading to the dilemma of choosing between hiring severely underprivileged individuals or those with the necessary talents for the company's success, making hiring personnel a recurring theme in literature on organizing tensions. The organizational tensions within a microfinance social enterprise that provided loans to low-income families in developing countries stemmed from the challenge of finding employees with both social-work and financial backgrounds, resulting in divergent priorities between the staff with social work backgrounds emphasizing the social element and the staff with finance backgrounds emphasizing the economic aspects of the organization (Battilana and Dorado, 2010).

Additionally, social enterprises face tensions related to their organizational structure and legal form, necessitating decisions on whether to establish separate or combined structures, processes, and roles to pursue their social goal and business endeavor, as well as whether to adopt a for-profit or non-profit legal form (Battilana and Lee, 2014). Some organizations address this challenge by establishing two separate legal entities: a for-profit business engaged in economic activity, and a non-profit business dedicated to carrying out a social mission (Bromberger, 2011). Alternatively, some organizations adopt hybrid legal structures that explicitly recognize their double- or triple-bottom line goals (Battilana et al., 2012; Haigh, Hoffman, 2012).

While the majority of literature on entrepreneurial tensions has focused on social enterprises rather than environmental social enterprises (Hoogendoorn, 2011; Johanisova, 2005; Social Traders and Sustainability Victoria, 2012; Vickers and Lyon, 2014), it is worth noting that environmental social enterprises pursue economic, environmental, and social goals, as opposed to social enterprises which prioritize economic and social goals; although parallels from the social entrepreneurial literature may provide some insights into the goal-related tensions that environmental social enterprises face, it is unclear whether these tensions are analogous or stem from the same causes.

| Tensions Type | Description | Relevant Articles |
|---------------|---|--|
| Performing | Due to a plurality of stakeholders and competing organisational goals and strategies. | (Ozanne et al., 2016) (Smith et al., 2013) |
| Organising | Due to contradictory organisational structures, cultures, practices and processes. | (Battilana & Dorado, 2010) (Smith et al., 2013) |
| Belonging | Due to divergent identities found within SEs when internal stakeholders seek both self-expression and group affiliation. | (Ashforth & Reingen, 2014) (Lewis, 2000) (Smith et al., 2013) |
| Learning | Arise when “organisational beliefs and assumptions fail to keep pace with contextual change” (Ozanne et al., 2016, p. 252). They may also occur due to divergent time horizons (long-term vs short-term goals). | (Hahn, Pinkse, Preuss and Figge, 2015) (Ozanne et al., 2016) (Smith et al., 2013) (Vickers & Lyon, 2014) |

Table 2. Type of Goal-Related Tensions within social enterprises (Zhao, Han, 2020)

Limited systemic analysis of conflicts between the goals of environmental social enterprises in Africa or Uganda, particularly regarding specific characteristics such as culture, regulations, climate, and geographic size, has been observed in the literature predominantly focused on North American and European perspectives, as highlighted by Hahn et al. (2015).

2.16.1 Tensions Across Different Levels of Analysis

Businesses, as integral parts of an ecological system, have organizational decisions that impact the planet at a system-level, such as reducing carbon emissions, which in turn contribute to lowering global carbon emissions (Bansal, Song, 2017), and sustainability tensions can arise at various levels of analysis (Hahn et al., 2015) In examining tensions at the individual, organizational, and system levels of analysis, the research on social entrepreneurial conflicts has traditionally focused on the individual and organizational levels, with little emphasis given to the system level as discussed briefly in the preceding section (Hahn et al., 2015); this analysis incorporates insights from both the social entrepreneurial and traditional business literature due to the limited availability of literature specifically addressing tensions in environmental social entrepreneurship.

2.16.2 Individual-Level Tensions

Organizational tensions regarding goals can arise from individual-level factors, such as differences in stakeholders' personal values and objectives, leading to conflicts between decision-makers who prioritize enhancing environmental performance and those who do not consider this goal desirable,

thereby creating divergent perspectives and opinions on sustainability both internally and externally within social enterprises (Ashforth, Reingen, 2014). According to Ashforth and Reingen (2014), severe and poorly managed tensions within a business have the potential to result in detrimental financial consequences. Additionally, Mason and Doherty (2016) found conflicts among social-enterprise board members, where those with not-for-profit sector backgrounds valued the social aspect of the organization, while those with for-profit sector backgrounds prioritized the commercial side. These differing career histories led to disputes among board members, who consequently prioritized diverse organizational goals.

The tensions between stakeholders over prioritizing economic or social goals can not only affect the board but also lead to conflicts between management and regular employees, as seen in the case of a French work-integration social enterprise that enlisted private investors as shareholders, causing friction among staff members who felt the organization was shifting away from its social mission, as highlighted in Pache and Santos (2013), and similar disputes were also observed by Ashforth and Reingen (2014) in stakeholder conflicts over prioritizing environmental goals over economic goals based on personal values.

For instance, tensions arose at the individual level among potential investors when d.light, a global social venture providing cost-effective solar lamps to underdeveloped nations, expanded into China, prospective Chinese investors believed that an organization could not effectively pursue multiple organizational goals and were hesitant to invest due to their perception of d.light as either a charity or a failed company (Ozanne, Phipps, Weaver, Carrington, Luchs, Catlin, Gupta, Santos, Scott, and Williams, 2016). Conflicts have emerged in social enterprises where external stakeholders, including investors, sometimes urge organizations to prioritize financial goals to protect their investments, potentially endangering the social mission of environmental social enterprises (Pirson, Bloom, 2011).

2.16.3 System-Level Tensions

When societal sustainability challenges are not effectively addressed by business sustainability activities, tensions may arise at the system level, where businesses are expected to fulfill financial obligations to shareholders while also making a positive contribution to sustainability, leading to conflicts between system-level sustainability criteria and business decision-making, as illustrated by the two types of tensions proposed by Hahn, Pinkse, Preuss and Figge (2015): efficiency vs

resilience of socioeconomic systems and isomorphism vs structural and technological change, which are further examined in the study alongside conflicts between company operations and public policy, and while there is little empirical data on environmental social enterprises and social enterprises at the system level, examples from both traditional businesses and social enterprises can be used to illustrate the concept.

The conflict between enterprises that play a significant role in promoting sustainability, necessitating technological and structural change, and their need to adhere to institutional norms and pressures, such as making profit, resulting in isomorphism, is exemplified by tensions in the automotive industry (Hahn, Pinkse, Preuss, and Figge, 2015). For instance, customers' hesitation to purchase electric automobiles due to their shorter driving range compared to cars with combustion engines undermines their perceived legitimacy (Hahn et al., 2015). Businesses face the challenge of simultaneously changing fundamentally for sustainable development and conforming to institutionalized expectations to obtain legitimacy, given the tensions between isomorphism and structural and technological change, as illustrated by the anticipation of technological advancements in the auto industry to extend the battery life of electric vehicles and reduce carbon emissions (Hahn, Pinkse, Preuss and Figge, 2015).

As social enterprises experience economic success and need to expand beyond the local community to sustain growth, tensions may arise between isomorphism and structural change from a social entrepreneurial perspective, to avoid community members' misunderstanding that the social enterprise is sacrificing its social mission for economic growth, even when the expansion is not beyond the local area (Prabhu et al., 2017; Yunus, 1999). Social enterprises encounter challenges as they strive to adhere to societal expectations of being small and locally focused while also expanding their operations to generate more environmental and social value (Vickers, Lyon, 2014). These challenges often lead to conflicts with the communities they operate in, particularly regarding the balance between isomorphism and structural change (Barth, Barraket, Luke, and McLaughlin, 2015). Traditional corporations in Uganda may perceive social entrepreneurs as recipients of government subsidies, creating a perception of an unfair financial advantage (Barth et al., 2015). This conflict underscores the intricate dynamics and tensions faced by social enterprises. Despite earlier research largely hailing social enterprises as good community players (Vickers and Lyon, 2014), the inaccurate perception of certain regional social enterprises' financial

viability led some community members to believe they were not legitimate, creating tension despite the organizations' major goal of generating social value for society.

The second system-level contradiction addressed by Hahn, Pinkse, Preuss, and Figge (2015) is the trade-off between the robustness and efficiency of socioeconomic systems, where the market economy system's survival and success depend on efficiency but must be supplemented by resilience, which refers to a system's ability to withstand disturbances and return to its pre-disturbance state, yet a company's system-level resilience is compromised when it prioritizes organizational efficiency, as exemplified by the Irish Potato Famine (1845-1852) where the dominance of a monoculture with little diversity and resistance resulted in catastrophic crop failures, hunger, and loss of life. The tension between the need for Nepalese farmers to maximize profits and yields by concentrating on one crop at the organizational level, and the requirement to preserve system-level resilience of water supplies due to declining reserves, led to competition for water among farmers, further decreasing the overall water supply and hindering access for all farmers and citizens (Thapa, Scott, Wester, and Varady, 2016).

The social enterprise Street Swags for instance provides safer sleeping arrangements for the homeless by supplying waterproof canvas sacks with a built-in mattress (Ozanne et al., 2016). To enable the production and delivery of their goods, their economic model depends on corporate donations, volunteer labor, and government subsidies (Ozanne et al., 2016). However, recent policy changes by the federal government have shifted away from rehabilitation services and towards intervention and prevention, aiming to identify a long-term solution to homelessness (Ozanne et al., 2016). This shift in public policy creates a constant stress between Street Swags' desire to continue operating and provide improved living conditions for the homeless and the potential obsolescence of their business model (Ozanne et al., 2016). The social enterprise d.light experienced system-level conflicts related to public policy when attempting to increase its market share of affordable solar lighting solutions in developing nations, particularly in Africa, due to some countries' public policies supporting diesel generators, kerosene, and fossil fuels while establishing trade barriers against solar energy, making the expansion unfeasible and creating conflicts between system-level and organizational public policy (Ozanne et al., 2016). Further, D.light faced payment-related conflicts with public policy due to limited access to credit and cash among underprivileged individuals in developing nations, leading to contentious issues

surrounding the company's revenue generation through social and environmental products and policies, particularly with certain governments imposing restrictions on "pay as they go" techniques (Ozanne, Phipps, Weaver, Carrington, Luchs, Catlin, Gupta, Santos, Scott, and Williams, 2016).

2.16.4 Organisation-Level Tensions

Organisational-level tensions can arise from both internal and external sources, and stakeholders may experience intra- and inter-organizational tensions due to the organization's culture, structure, regulations, or incentive systems (Hahn, Pinkse, Preuss and Figge, 2015). The balance of social and economic objectives often serves as the root cause of such tensions, as evidenced by conflicts that arise in social enterprises attempting to retain both their social components and profitability (Smith, Gonin and Besharov, 2013). Several studies, including those by Cornforth (2014), Ebrahim, Battilana, and Mair (2014), and Jeter (2017), have demonstrated that organisational conflicts can lead to mission deviation in social enterprises, causing them to transition from being social enterprises to conventional companies that prioritize economic value generation over social and environmental goals. In addition, intra-organizational conflicts can arise when a social enterprise's primary organizational aim, such as Samasource's mission to employ and train underprivileged people in computer technology in Uganda, is hindered by the lack of necessary abilities among new hires. Conflicts arose between hiring impoverished individuals lacking essential employment skills and the associated costs of providing further training and integrating them into the existing workplace culture, while Samasource faced challenges in simultaneously achieving short-term goals such as delivering outstanding work, meeting client needs, and securing future employment, while also striving to fulfill long-term goals of equipping workers with the necessary skills to sustain their employment (Smith, Barr, 2007).

Organisational conflicts arise from social enterprises' struggle to secure funding, as traditional financial institutions often view them as economically unviable compared to standard corporations, due to perceived lower profit generation (VanSandt, Sud and Marme, 2009; Vickers and Lyon, 2014), resulting in divergent perspectives on value creation and economic sustainability between social firms and traditional finance institutions (Doherty, Haugh, and Lyon, 2014). The temporal tensions between immediate and long-term organizational outlooks, as highlighted by Hahn, Pinkse, Preuss, and Figge (2015), can intensify conflicts between social enterprises, which

prioritize social goals and may face challenges in obtaining rapid returns on investment, and traditional businesses that prioritize short-term financial goals and tend to achieve them more quickly. Consequently, conventional investors such as banks may be hesitant to fund social entrepreneurs due to the anticipated lower rate of return on investment (Doherty, Haugh, and Lyon, 2014), further exacerbating the existing conflicts and potentially compromising the long-term viability of social businesses.

2.17 Impact of tension on social enterprise sectors

The long-standing danger highlighted by organizational sociology research (Selznick, 1949) is that organizations may lose sight of their social mission in the pursuit of organizational survival and efficiency, risking the abandonment of their dual goals, particularly the social aspect, in favor of concentrating solely on financial objectives (Ben-Ner, 2002), which poses challenges in establishing credibility with stakeholders, upholding long-term commitments, and managing internal relationships among members.

Tensions arising from a hybrid organization's multiple identities, encompassing social, environmental, and commercial aspects, can lead to conflict between team members when divergent views on the importance of financial versus social goals exist (Albert, Whetten, 1985; Fiol, Pratt, and O'Connor, 2009). Furthermore, hybrid organizations pursuing financial and social objectives must establish economic and social legitimacy with various external partners and clients who hold differing expectations (Hsu, Koçak, and Hannan, 2009), resulting in real impacts such as internal disputes over resource allocation (Canales, 2014), challenges in securing funding and talent (Cobb, Wry, and Zhao, 2016), and implications for multiple sectors of the economy.

2.17.1 Health Social Enterprise.

Due to climate change, slight changes in temperature and precipitation, and increasing floods, the population of disease-carrying mosquitoes, including malaria carriers, is increasing, leading to the rapid spread of malaria in Africa, particularly in formerly unaffected areas such as the highlands of East Africa (Neu, Warsame, and Pedwell 1998; Githeko and Ndegwa, 2001). Additionally, the intense heat of the dry season creates favorable conditions for the thriving of meningitis-causing germs, resulting in high prevalence of meningococcal meningitis in at-risk regions such as the Adamawa, North, and Far North Regions of Cameroon, which are also prone to desertification and experience exceptionally high temperatures during the dry season (Githeko and Ndegwa, 2001).

Since the 1970s, the months of July, August, and September in the area have experienced yearly floods, which not only pollute drinking water, leading to the spread of cholera and other water-borne illnesses, but also destroy food crops and force populations to relocate, exacerbating the already unhygienic conditions, especially in areas where there is a complete lack of toilets (Molua and Lambi, 2006). For example, the cholera epidemic in the Babungo community in Northwest Cameroon in 1996/1997 was connected to contaminated streams resulting from the use of risky chemicals upstream by herders for bathing cattle against ectoparasites like ticks (Kometa and Ebot, 2012).

The impact of climate change on food supply in several parts of Africa, including Uganda, Cameroon, Chad, Nigeria, Kenya, Ethiopia, and Somalia, is exacerbated by the frequency of floods and droughts, which cause erosion and agricultural land deterioration, and have led to the invasion of the Sahara Desert in Central Africa, resulting in the almost entire drying up of Lake Chad and the complete evaporation of Lake Fianga in some extremely dry seasons, such as in December 1984 (Molua, Lambi 2006). The impact of environmental disruptions, such as the shrinking of Lake Chad and Lake Fianga basins, natural disasters like landslides and floods, on countries and populations relying on them, including Cameroon, Chad, Nigeria, Niger, and the Central African Republic, is multifaceted, encompassing the collapse of infrastructure, displacement of lowland communities, creation of environmental refugees, increased migration due to conflicts, injuries, deaths, property loss, post-traumatic stress disorder, environmental degradation, and heightened susceptibility to diseases (McMichael, 2013).

Social enterprises worldwide are adapting quality-assurance systems, risk-management structures, and supply chain management practices to tackle climate-related risks and opportunities, while dedicating funds to research and development for the creation of new drugs and delivery models that prevent adverse effects, thereby mitigating climate change and its adverse health consequences (Samuelsson, Witell, 2022), and they are also employing similar approaches to enhance access to primary healthcare in low- and middle-income countries where it is critically needed. It is unclear how the financial operations and measurement of impacts of primary healthcare are conducted, as well as whether economic models employed in the delivery of specialized clinical services, such as differential pricing, can be similarly applied (Haines et al., 2007). Typically, health systems in low- and middle-income countries are a mix, with the private sector shouldering over half of the

costs; higher-income patients often opt for for-profit providers as more efficient alternatives to government services, which can have long wait times and require extensive travel, creating access barriers; however, despite the evidence suggesting otherwise, for-profit providers were often believed to offer higher-quality services than government facilities (Haines, et al., 2007).

Low-income populations, when the public sector fails to deliver high-quality primary healthcare, may resort to for-profit clinics, clinics managed by charities such as non-governmental organizations (NGOs) and faith-based groups, or social enterprise clinics, but they may be unable to pay for visits to for-profit clinics, making them susceptible to rising healthcare prices, and research has shown that private for-profit clinics, even with support from social franchising initiatives targeting disadvantaged areas, are less likely to be present in remote regions, creating a gap that social enterprises have the potential to fill (Eggers, Macmillan, 2013).

Social entrepreneurial clinics in primary healthcare differ from charitable clinics by creating innovative revenue generation strategies for long-term sustainability, unlike non-profit non-government providers such as those supported by church organizations, national or international NGOs, or civil society organizations, which rely on donations to remain operational, with the ultimate goal of treating underprivileged groups being equally critical to the success of a social enterprise as any potential revenue (Eggers, Macmillan, 2013). Social enterprise clinics have the advantage of complete control over resource utilization, unlike other non-profit clinics that rely on grants and donations designated for specific objectives, with grants and donations being a more common form of support; however, lower- and middle-income countries face challenges in securing venture financing for social enterprises due to limited public exposure, recognition, and regulatory frameworks (Eggers, Macmillan, 2013).

2.17.2 Agriculture and food

Africa's agriculture, which accounts for approximately 20-40% of the continent's GDP (Malhi, Kaur, and Kaushik, 2021), faces serious challenges such as water supply variability, soil degradation, and recurrent droughts, resulting in the lowest rate of production globally and the least amount of irrigated farmland among major developing regions, notably in Sub-Saharan Africa; this, combined with a shrinking amount of arable land per person primarily due to population growth and climate change (Tiwari, Vaish, and Singh, 2018), has led to stagnant food output per capita since 1980 (Adzawla, Sawaneh, and Yusuf, 2019). Sustainable agriculture, which

promotes environmentally conscious and socially just practices while ensuring commercial viability, becomes crucial in addressing the impact of climate change on food security, particularly in regions of Africa characterized by poor climatic conditions, reliance on subsistence farming, and limited resources for adaptation, as rain-fed agriculture dominates and makes food systems highly vulnerable to rainfall fluctuations in Sub-Saharan Africa (Raman, 2020).

Food security is the condition where everyone has physical, social, and financial access to enough, safe, and nutritious food to suit their dietary needs and food choices for an active and healthy life, which is climate-sensitive and encompasses the three aspects of availability, access, and use, where availability pertains to the physical presence of food in a region, including crop productivity and food stocks (Connolly-Boutin, Smit, 2016). Food security is compromised when individuals or households lack the capacity to obtain and utilize food effectively due to factors such as high food costs, limited market access, employment issues, wealth distribution disparities, and insufficient consideration of nutritional, sociocultural, and safety aspects (Misselhorn, 2005). In Sub-Saharan Africa, communities have developed coping techniques for climate ambiguity, such as drought and low crop yields, including dietary changes, borrowing money, selling assets, and migrating, relying on social networks and a hierarchical decision-making process; however, as the famine worsens, people resort to more extreme survival techniques, depleting resources and limiting their ability to alter trajectory, although recovery has been possible when adverse climatic events are spread out in both space and time (Thompson, Berrang-Ford, and Ford, 2010)

Climate change poses a challenge as it increases the frequency of drought and intense rain events, which are expected to become the usual climatic state, and given the lackluster mitigation measures and unavoidable warming from historical emissions, adaptation is inevitable, making it crucial to identify and consider opportunities to prepare ahead of time, particularly for vulnerable populations, since food security is a concern due to the importance of ecological and climatic mechanisms for food production and the climate susceptibility of African agricultural systems, which has broader effects on development and health, and is crucial for future regional and international development planning, yet little regional-level research has been conducted, despite the FAO's global-scale examination and the growing body of case study research on climate change and food security in Africa (Thompson, Berrang-Ford, and Ford, 2010).

Social enterprises, encompassing all three pillars, transform agricultural and food systems to enhance sustainability and proximity to the source, engaging the community and promoting education (Costantini, 2019), while utilizing food as a tool to drive local economic growth, reduce social problems, and foster social cohesion (Haugh, O'Carroll, 2019), through interdependent activities and alternative solutions.

2.17.3 Ecosystem (Biodiversity)

Due to the size of the human economy, there is no longer room for all species in the ark, leading to accelerated rates of species extinction, habitat destruction, and devastation of tropical forests, which have already reached a 55% decline, with an annual loss rate exceeding 168,000 square kilometers (Goodland, 1995), exacerbated further by climate change's warmer and drier climates that reduce suitable habitats and drive the extinction of endemic species. The welfare of a significant proportion of Africans who rely on the ecosystem for their sustenance is deeply affected by this situation (Cantonati et al., 2020).

Businesses began corporate greening efforts in the early 1980s (Hart, 1997) and implemented environmental policies that, in some cases, went beyond compliance with the law, in response to the increasing awareness of the long-term effects of environmental damage (Marcus, 1980), with the scope of social entrepreneurs' impacts on ecosystem capacities for adaptation and mitigation to climate change varying significantly, from focusing on business-oriented climate resilience to providing specific adaptation solutions, which not only ensures business continuity under worsening climate conditions but also significantly enhances local community climate resilience (Quarshie, Salmi, and Wu, 2021). Whether technological, ecosystem-based, knowledge-based, or capacity-based, the implementation of adaptation and mitigation solutions has a favorable influence on the economic sector that social enterprises serve, with possible spillover effects for other associated sectors. Ecopreneurship, coined by Schaltegger (2002), refers to the business endeavors of social entrepreneurs engaged in ecosystem and biodiversity management, combining ecological and entrepreneurship principles. Ecopreneurs, motivated by their embedded green values, aim to enhance the environment, and their efforts have the potential to reshape consumer behavior norms towards sustainability and environmental consciousness (Kearins, Collins, 2012). Ecopreneurs prioritize the environment over profits, striving to minimize their negative

environmental impact, while creating a mutually beneficial atmosphere where the economy and the environment thrive, allowing them to achieve their personal goals (Kirkwood, Walton, 2014).

2.17.4 Water and Marine life

Comprising only 6% of the Earth's surface, wetlands play crucial roles in biogeochemical cycles, serving as carbon sources or sinks, hydrological buffers, and habitats for endemic species, while supporting significant biodiversity and traditional societies with sustainable management practices, and providing essential services to humans, including food, water, recreation, and habitat space; however, they are often wrongly perceived as wastelands and targeted for conversion into "productive" systems, such as agriculture, forestry, aquaculture, housing, and infrastructure development (Bottema, Bush, 2012)

Wetland destruction is a growing issue in highly populated regions such as Africa and parts of China, in water-scarce areas like Australia, and in countries with robust agro-industries like the India; however, the combined value of all inland waters and wetlands for ecosystem goods, services, biodiversity, and cultural considerations is US\$ 6,579 9 109 year⁻¹, which is higher than the value of all other non-marine ecosystems (US\$ 5,740 9 109 year⁻¹), with rivers (\$8,498 ha⁻¹ year⁻¹) and wetlands (\$14,785 ha⁻¹ year⁻¹) having average values per unit area that exceed those of the most valuable terrestrial ecosystems like forests (US\$ 969 ha⁻¹ year⁻¹) and grasslands (US\$ 232 ha⁻¹ year⁻¹), according to Costanza and Folke (1997). Despite the questioning of the accuracy of the scaling-out estimate, it is widely acknowledged that intact wetland areas have significant ecological and socioeconomic importance (MEA, 2005), and will be significantly affected by the projected changes in global climate such as temperature increase, altered precipitation patterns, rise in sea levels, and extreme weather events. However, many climate change scenarios, including estimates concerning the future of the Amazon rain forest, do not appropriately consider the fact that 30% of the Amazon basin is composed of wetlands (Nunes, Cátia, and Junk, 2011).

Climate change impacts coastal and marine zones through sea-level rise, ocean acidification, and ocean warming, potentially leading to the permanent inundation of low-lying coastal areas, detrimental effects on cyclones and severe tropical storms, and the destruction of productive land (Bhushan, Sharma, 2022). These challenges pose significant threats to developing economies with coastal populations, infrastructure, and economic activity, particularly for impoverished communities already grappling with water-related issues exacerbated by climate change

(Woodruff, BenDor, and Strong, 2018). As a result, a number of environmental social entrepreneurs are stepping up to offer tailored solutions to the water-related problems that certain communities are facing, such as wastewater recovery, rainwater harvesting, river and lake protection, and solid waste management (Brathwaite, Paschal and Clua, 2021)

Marine protected areas have become increasingly popular in recent decades as a policymaking tool and environmentally friendly, socially entrepreneurial strategy for managing fisheries and conservation, with literature focusing on both the human and ecological aspects of their use by authors such as Christie (2004), Brownman, Stergiou, Cury, Hilborn, Jennings, Lotze, and Mace (2004), Charles and Wilson (2009), Hargreaves-Allen, Mourato, and Milner-Gulland (2011), and Thorpe, Bavinck, and Coulthard (2011). The lack of a long-term financial and management vision for marine protected areas, resulting in implementation and enforcement errors (Jameson, Tupper, and Ridley, 2002), has prompted an experimental rise in the participation of private sector actors in the governance of marine protected areas, as observed in Southeast Asia, East Africa, and the Caribbean (Dixon, 1993; Sumaila, Teh, Watson, Tyedmers, and Pauly, 2008; Svensson, Rodwell, and Attrill, 2009; De Groot and Bush, 2010). Entrepreneurial marine protected zones, characterized by the involvement of commercial enterprises such as hotels and diving resorts in self-financing conservation planning and management (Colwell, 1997), have received limited attention and reporting despite emerging evidence from various global sites (Svensson et al., 2009; De Groot and Bush, 2010). The subject of entrepreneurial marine protected zones encompasses perspectives ranging from the marginalization of traditional resource users to the potential benefits of privately-led marine conservation (Colwell, 1997; Riedmiller, 2001; De Groot and Bush, 2010; Svensson et al., 2009), bridging the divide between these viewpoints (Fabinyi, 2008; Mascia and Claus, 2009; Oracion, Miller, and Christie, 2005; Trist, 1999). The private sector's contribution to local marine conservation measures is often seen as coincidental due to their monetary incentives, but entrepreneurship-based marine conservation builds upon earlier research on privately-led social and environmental initiatives, encompassing the concept of social entrepreneurship that combines corporate goals for both economic and social gain, as described by Mair and Mart (2006), with business-oriented entrepreneurship perceiving social wealth as a by-product of commercial value, as outlined by Leadbeater (1997). Environmental social entrepreneurship, as highlighted by Dean and McMullen (2007) and Pacheco, Dean, and Payne (2010), focuses on generating revenue and driving innovation within the private sector to facilitate a comprehensive

transition to sustainability, while also enabling a better understanding of coordination and sincere joint commitments among conservation-oriented businesspeople in the context of common property or freely accessible resource tenure regimes, as explained by Putnam (1993) and Pacheco, Dean, and Payne (2010); therefore, by actively shaping industry norms, property rights, and governmental regulations, it becomes possible to capitalize on market opportunities and incentives, and proactively alter the rewards for sustainable behavior.

Environmental social entrepreneurs, motivated by both the current state of the economy (Pacheco, Dean, and Payne, 2010) and the goal of connecting ecological and economic rationalities, actively influence institutions to direct economic incentives towards sustainable use, thereby fostering the longevity of entrepreneurial marine protected areas; their efforts encompass divergent objectives of improving society, the environment, and achieving commercial success, with a steadfast focus on lowering greenhouse gas emissions, combating climate change, providing social support, and generating revenue.

2.18 How Tensions Affect Social Entrepreneurial Outcomes

Despite being widely viewed as having negative effects on organisational results, causing dysfunction, and jeopardising profitability (Battilana, Lee, Walker, and Dorsey, 2012; Pirson, Bloom, 2011; Ashforth, Reingen, 2014; Battilana, Dorado, 2010), goal-related conflicts have also been found to benefit organisations by encouraging creativity and innovation (Lewis, Andriopoulous, and Smith, 2014). This study examines the literature on the organisational outcomes of environmental social businesses and the beneficial and detrimental consequences of conflicts. Due to the shortage of empirical evidence in environmental social entrepreneurship, this study draws mostly from the corporate sustainability and social entrepreneurship fields.

To resolve tensions between environmental, social, and commercial aims, social enterprise leaders, such as those from Samasource , a Ugandan environmental social enterprise(Lewis et al., 2014), recognized the need for employees to generate innovative ideas, stimulating discussion and challenging established procedures, ultimately leading to more innovative and responsive decisions, as demonstrated by the experience of Cambridge Energy Alliance in reevaluating their long-term objectives and developing a more profitable business strategy (Jay, 2013). Conflict among decision-makers at IBM, driven by tensions between long-term and short-term economic goals, led to fruitful discussions and ultimately resulted in the company's decision to prioritize

long-term profitability through the implementation of new business models, as observed in the case of Unilever and Astro Studios, where conflicts are encouraged to enhance creative decision-making and identify fresh market prospects while generating innovative cost-cutting ideas (Lewis et al., 2014).

Tensions can have unfavorable effects on businesses, leading to decision-making paralysis due to sustainability concerns and resulting in mission drift, where social enterprises prioritize economic goals over their social objectives (Lewis et al., 2014; Ebrahim, Battilana, Mair, 2014; Jeter, 2017; Pirson, Bloom, 2011). Similarly, performance tensions in social enterprises can lead to prioritization of social objectives over commercial ones, which can result in financial ruin, while conflicts among stakeholders due to belonging tensions can endanger the organization's stability, as evidenced by the organizational disintegration that occurred in a microfinance social enterprise where staff with backgrounds in social services and finance had difficulty embracing or understanding each other (Tracey et al., 2011; Battilana, Dorado, 2010). The negative influence of learning tensions associated with managing a social enterprise in developing nations on profits and social impact has been demonstrated, as evidenced by d.light's observation that cultural customs in the distribution of goods between producers, merchants, and consumers caused delays, endangering business earnings, social impact, and overall existence (Ozanne et al., 2016). Additionally, when stakeholders disagree on prioritizing short-term social goals over long-term economic objectives, learning tensions can also diminish economic productivity and impede social outcomes (Dees, Battle, Anderson and Weiskillern, 2004; Smith, Leonard and Epstein, 2007).

While goal-related conflicts can have both positive and negative organizational effects, with potential benefits including increased ingenuity and prompt decision-making (Lewis et al., 2014), and drawbacks such as mission drift, instability, decreased profit, and social implications (Battilana and Dorado, 2010; Pirson and Bloom, 2011; Ozanne et al., 2016), it is worth noting that most studies on tension management in social entrepreneurship have overlooked the beneficial impacts of tensions on organizational outcomes, potentially leading to an overemphasis on their negative effects (Doherty et al., 2014; Mason and Doherty, 2016; Smith et al., 2013). In the context of Ugandan environmental social enterprises, tensions within a single organization with divergent goals may produce a mix of positive and negative results, which could differ from those observed in corporate organizations and social enterprises predominantly studied in North America and

Europe, given their unique location and strong emphasis on generating environmental value (Tracey et al., 2011).

2.19 Managing Tensions

The literature on the management of goal-related tensions in environmental social enterprises has categorized various approaches into four perspectives - win-win, trade-off, integrative, and paradox, but due to the limited empirical evidence, the focus has been on the literature related to social entrepreneurship and corporate sustainability, with the challenge of navigating through overlapping techniques (Schad, Lewis, Raisch, and Smith, 2016).

2.19.1 Trade-off Perspective

According to Van der Bly and Slawinski (2015), organizations aiming to achieve sustainability objectives must make trade-offs between goals, involving the exchange of one gain or advantage for a more desirable one, as described by Angus-Leppan, Benn, and Young (2010), and due to competing demands, this often requires a choice between shared and private value production, such as creating environmental and social value versus business profit. Hence, businesses must balance their economic goals with their social and environmental responsibilities, which often requires them to make trade-offs between different environmental and social objectives and prioritize the demands of one stakeholder group over another (Minoja, 2012), such as local community needs over global concerns, in order to maximize the creation of social and environmental value despite potential financial losses (Hahn et al., 2010; Haffar and Searcy, 2017). Nonetheless, businesses typically prioritise their commercial ambitions and sacrifice their social and environmental objectives when they face conflicts between their economic, social, and environmental goals (Epstein, Buchovac and Yuthas, 2015; Laine, 2005; Slawinski and Bansal, 2015).

According to Pache and Santos (2013), certain social enterprises have effectively resolved conflicts by employing a trade-off strategy called selective coupling, where they deliberately implement preferred practices from competing alternatives to prioritize their social objectives over economic goals, as seen in a French social venture that reconciled tensions between stakeholders prioritizing distinct logics of social welfare and commercial success while employing the long-term unemployed. The conflicting parties employed a strategy of selective coupling, where they prioritized certain demands while disregarding others, resulting in several trade-offs. This

approach proved effective in resolving disputes, defending the legitimacy of the organization, and maintaining its operations for a significant period. Nevertheless, some argue that selective coupling might be a deceptive solution, as it may fail to fully address the underlying issue, leaving both sides dissatisfied and potentially leading to the reemergence of tension (Ashforth and Reingen, 2014).

2.19.2 Integrative Perspective

The integrative perspective on tension management emphasizes that organizations must pursue environmental, social, and economic objectives simultaneously, recognizing their interconnections and adopting a holistic systems-based approach to achieve sustainability (Hahn, Pinkse, Preuss and Figge, 2015; Van der Bly and Slawinski, 2015). The categorization proposed by Van der Bly and Slawinski (2015) distinguishes between the integrative and paradoxical perspectives, and while both acknowledge the paradoxical nature of sustainability tensions (Hahn, Pinkse, Preuss, and Figge, 2015), the former aims to strike a balance among various sustainability considerations, while the latter suggests that organizations should welcome conflicts and learn to adapt to them.

The social entrepreneurial tension-management literature, based on organizational identity theory, suggests that by merging various identities into a shared organizational identity through empowering sense-making, collective identification, and future identity, organizations can harmonize stakeholder differences and prevent trade-offs, as demonstrated by the research of Ashforth and Reingen (2014) on the use of "rituals" to ease tensions among stakeholders in a US cooperative for natural foods. Conflicts occurred within the cooperative between members prioritizing business goals and those emphasizing social and environmental goals, with organizational meetings acting as the main source of tension; to decrease confrontation, participants were instructed to refrain from derogatory comments initially and encouraged to express gratitude for each other's efforts at the conclusion, thereby fostering appreciation for diverse perspectives, reducing conflict intensity, and strengthening group cohesion (Ashforth and Reingen, 2014). While this strategy may appear overly simplistic in certain aspects, it is likely already adopted by numerous organizations, and it can be seamlessly integrated with other strategies without becoming overwhelming due to its straightforward nature, such as incorporating ritualistic behavior and selective coupling.

Adopting a holistic view of sustainability and embracing systems thinking may help fix tensions from a systems-theory perspective on corporate sustainability tensions (Perey et al., 2018; Schad and Bansal, 2018). This approach enables corporate managers to recognize interconnections and contradictions across multiple levels of analysis, enhancing their capacity to conceive conflicts both at the organizational and system levels and understand how they may connect at other levels (Schad and Bansal, 2018; Sterman, 2001). Using a circular economy approach to waste management exemplifies systems thinking as the organization recognizes the potential to generate revenue and reduce environmental issues at the system level, while also needing to navigate conflicts between specific employees and management due to the additional work required for the initiative's effectiveness (Perey et al., 2018). By employing systems thinking across multiple levels of analysis and various timeframes, managers can effectively identify tensions, enabling them to align corporate objectives with societal demands and recognize the long-term consequences of detrimental environmental practices on both their organization and society (Schad and Bansal, 2018; Slawinski and Bansal, 2015).

Key decision-makers with higher cognitive complexity may benefit from systems thinking as they use selective interpretations of their organizational setting based on mental models called cognitive frames, which help condense environmental information into a digestible package to make sense of the situation for making strategic decisions (Gröschl et al., 2022; Maitlis, 2005). Key decision-makers in businesses, adopting an integrative perspective that goes beyond economic drivers and considers sustainability as a balance of economic, environmental, and social benefits (Gröschl et al., 2022; Hockerts, 2015; Wong, Ormiston and Tetlock, 2011), may explore tension management strategies to address goal-related conflicts in social enterprises; however, the precise balancing of sustainability goals is questionable due to contradictions and inherent complexity, thus embracing a paradox view of sustainability conflicts may prove to be the most effective strategy for tension management, as will be explored in the following section.

2.19.3 Win-Win Perspective

The win-win (or business case) method to resolving sustainability issues suggests that a company can prosper by doing good (Drucker, 1984), as gains in social and/or environmental performance either increase revenues or do not increase expenses (Slawinski and Bansal, 2015), thereby easing sustainability tensions, benefiting the company's bottom line, and leveraging theories like

institutional and organizational theory to achieve environmental and social objectives. The win-win approach to sustainability, often criticized for its simplicity, may fall short as businesses tend to prioritize short-term environmental or social reforms instead of addressing more complex sustainability challenges, thus limiting their significant contribution to sustainability through the use of business cases (Bansal and DesJardine, 2014; Figge and Hahn, 2012; Van der Bly and Slawinski, 2015).

Decoupling, a frequently discussed tension-management tactic in the social entrepreneurial literature belonging to the win-win approach, involves symbolically endorsing techniques recommended by one logic while implementing practices promoted by another logic, often aligning with organizational goals, particularly in response to tensions within the external organization that impact internal procedures, such as formally endorsing external standards or regulations without their actual implementation in day-to-day operations (Pache and Santos, 2013). While symbolic endorsements may help prevent organizational tensions, decoupling only serves to mask disputes instead of addressing them, resulting in a short-term fix, which means tensions are likely to resurface and require additional resources to handle effectively, as McLaren, and Johnson (2007) suggest.

2.19.4 Paradox Perspective

A paradox approach in social enterprises, as evidenced by a growing corpus of research (Hahn, Pinkse, Preuss and Figge, 2015, 2018; Schad et al., 2016; Siegner et al., 2018), involves accepting and managing tensions between opposing aims, rather than ignoring or rejecting them, to better understand, acknowledge, and resolve conflicts, emphasizing the discrepancies between social, environmental, and economic goals instead of seeking harmonious alignment (Luscher and Lewis, 2008; Hahn, Pinkse, Preuss and Figge, 2015). The paradox strategy posits that tensions are necessary in complex systems and that meeting competing yet interconnected demands simultaneously is crucial for sustainability, with social enterprises finding it helpful in resolving tensions between social entrepreneurs; managing paradoxes can be achieved through acceptance, spatial isolation, temporal detachment, or synthesis, according to an early typology by Poole and Van De Ven (1989), which has been updated with acceptance now being the more common term, as noted in several studies (Schad et al., 2016; Smith, Besharov, Wessels, and Chertok, 2012; Jay, 2013; Ozanne et al., 2016).

Trones (2015) discovered that certain South American social firms, by acknowledging the natural contradictions between their economic and social goals, experienced no adverse organizational outcomes, while Jay (2013) found that accepting tensions in a public-private hybrid energy alliance resulted in successful organizational outcomes by developing innovative strategies to achieve both social benefits and financial demands without compromising either, and further studies by Cornforth (2014) and Vaccaro and Ramus (2022) showed that organizations effectively avoided mission drift by postponing tension management to a later time and applying innovative tension-management techniques when resources were more readily available.

The basic objectives of separation strategies, as identified by Poole and Van de Ven (1989), are to diverge tensions and concentrate on each one independently, such as spatial separation, which involves separating conflicts among distinct organizational levels, and temporal separation, which entails pursuing diverse organizational goals at various times, as seen in the context of social entrepreneurship where boundaries are set between the organization's social purpose and financial goals (Battilana, Lee, Walker, and Dorsey, 2012), allowing for the focus on creating social value in one area while another area concentrates on producing profits, and temporarily delaying certain social goals due to short-term financial constraints, resuming them when the organization is in a better financial position (Jay, 2013; Siegner, Pinkse, and Panwar, 2018).

Through the synthesis approach to paradoxical tensions (Poole and Van de Ven, 1989), Street Swags, a social enterprise, successfully managed tensions caused by a change in government's approach to homelessness, embracing the tensions and increasing innovation and adaptability, which led to an expansion in the number of affordable cabins offered as an alternative to swags; consequently, this strategy resulted in providing permanent homes for the homeless population and potentially resolving the issue of homelessness (Ozanne et al., 2016). To address the challenge of convincing customers, particularly those in developing countries with limited access to credit and upfront payments, to pay for the higher cost of house solar systems compared to individual solar lamps, d.light an energy social enterprise introduced a pay as you go system, but governmental restrictions on this payment method caused conflicts between the company's social and economic goals, which were ultimately alleviated by implementing additional payment options such as top-up cards, microloans, and savings groups, leading to a surprising expansion of their customer base and greater long-term social, environmental, and economic value, despite

incurring extra costs in the short run, as synthesized by Ozanne et al. (2016). Using a paradox approach, which contradicts previous strategies that called for concessions or either/or choices (Jay, 2013; Ozanne et al., 2016), social enterprises have found success in balancing multiple goals by allowing tensions to add value instead of being harmful, despite a limited number of empirical research on this topic.

Uncertainty exists over the methods environmental social businesses use to resolve conflicts relating to their objectives, as they target economic, environmental, and social goals alongside the usual social and economic ones (Hoogendoorn, 2011; Johannisova, 2005; Social Traders and Sustainability Victoria, 2012; Vickers and Lyon, 2014), while for-profit businesses prioritize economic goals over environmental protection and have greater access to funding, providing insights into conflict resolution methods (Banerjee, 2008; Van der Bly and Slawinski, 2015; Wright and Nyberg, 2015); however, it remains uncertain whether these analogies apply to environmental social enterprises, and there is limited research on how African environmental social enterprises, such as those in Uganda, handle conflicts, which may differ due to country-specific factors such as regulations, climate, and geographic size (Perey et al., 2018; Schad et al., 2016).

2.20 Hybridity, paradox, tensions and human resources management (HRM) within social enterprises

The increased demands on the HRM function in recent years, driven by the emergence of hybrid organizational forms, along with the recognition of organizational tensions arising from growing hybridity of settings, stakeholder needs, and goals, emphasize the importance of appropriately resolving these tensions to prevent organizational failure.

Peattie and Morley (2008) discuss "The People Paradox" faced by social entrepreneurs, highlighting the complexities of employment arrangements in social enterprises due to hybridity. These arrangements often involve two-tiered or even three-tiered workforces, combining volunteers, paid staff, and client employees, necessitating diverse management approaches and human resources procedures to address the needs of employees and the business (Doherty et al., 2014). This hybridity poses an ongoing challenge to organizational identity, leading to competing business and social goals and identity schisms (Battilana and Dorado, 2010). These divergent identities create gaps in practices, beliefs, and objectives, endangering the viability of hybridity as

tensions arise, potentially favoring one mission over the other. Consequently, the integration of competing organizational identities with the organization's goals, aligned with the knowledge and skills of the staff, becomes a concern for human resources management techniques in social businesses (Battilana and Lee, 2014).

According to Doherty et al. (2014) and Royce (2007), human resources management in environmental social enterprises encompasses individual practices and a set of tools. Harris and Kor (2013) suggest that it is also seen as the management of human capital as a valuable resource for the organization. Additionally, Bell and Haugh (2015) and Ohana et al. (2013) highlight the importance of managing human capital attributes such as staff motivation, commitment, and development. In the context of hiring, supervising, and rewarding staff members in environmental social enterprises, the hybrid nature of these organizations requires the implementation of cutting-edge human resources management strategies (Doherty et al., 2014; Royce, 2007). However, the limited financial and human resources of social enterprises may hinder the development of formalized and strategic approaches to human resource management, making it challenging to attract, motivate, and reward employees while supporting and sustaining the organization's mission (Harris and Kor, 2013). Moreover, the hybrid organizational structure of social enterprises emphasizes the need for human resources management strategies that assist staff in resolving conflicts resulting from contradictory organizational missions and ensuring alignment with organizational values (Bell and Haugh, 2015; Ohana et al., 2013).

According to Doherty et al. (2014) in their review of the social entrepreneurial literature, focusing on the hybrid character of social enterprises offers valuable insights into how these organizations manage human resources amidst challenges such as contending organizational identities, resource constraints, coordinating volunteer and paid workforces, and finding qualified board members. Smith et al. (2013) further emphasize that internal tensions in processes like human resources management and conflicts arising from diverse identities within social enterprises are the primary challenges faced by social entrepreneurs, highlighting the need to explore how human resource management can effectively address hybridity-induced challenges. Empirically exploring the current human resources management practices utilized by social enterprises to navigate conflicting and divergent goals (Hynes, 2009; Peattie and Morley, 2008; Smith et al., 2013; Battilana and Dorado, 2010; Battilana and Lee, 2014; Besley and Ghatak, 2017) sheds light on the

challenges these organizations face in identifying success capabilities and harmonizing staff values amid conflicting cultural components (Doherty et al., 2014; Smith et al., 2013). Social enterprises adopt unique human resources strategies, combining "making do" and "bricolage" to overcome resource limitations, while also developing tailored staffing solutions when ready-made models are unavailable; as they expand, formal procedures and socialization strategies, including testing, interviewing, probationary periods, training, promotions, and incentives, are employed to ensure alignment of staff skills and values with the social enterprise's goals, thereby ensuring worker retention (Desa, 2012; Battilana and Dorado, 2010).

Social enterprises, including those focused on work integration, actively create employment opportunities for underrepresented groups such as the long-term unemployed, people with learning disabilities, ex-offenders, those without a degree, and individuals with insufficient credentials, while facing challenges in recruiting candidates who possess the necessary skills and cultural fit aligned with the organization's social mission (Defourny and Nyssens, 2006). Despite the emphasis on creating employment in many social enterprises, there is a paradox in human resources highlighted by the 2005 CIPD Survey on recruitment, retention, and turnover, and research has questioned the quality of the jobs and levels of pay provided, as well as the stability of employment offered by social enterprises, despite their focus on job creation, especially in the case of those that rely on grants as part of their funding source, which raises sustainability issues (Amin et al., 2009). Royce (2007) highlighted that managing job insecurity due to the episodic nature of grant financial assistance, alongside the challenge of managing a workforce comprising both volunteers and potentially vulnerable paid employees, poses a distinctive and challenging aspect of human resource management for social enterprises. The ethical conundrum of whether and how to emphasize this aspect in the marketing of a social enterprise employing a disadvantaged workforce, which may affect competitiveness in terms of productivity, has received limited research attention until recently (Bird and Aplin, 2007), thus adding another dimension to the competitiveness paradox.

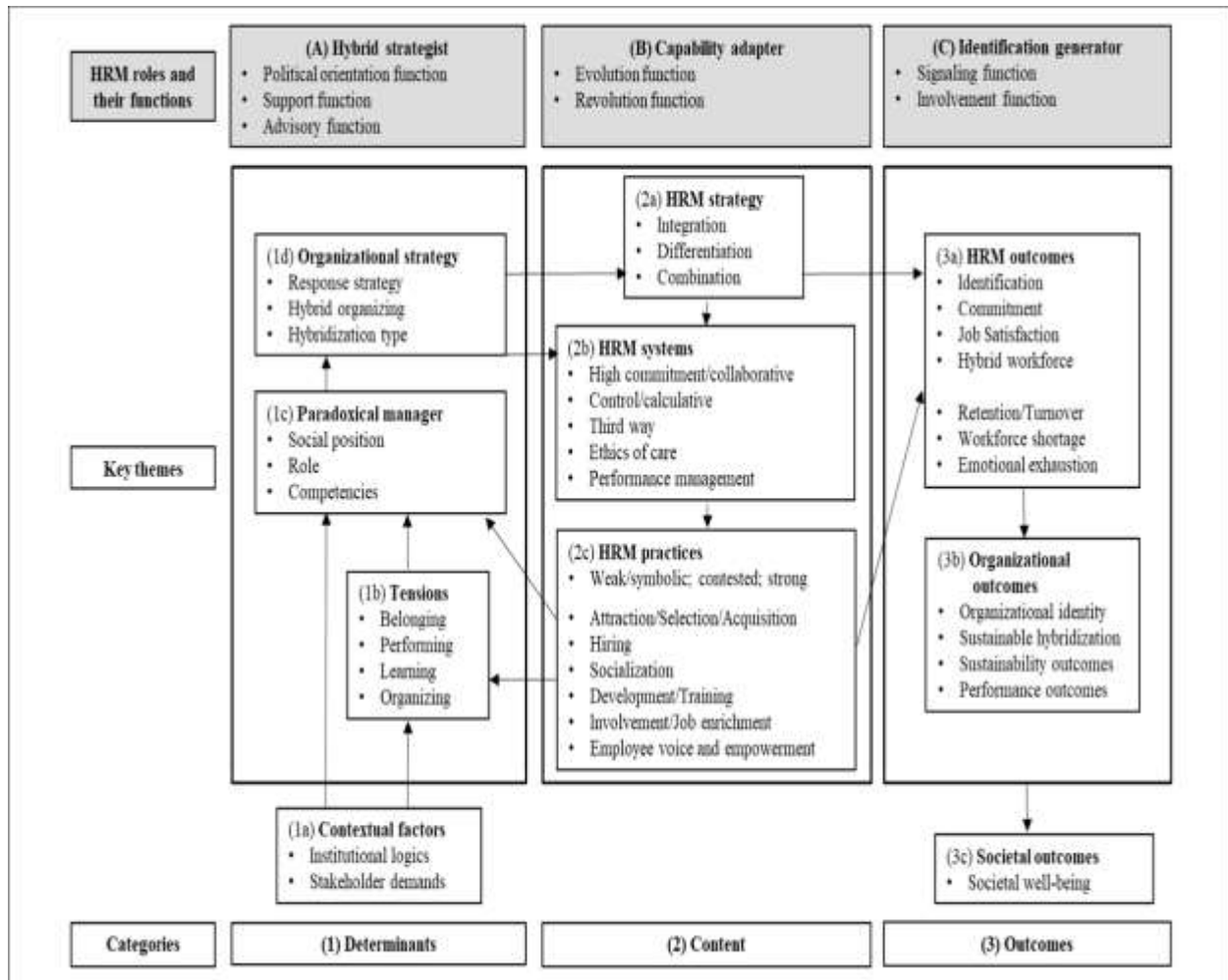


Figure 6. HRM roles and their functions with regard to determinants, content, and outcomes in hybrid organizations (Doherty et al., 2014).

2.21 Hybridity and paradoxical tensions in impact assessment within social enterprises.

Discussions on measuring firm performance in business literature encompass various tools that capture and analyze operational and financial data, such as earnings per share and return on investment, while operational performance incorporates non-financial factors like client satisfaction, manufacturing efficiency, and startup capital, often institutionalized and streamlined, with financial success assessment being complex and well-established, historically improved by accountants since the fifteenth century; socially responsible businesses adopt similar metrics, yet socially entrepreneurial organizations face a paradox, as quantifying commercial performance is straightforward while evaluating societal performance remains challenging (Syrjä, Sjögrén, and Ilmarinen, 2015). The absence of sufficient measurement tools impedes the standardized evaluation of the overall performance of social entrepreneurial organizations, although social

impact assessment remains crucial, despite the challenges of quantifying social return, impact, value, and change due to their non-quantifiability, multi-causality, complexity, temporality, and perceptual variations (Austin, Stevenson, and Wei-Skillern, 2006), while innovation may be measured and managed alongside financial characteristics, but the lack of research identifying success factors contributes to the ambiguity surrounding social entrepreneurship.

Social entrepreneurs strategically employ social impact reporting and assessment to improve performance, obtain resources, and boost legitimacy (Nicholls, 2009), but small to medium social businesses face challenges such as operationalizing effects, budget limitations, and organizational challenges with data collection and analysis; studies also show difficulties in demonstrating social value and subordination of environmental and social indicators to financial ones (Bull, 2007; Hall and Arvidson, 2013). Lane and Casile (2011) highlight the culturally dependent nature of social value, making it potentially impossible to universally evaluate social benefit, while Bagnoli and Megali (2011) propose that understanding social performance requires consideration of organizational processes, results, impacts, inputs, and organizational processes.

Despite increasing public discourse suggesting that social enterprises have a special imperative to measure their influence to gain entry to new markets (Nicholls, 2009), there has been little scholarly research to ascertain how specific characteristics of social enterprises influence their attitudes towards this activity. This is due to their diverse goals that blend business and social purposes, making it difficult to assess their organizational effectiveness (Lane and Casile, 2011). Similarly, like not-for-profit organizations, practical indicators of outcomes for more abstract missions are more challenging to develop (Sawhill and Williamson, 2001), and scholars in this field have acknowledged the heterogeneity of the missions, structures, and societal value created within the social economy (Eckerd and Moulton, 2011; Frumkin, 2009). The concerns about the institutionalization of the industry, raised by Eckerd and Moulton (2011), have led to questions about the supposed value of common evaluation procedures to non-profit organizations due to their multiple goals, as discussed by Hoole and Patterson (2008).

2.22 Paradoxical tensions and accountability within social enterprises.

Accountability, as described in the literature by Bovens (2014) and Grant and Keohane (2005), involves a responsibility to act in accordance with acceptable norms of behavior, providing reasons, explanations, and justifications for one's actions or inactions, thereby avoiding conflicts arising from misalignments between expectations and behavior (Messner, 2009). Additionally, being accountable entails an obligation to inform others about one's activities and behaviors (Ebrahim, 2005). Social enterprises, organizations founded for a social purpose and utilizing their business to advance their goals, have the freedom to determine their approach to sharing responsibility for their social and financial performance (Barraket, Collyer, 2010), resulting in a discrepancy between their primary objective of public or community benefit and their reporting practices, highlighting the importance of exploring social enterprises' perceived responsibilities and their communication of them (Barraket, Collyer, 2010). Nonprofit organizations are often constrained by laws that prohibit sharing earnings and assets, which prevents them from engaging in equity financing or ownership that could compromise their commitment to the public good (Reiser, Brakman, 2010; Fishman, 2003). Social enterprises, which combine business and charitable elements, seek to harmonize financial, environmental, and social objectives within the framework of organizational governance and legal structures established in various countries over the past decade (Cornforth, 2014). They aim to strike a balance between making a profit or surplus and pursuing a social and environmental mission, historically managed through distinct forms of business and charity, and for which some countries have created new legal statuses (Reiser, Brakman, 2010).

Social enterprises, driven by a range of objectives encompassing environmental, social, and financial performance, reinvest any surplus into their social and environmental missions to create value for society, linking their potential for profitability to their capacity to positively impact society and the environment, while also acknowledging the role of government subsidies and charitable donations in their funding (Nicholls, 2009; Austin et al., 2006; Doherty et al., 2014). Financial sustainability and performance in the early stages of a social enterprise's life cycle are better characterized by financial security than financial independence (Luke, 2019), resulting in varying perspectives on the extent and accountability of social enterprises. Internal and external stakeholders' perceptions of accountability in social enterprises, with a primary focus on accountability for environmental, social, and financial performance, align with Emerson's (2003)

argument that both for-profit and nonprofit organizations generate a combination of social and financial value.

Social entrepreneurs face the challenge of being held accountable for both social, environmental, and financial performance due to the integrated nature of the various types of value they create, where social, environmental, and economic returns are considered interdependent components of value production (Emerson, 2003; Nicholls, 2009; Bonini and Emerson, 2005). The application of management control systems, which primarily employ monetary and quantitative assessment tools but also consider qualitative factors, can be beneficial for motivating employees and the institution as a whole to act in a manner that advances organisational goals, particularly in the context of social enterprises—defined as organisations with a social mission that trade in commodities or services for a social purpose—where performance assessment systems must assume multiple profiles (Borzaga and Defourny, 2001; Kerlin, 2006).

A social enterprise, operating as a multi-stakeholder firm, should prioritize advancing its social aim through activities and primarily rely on revenue earned, such as integrating disadvantaged individuals through work, providing social and environmental services, and engaging in ethical trading, while simultaneously reporting to relevant publics as emphasized by Lindblom (1994), addressing the challenges of appropriate reporting for accountability as highlighted by (Carman, and Fredericks, 2010), and considering individual interactions with various stakeholder groups to effectively balance responsibilities and communicate them, as discussed by Unerman and O'Dwyer (2007).

Social enterprises, by lacking transparent public reporting on their social, environmental, and financial performance, can depend on moral legitimacy based on good intentions, resulting in lowered public accountability expectations and potential poor performance without mandated reporting, highlighting the need to explore how they convey accountability, an underexplored subject (Nicholls, 2009; Jacobs, 2015; Lall, 2019), where legitimacy encompasses a generalized perception or assumption of desirability, acceptability, or appropriateness, but relying solely on moral legitimacy raises questions about actions and outcomes, thus emphasizing the importance of pragmatic legitimacy related to undertaken activities and consequential legitimacy tied to real outputs, outcomes, and impacts (Suchman, 1995). Both (Lee and Battilana, 2013) and (Battilana and Lee, 2014) assert that social businesses in Uganda, where reporting regulations are sparse and

disclosing standards have developed slowly compared to countries like the UK and the USA, face special legitimacy problems if they fail to adhere to prevailing institutional norms or structures, thus raising doubts about their credibility regarding the reporting of their social, environmental, and financial performance (Lall 2017; Luke 2019; Nicholls 2009).

One common approach to corporate governance is for-profit company law, which requires directors to prioritize maximizing shareholder value (Aguilera and Jackson, 2010; Reiser, Brakman, 2010). In contrast, charity organizations exist to advance public interests rather than individual gain, with accountability focused on upholding the social objective (Fremont-Smith, 2004; Hansmann, 1996; Chisolm, 1995). Social performance evaluation lacks universal standards or benchmarks, which makes it difficult to ensure accountability for the social goal (Ebrahim and Rangan, 2014).

2.23 Hybridity, paradox, tensions, and stakeholder management and governance within social enterprises.

Social entrepreneurs face the significant challenge of properly designing and governing their organizations, as highlighted by Cornforth (2004), Besharov and Smith (2014), Bacq and Eddleston (2018), and Bonomi et al. (2021), who emphasize the difficulty of this task. Crucke et al. (2015) and Larner and Mason (2014) have demonstrated that the participation of a multidimensional stakeholder group is essential for effective governance and for addressing the disputes and tensions that social businesses encounter. While Mair et al. (2015) argue that diversity within the governing structure can lead to new possibilities, others (Costanzo et al., 2014; Crucke and Knockaert, 2016; Tian and Smith, 2014) contend that the range of viewpoints can hinder agreement on fundamental principles, exacerbating existing challenges. Additionally, the effectiveness of the board may be compromised by either becoming overly involved or failing to actively participate in the organization's activities (Berge et al., 2016; Brown, 2014).

Efforts to resolve tensions within social enterprises arising from competing interests can be facilitated by separating governance roles, responsibilities, and competencies (Berge et al., 2016; Costanzo et al., 2014; Doherty et al., 2014; Mason and Doherty, 2016; Tian and Smith, 2014; Zainon et al., 2014), while the creation of new legislative frameworks has been undertaken to simplify governance and alleviate the associated demands on resources (Battilana et al., 2012; Nicholls, 2010; Thomas, 2004) (Brown, 2014). By leveraging diverse stakeholders with different expertise and responsibilities, organizations can enhance their capacity for innovation and seize

new opportunities (Larner and Mason, 2014; Mair et al., 2015), while ensuring that the governance structures and objectives remain flexible and adaptable to the organization's current needs, be it through temporary or spatial separation of the demands for public good and financial viability, thus transforming the tension into a dialectic; consequently, struggling social organizations may require a governance structure where multiple individuals are accountable for both short-term improvements in financial health and the long-term development of social value, as these goals are not inherently conflicting from a means-to-ends perspective.

2.24 Mission drift and institutional pluralism within environmental social enterprise

Mission drift, as defined by Besharov and Smith (2014), Cornforth (2014), and Ebrahim et al. (2014), refers to the failure of hybrids' missions when they shift their focus and undermine the legitimacy of their social logic or compromise the necessary commercial vocation to sustain a social business (Smith et al., 2013; Young et al., 2012). This term has often been associated with nonprofit and volunteer groups, social enterprises, hospitals, and educational institutions that deviate from their original objectives (Jones, 2007; Bennett and Savani, 2011; Man, 2013), with Weisbrod (2004) arguing that nonprofit organizations in the United States frequently experience mission drift due to commercialization, citing several relevant cases. Jones (2007) expands on the notion that mission drift, resulting from dependence on any major funding source including the government, foundations, or commercial activity, is a topic of debate, while recent discussions examine whether the growing commercialization of micro-finance institutions signifies mission drift or the maturation of the sector (Armendáriz and Szafarz, 2009; Augsburg and Fouillet, 2013).

Spotting mission drift can be challenging as it may manifest through formal changes in an organization's mission, strategy, or objectives, or subtly through shifts in business practices and the scope and quality of services provided, resulting in paradoxes and contradictions that require navigating the complex interplay of social, environmental, and economic value creation and potentially increasing the risk of mission failure (Dacin, Dacin, and Tracey, 2011).

Mission drift in social enterprises, which is as easy to characterize in theory as it is to detect in practice, is simpler to prevent than to manage (Ramus and Vaccaro, 2017). However, the potential for mission drift is further complicated by the paradoxical institutional environment in which hybrids justify their social and economic activities (Roundy, 2017), combining larger culture, governmental influence, regulations, network embeddedness, and ongoing pressures from both

public and private actors with various market logics (Powell and DiMaggio, 2012; Pache and Santos, 2013). These institutional logics have the potential to coexist or cause conflicts and tensions (Roundy, 2017) within the many organizational and operational components of social enterprises. Such conflicts may occur as commercialization leads to minor alterations in incentives affecting managerial behavior (Weisbrod, 2004).

While distinguishing between essential change and mission drift may not always be easy, there may be instances when an organization needs to modify its mission because the problems or needs it was founded to address have changed (Bielefeld, 2009), and social enterprises, as argued by Young et al. (2012), face the challenge of reaching a stable balance among social, environmental, and commercial objectives, akin to a hill with valleys representing business interests and social/environmental interests, where the valleys are more likely to achieve a stable equilibrium than the summit hill. According to (Young et al., 2012), certain combinations of a social enterprise's characteristics, such as its legal structure, system of governance, and funding sources, are more stable, with cooperatives and corporate social responsibility initiatives residing in the valley of economic interests, while non-profits occupying the valley of social purposes, often setting up trade operations to generate funds for their mission, as exemplified by successful charity stores in the UK.

2.25 Positioning within Environmental social enterprises

Environmental social enterprises, with their hybrid structure and financial constraints, may experience tensions and conflicts in their relationships with other organizations, as explored by Huybrechts (2012), Smiddy (2010), Shipunova (2020), and Peattie and Morley (2008), as they navigate the complexities of operating both within and outside the market, potentially leading to a shift from cooperation to competition, a loss of confidence and social capital, and the need to balance primary profit with social and environmental values; however, adopting a PT (private-public) approach offers a broader holistic perspective that enables environmental social enterprises to engage with the private and public sectors to varying degrees, addressing these tensions. Environmental social enterprises that prioritize operating ethically and for the greater good may have compelling reasons to avoid engaging with the commercial sector due to ideological concerns or a fear of diminished legitimacy (Herlin, 2015), but establishing connections with more commercially oriented groups can still be beneficial, requiring careful management (Austin et al.,

2006; Simmons, 2008). These connections allow the organization to balance private sector support with alignment with the public sector and continue doing good while obtaining necessary financing (Liu et al., 2015), making strategic decisions crucial for cooperation or competition with other environmental social enterprises and alignment with public or private groups.

Adopting a gestalt perspective of the tandem allows financial seekers and social good doers to make impactful decisions, treating options as ongoing considerations while taking into account the current situation and strategic direction, thereby enabling environmental social enterprises to enhance their income generation capacity while meeting public needs through simultaneous alignment with public and private sector organizations, partnering for increased resources, legitimacy, and credibility on certain projects (Granados and Rivera, 2017; Samuel et al., 2022; Hervieux and Voltan, 2018), and competing with them on other initiatives, thus enabling these enterprises to achieve a degree of ambidexterity and embrace a broader perspective on their hybridity (Gillett et al., 2016). Environmental social entrepreneurship involves the paradoxical potential for creating a new market for social or environmental benefit, attracting commercial players who may outcompete and replace them, resulting in commercial failure but still advancing social or environmental causes, resolving this paradox by prioritizing the enterprise's success in creating a market for social good over its failure as a standalone entity (Hervieux and Voltan, 2018). In practice, the theoretical solution of nonprofit organizations aiming to eliminate their own reasons for existing by finding solutions to social or environmental problems can be problematic if it adversely affects the livelihoods of those working for the environmental social enterprise or if commercial players are viewed with suspicion for entering a market to benefit society, highlighting the challenge of reconciling the "democracy of the market" concept, where businesses depend on consumers and flawed decision-making due to knowledge asymmetry, with the social logic that prioritizes customers as the ends of products and services provided by socially responsible businesses, driven by fulfilling their social goals rather than maximizing profits (Hervieux and Voltan, 2018). Environmental social enterprises aim to improve the lives of their customers in line with their social missions by using revenues and resources to generate goods and services, reinvesting any profits to better serve clients, thereby awkwardly positioning customers as both the means and ends of their activities while striking a balance between profit maximization and offering beneficial services.

2.26 Conflicting Bottom Lines in environmental social entrepreneurial framework.

Triple bottom line fulfillment is the intended outcome for environmental social entrepreneurial organizations, as they strive for financial stability while providing their customers with the required social and environmental benefits, leading to the question of whether these organizations aim to maximize profitability at the expense of providing social and environmental services or provide worthwhile social and environmental services despite the risks to their profitability, thus further endangering their sustainability and survival, which must be constantly addressed (Dhakal, 2020). Business logic dictates that profit maximization is the primary aim of businesses, as they offer products and services through a particular function to cater to the distinct, outlined requirements and needs of the clients, and in order to continue operating and thriving, businesses must generate a profit obtained through the exchange of goods and services between the clients and the enterprises (Dhakal, 2020).

The profits, reflecting the efficacy and efficiency of businesses during transactions, signify the capital necessary for future goods and services, ensuring survival and success, while enabling expansion, risk-taking, decentralization, innovation, and meeting diverse customer demands—advantages benefiting firms and society economically—however, diverting funds towards delivering social services exemplifies a financially inefficient activity, impeding environmental social entrepreneurial organizations' efforts to maximize revenues and bottom line, in contrast to business logic, social logic entails ongoing transactions exchanging goods and services with the primary objective of benefiting clients, where profit-making is not the intended goal (Weller, Ran, 2020).

The environmental social enterprise's goals, which are humanitarian, ideological, or charitable and have nothing to do with maximizing profits, are driven by a social logic aimed at developing social value, fulfilling unmet societal demands, and alleviating triggering conditions, ultimately satisfying what is known as the social bottom line, a measure of social outcomes similar to the financial bottom line (Frank, Peter and Gordon, 2016). According to (Dees, 2012), the organization views its social and environmental missions as central, considering the social and environmental bottom lines to be a reflection of its mission; however, since the market is unable to place a value on social progress, there is no direct or indirect relationship between the operations of environmental social entrepreneurial organizations and the market. Nevertheless, the relationships

between these organizations and the poor, disadvantaged, environment, and marginalized people they assist are crucial, as they form the organization's social and environmental bottom lines.

According to social and environmental logic, promoting survival depends more on social and environmental gains than on financial gains, and the social and environmental benefits of an organization's operations are measured in relation to the amount of investment made to generate those benefits, known as the social and environmental return; in addition to other benefits like legitimization, drawing new or extra resources, networking, and collaboration, organizations that successfully provide social and environmental goods or services also benefit from their efforts in other ways, and although these returns are not necessarily direct inputs into the operating processes of the environmental social enterprises, they are at least antecedents to the inputs, thus in environmental social entrepreneurial organizations, social and environmental returns effectively replace profits as the targeted output in accordance with social and environmental logics (Dees, 2012).

The paradox lies in the choice between pursuing social logic and its positive effects, or embracing corporate logic and profit maximization; however, in the case of social and environmental enterprises, the benefits are entirely reinvested without disbursements, akin to how corporations handle their profits, creating a tension as profit maximization is impeded when resources are directed towards social and environmental goals, while the social purpose deviates when profit takes priority, and the limited nature of resources further exacerbates this paradoxical tension, as environmental social enterprises grapple with utilizing commercial logic to increase profits while upholding social and environmental values, necessitating continuous evaluation of commercial, social, and environmental logics and missions, and according to Frank, Peter and Gordon (2016), social entrepreneurship involves innovative action catalyzed by identifying an unmet market need and leveraging it; relying solely on market provision lacks sufficient incentives due to the high initial outlay and comparatively small potential reward, which fail to motivate business entrepreneurs. Any entrepreneur can find an opportunity, but a social entrepreneur will initiate a strategy to balance the social and environmental systems without necessitating, at least, a market rate of return on the initial investment; social entrepreneurial organisations are driven by opportunity and innovation, not by maximizing profits or incentives, positioning themselves in the environment in

relation to the opportunity in such a way as to creatively satisfy the financial, social, and environmental bottom lines in an equitable and reasonable manner (Dees, 2012).

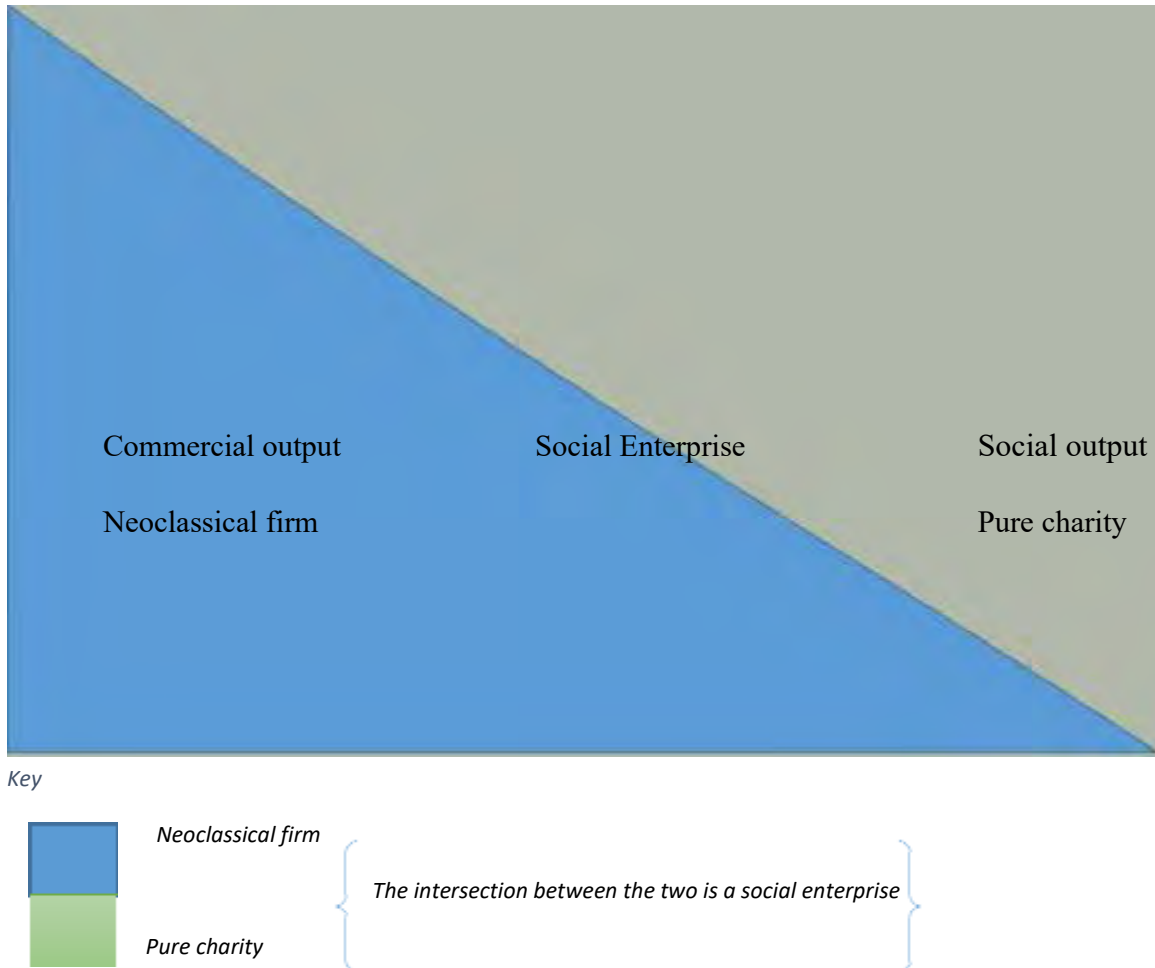


Figure 7. Balancing social and commercial considerations (Dees, 2012)

2.27 Incompatible and Competing Logics

In joint research studies on social entrepreneurial organizations, the emphasis was on combining business and social/environmental logics; however, the ultimate success of environmental social entrepreneurial organizations in solving social problems relies on incorporating the necessary economic logic, as survival often takes precedence over the organizational mission, leading to potential mission drift as these organizations allocate decreasing amounts of money to advancing

their social missions while spending increasing amounts on growth and sustainability, highlighting the need for socially responsible organizations to balance their fiduciary duties (Weller, Ran, 2020).

Due to the inherent clash between the commercial logic driving survivability and thriveability in business organizations, which results in economic benefits, and the social logic underlying the creation of social and environmental values, environmental social entrepreneurial organizations cannot simultaneously maximize both social and business value, leading to a paradox where the pursuit of one comes at the expense of the other, prompting business organizations to eliminate economic inefficiencies such as the social issues that drive the missions of social entrepreneurial organizations (Weller, Ran, 2020). Social entrepreneurial organizations supply specific goods and services despite the inefficiencies of the service delivery system and a loss in revenue, and they are unable to ignore their social concerns as the creation of social value is sufficient justification for their mission, regardless of market value or the need for outside financial or economic support (Trivedi, Chitvan, and Stokols, 2011). Furthermore, social entrepreneurs prioritize social value creation over financial gain, being driven by a sense of purpose to address social or environmental issues rather than solely focusing on commercial success, enabling them to continue their mission despite potential inefficiencies and a lack of traditional economic support (Austin, Stevenson, and Wei-Skillern, 2006).

Social entrepreneurial organizations face the challenge of balancing social, environmental, and financial concerns while making decisions, but they do not neglect their fiduciary obligations in pursuit of their missions; thus, innovative thinking becomes crucial to effectively utilize the resources of both the organization and the community, determining if there are sufficient resources available and whether they can adequately support the organization and the community they serve (Weller and Ran, 2020).

2.28 Means-End Confusion

In order to effectively cater for their clients, organizations must adopt two complementary strategies that align with both business logic and social responsibility; from a business perspective, customers are perceived as a means to achieve profitability and attain success (Weller and Ran, 2020). Meanwhile, from a social standpoint, resources and earnings are viewed as opportunities to enhance the lives of customers and create value for society (Weller and Ran, 2020). By merging

these approaches, organizations can strike a balance between maximizing profitability and contributing to the betterment of their customers and the broader community.

The paradox arises from the business and social logic of these organizations, as profit maximization is considered a key indicator of business success (McMullen, Bergman, 2017), and entrepreneurs, within the capitalist system, are subject to the buying public's sovereignty in fulfilling their role as controllers of the production stream (Von Mises, 1972), generating profits based on customer needs and their fallibility.

By assessing the transaction costs more accurately than the customers, a business can produce goods and services for consumption while making a profit—both the production cost and the transaction price are given values by the business, and the customers look to see if the transaction price for the goods and services is favorable, providing the business with a chance to turn a profit, since the customers' poor economic judgement causes them to make those decisions, and profits are made by a company being able to foresee the market's future state and production costs more precisely than its customers (and any competing entrepreneurs) (Weller, Ran, 2020). The difference between the company's knowledge and the clients' knowledge illustrates an information imbalance between the two groups of individuals, while the "democracy of the market" refers to the dynamic in which businesses are entirely dependent on customers and their incomplete and inaccurate decision-making caused by information asymmetry, with customers being seen as a means to an end for the business, which is profit maximization; however, social logic treats clients differently, as the customers become the purposes—not the means—of the products and services provided by social entrepreneurial organizations, whose primary goal is to fulfill their social mission rather than maximize profits, with the social mission of the social enterprise organization defining the objective, nature, and standards of the products and services to be offered to the customers (Von Mises, 1972).

By utilizing their revenues and resources, environmental social entrepreneurial organizations aim to produce goods and services that improve the lives of their customers, aligning with their social missions; any resulting revenue or resources are reinvested to better serve current and potential customers, with customers representing the ultimate goals in the social logic rather than mere means as in corporate logic (Weller, Ran, 2020). In contrast, environmental social enterprises operate with a dual logic, positioning clients simultaneously as both means and ends of their

activities, striving to balance profit maximization with the provision of high-quality services that benefit their customers, thereby maintaining a delicate equilibrium between necessary profits for sustainability and the costs associated with offering beneficial services (Weller, Ran, 2020).

2.29 Tensions in Sources of income and investment

The perceived difficulties of negotiating an often fluctuating multiple-missions, a source of financial challenges for environmental social enterprises (Reiser and Dean, 2014), make access to traditional funding sources more difficult due to investors' potential uncertainty and caution regarding the business models of these enterprises and the opportunities they address (Doherty et al., 2014; Lehner and Nicholls, 2014; Reiser and Dean, 2014). Enterprise governance systems that prioritize entrepreneurs, as stated by Bacq and Eddleston (2018), are better able to win over the support of the government than those that prioritize employees, while environmental social enterprises, reluctant to take on debt, often find themselves in precarious situations when debts must be repaid, increasing their risk of collapse and making them appear undesirable to investors (Doherty et al., 2014; Reiser and Dean, 2014). Therefore, one of the most difficult components of managing an environmental social enterprise is getting access to financing and creating new revenue streams (Martin, Osberg, 2015), as the financial challenges that environmental social enterprises confronted after 2008 have also increased due to austerity measures, leading to a large number of them looking for alternative funding sources (Doherty et al., 2014; Lehner and Nicholls, 2014). This necessitates regular dialogue between environmental social enterprises and funding sources, recognizing this tension as a dialectic, because the only reason an environmental social enterprise would need to make extra money is to reward investors. Obtaining funding for environmental social enterprises can be challenging (Doherty et al., 2014), but they can occasionally use their hybrid identities to do so (Teasdale, 2010), relying on diverse sources like grant funding, philanthropic donations, or crowdfunding, which are less frequently used by their conventional competitors (Calic and Mosakowski, 2016; Lehner, 2013; Lehner and Nicholls, 2014), all while ensuring that their profit surpasses operational and developmental requirements both in the present and future.

2.30 Chapter Summary

In summary, this literature review chapter has provided a comprehensive analysis of social entrepreneurship and the tensions that arise between social, environmental, and business goals, with a specific focus on the case of Uganda. The chapter began by examining the theoretical framework of organizational identity from the perspective of organizational theory, offering valuable insights into the complexities faced by social enterprises in balancing multiple objectives. The chapter then explored the evolving relationship between business and the environment over time. From the regulatory-compliance approach of the past to the present-day emphasis on corporate sustainability, the changing landscape of environmental management highlighted the increasing importance of minimizing negative environmental impacts. Modern corporations are now compelled to prioritize sustainability due to regulatory obligations, reputation concerns, and a genuine commitment to environmental stewardship.

Within the context of Uganda, the definition and discourse surrounding social enterprises and environmental social enterprises were explored. Environmental social enterprises, which prioritize economic, environmental, and social goals, have emerged as potential long-term alternatives to traditional corporations. However, the pursuit of multiple objectives simultaneously inevitably leads to tensions within environmental social enterprises. Throughout the chapter, various tensions inherent in environmental social enterprises were defined and discussed. These tensions arise due to the inherent trade-offs and conflicts between social, environmental, and business goals. The manifestations of these tensions within environmental social enterprises were examined, providing a deeper understanding of the challenges they face. Moreover, the chapter delved into the tactics frequently employed to manage these tensions, including the win-win, trade-off, integrative, and paradox perspectives. By adopting these strategies, environmental social enterprises can navigate the complexities and find innovative solutions to effectively balance their social, environmental, and business objectives.

By shedding light on the intricacies of social entrepreneurship and the tensions between social, environmental, and business goals, this literature review chapter contributes to the existing body of knowledge on sustainable and responsible business practices. It sets the stage for further empirical research, which will identify specific tensions experienced by environmental social enterprises in Uganda and explore the strategies they employ to address these tensions.

This chapter highlights the significance of managing tensions in social entrepreneurship and emphasizes the need for innovative approaches to tackle these challenges. By effectively addressing the inherent conflicts and trade-offs, environmental social enterprises in Uganda can strive towards achieving their overarching mission of creating a positive and sustainable impact on society, the environment, and the economy.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the research methods, techniques, and processes employed in this study are discussed, highlighting their alignment with the study's objectives. The study utilized a qualitative research strategy within the interpretivist paradigm to effectively address its research objectives. The chapter provides an explanation for the selection of the study's ontology, epistemology, data collection methods, and research paradigm. To justify the chosen approach, a comparison between the positivist and interpretative approaches is presented. Additionally, the chapter outlines the process of sample selection, incorporating a description of the ethical guidelines adhered to in conducting the study. This study employed multi-qualitative methods, to gather data and generate insights where interviews helped provide in-depth understanding of the experiences, perspectives, and practices of social entrepreneurs in Uganda.

3.2 Research Paradigm (Ontology and Epistemology)

According to Bryman (1988; 2012), a research paradigm is a set of assumptions and rules that guide what should be examined, how research should be conducted, and how scientists in a particular discipline should evaluate results. Schwandt (2001) and Kaushik and Walsh (2019) further define a research paradigm as a shared worldview that embodies the ideals and principles of a field and directs how problems are resolved. Ontology, as one of the building blocks of a research paradigm, is particularly relevant to this study. Richards (2003) describes ontology as the nature of our views about reality. Researchers make assumptions about reality, how it works, and what can be learned from it, sometimes implicitly. The ontological question prompts a researcher to consider the existence of either a single, verifiable reality and truth or several socially constructed realities (Patton, 2002). For this research it can be acknowledged that social entrepreneurs might experience the tensions between social, environmental, and business goals. One ontological perspective is that there is a single, verifiable reality and truth, for this perspective, to uncover the underlying realities and objective truths related to social entrepreneurship and the tensions between social, environmental, and business goals in Uganda.

The study also adopted a stance that acknowledges multiple socially constructed realities as it recognizes that different actors and stakeholders may have diverse interpretations of constructions.

This case study explores various perspectives, values, and narratives surrounding these tensions, as it examines the social, cultural, and contextual factors that shape the understanding and prioritization of social, environmental, and business goals among different actors involved in social entrepreneurship in Uganda (Richards, 2003; Patton, 2002).

Epistemology, another component of the research paradigm, relates to how knowledge is acquired and validated. There are three basic paradigms or sets of beliefs that are used to inform research, and they are as follows: (de Vos, Strydom, Fouché, and Delpont, 2011; Kivunja and Kuyini, 2017)

- Positivism / Objectivism - Interpretivism / Modernism / Realism - Constructivism / Postmodernism / Impressionism. The interpretivist theoretical framework was applied in this study. Interpretivism posits that the subject matter of the social sciences is fundamentally distinct from that of the natural sciences, offering an alternative to the dominant positivist paradigm (Grix, 2018). According to interpretivism, there is no single, objectively verifiable reality that exists independently of our senses, as it embraces anti-foundationalism and rejects the notion of permanent, unchanging norms for determining truth (Guba and Lincoln, 2005).

Interpretivists believe in the existence of multiple socially constructed realities, where truth and reality are not discovered but rather made. They argue that reality is always mediated by our senses, and direct access to external reality without contamination from personal worldviews, notions, and backgrounds is impossible. Consequently, interpretive epistemology acknowledges the highly subjective nature of knowledge, emphasizing that observers' understanding of reality is shaped by their interpretive frameworks and cannot be separated from their subjective perspectives (de Vos et al., 2011; Pham, 2018). Applying the interpretivist framework to the study of social entrepreneurship and the tensions between social, environmental, and business goals in Uganda means that the research will focus on interpreting and understanding the subjective experiences, perspectives, and interactions of social entrepreneurs within the specific context of Uganda. The study aims to uncover the diverse realities and socially constructed meanings attached to social entrepreneurship, as well as the complex interplay between social, environmental, and business goals, all within the interpretive lens (de Vos et al., 2011; Kivunja and Kuyini, 2017).

Perception is an active, constructive process of production, not a passive, receptive process of representation (Flick, 2009), where individuals interact with society, assign names and meanings to social occurrences, and researchers play a pivotal role in the social reality they study (Grix,

2018), acknowledging the existence of multiple knowledge and diverse interpretations without privileging any single interpretation over others. Emphasizing the interpretivist approach, the exploration of social entrepreneurship and the tensions between social, environmental, and business goals in Uganda delves into understanding how individuals perceive and interact with social events, prioritizing subjective perspectives over universal knowledge and truth, thus highlighting the significance of knowledge as an essential outcome; within this framework, data collection is influenced by the researcher's language, culture, disciplinary knowledge, prior experiences (both professional and lay), and encounters, leading to a potential misalignment between the intended reflection of reality and the collected data; to truly comprehend social phenomena in their context, the interpretive methodology necessitates adopting the participants' viewpoint, as advocated by Cohen et al. (2007), particularly in the case of social entrepreneurship and its complex interplay between social, environmental, and business objectives in Uganda, where an interpretive lens facilitates exploring how individuals engaged in social entrepreneurship navigate and perceive the inherent tensions, providing invaluable insights into the challenges faced, motivations driving their actions, and strategies employed in pursuit of positive social impact, environmental sustainability, and business viability, thereby contributing to a more nuanced understanding of the intricate dynamics involved in balancing these goals within Uganda's social entrepreneurship landscape.

3.3 Positivist versus interpretivist paradigm

| Perspective | Positivism | Interpretivism |
|--------------|---|--|
| Ontology | Reality is singular and attainable | Reality is multiple and constructed. |
| Epistemology | Objectivists; findings true | Constructionism; finding results of interaction between mind and object. |
| Methodology | Experimental/ manipulative, verification of hypotheses; chiefly quantitative methods. | Hermeneutic; dialectical |

Table 3. Positivist versus interpretivist paradigm. Source: (Heron and Reason, 1997) ;(Guba and Lincoln, 2005)

From Table 3 above it could be highlighted that interpretivism asserts that there is an external reality that can be objectively analysed, in contrast to constructionism. It maintains that there is no single "truth" because narrative reality is continuously changing (de Vos et al., 2011; Rehman and Alharthi, 2016). Thus, the decision to use an interpretivist approach was made with the premise that reality should be understood through the meaning that study participants assign to their environment rather than through preconceived notions and ideas of what reality is.

3.4 Research Methodology and Research Approach

Researchers contemplate the ideal approach for conducting a comprehensive study by addressing the methodological question (Ellen, 1984), which involves considering various techniques for data collection, assessing the analysis, evaluation of data generation methods, devising a well-articulated and theoretically sound plan of action (Grix, 2018) whilst taking into account the researcher's strategy, approach, and design, the selection of research methodologies is influenced (Crotty, 1998). The goal is to determine the most suitable means of acquiring the required data and identifying the most effective data gathering methods that align with the objectives of the study (Grix, 2018).

Either quantitative or qualitative research can be employed, with quantitative research focusing on quantifying amount in relation to a certain occurrence and expressing this in terms of quantity, often used to evaluate accepted theories (Creswell, 2002; Biggam, 2008), while qualitative research focuses on meaning and procedure when it may not be possible to examine those characteristics through quantity or number, aiming to comprehend a phenomenon specifically from the perspective of those who are encountering it, with less generalization (Creswell, 2002; Easterby et al., 2008; Biggam, 2008), and utilizes in-depth exploratory studies to enable obtaining high-quality responses throughout the study and aims to achieve a deep understanding of a particular case (Creswell, 2002; Easterby et al., 2008; Biggam, 2008).

This study used a qualitative approach with semi-structured interviews to explore the tensions between social, environmental, and business goals in the context of social entrepreneurship in Uganda. By adopting an interpretive framework, the researcher aimed to understand the participants' unique perspectives and experiences, allowing them to openly express their opinions without constraints. The focus was on comprehensively examining the entire experience of social entrepreneurial tensions rather than isolating specific elements. The qualitative nature of this study, guided by the interpretivism paradigm, allowed for the formulation of research questions

and problems based on the researcher's interest, engagement, and commitment, facilitating in-depth exploration of individual experiences through formal conversations and interviews and providing a comprehensive understanding by prioritizing experience as a crucial component of scientific inquiry rather than relying on generalized measurements or expectations from the positivist paradigm, particularly suited for investigating the tensions between social, environmental, and business goals in the context of social entrepreneurship in Uganda.

A case study method was used where employees, managers, and founders from four (4) selected social enterprises were selected as participants. The selection criteria were based on them as actively engaging in climate change resilience activities such as; recycling, land use planning, regeneration, and other green missions, all united in enhancing the natural environment, revenues, and social well-being. The study focused on four social enterprises located in Uganda with a combined study population of 73 employees. Purposive sampling technique was used to select a sample of 20 employees including founders, program managers, and project officers.

3.5 Case Study as Unit of Analysis

To ensure the collection of relevant data and avoid participants mistakenly associating stakeholder conflicts with tensions linked to organizational goals, the unit of analysis for this study was clearly defined as the case study organization, which was explained to participants before conducting the interviews, and periodically reminded to interviewees when they deviated from tensions connected to organizational goals.

The study was conducted from four social enterprises based in Uganda. These four social enterprises based in Uganda demonstrate a commitment to addressing social and environmental challenges in their communities. Each organization has a unique focus, ranging from sustainable agriculture and education to recycling and waste management. By combining their efforts, they contribute to building resilient communities and fostering sustainable development in Uganda. Uganda, like many developing countries, faces significant challenges related to climate change and environmental degradation. These issues have far-reaching impacts on the country's ecosystems, economy, and communities. Here's how the mentioned social enterprises are supporting efforts to combat these problems:

Climate change in Uganda has led to increased frequency and intensity of extreme weather events, such as droughts and floods, which negatively affect agricultural productivity and food security.

Organisation 4 addresses this by promoting Permaculture ecosystem designs that focus on sustainable farming practices. These practices help conserve soil moisture, enhance biodiversity, and increase resilience to climate variability. By incorporating the principles of Permaculture, the organization contributes to mitigating climate change and building resilient communities.

Environmental degradation in Uganda, including deforestation and habitat loss, is a pressing concern. Pangea Educational Development recognizes that promoting literacy and education can also foster environmental stewardship. By helping children learn to read and providing access to diverse books, Pangea encourages environmental awareness and a sense of responsibility towards nature. They aim to inspire the next generation to become environmentally conscious and take action to protect Uganda's natural resources.

One of the significant environmental challenges in Uganda is plastic waste pollution. Improper management of plastic waste contributes to the degradation of land, water bodies, and ecosystems. Taka-Taka Plastics plays a crucial role in combating this problem by recycling plastic waste and transforming it into construction materials. Through their recycling efforts, they reduce the amount of plastic waste that ends up in landfills and the environment. By promoting the circular economy and creating jobs, Taka-Taka Plastics addresses both environmental degradation and social challenges.

Similar to Taka-Taka Plastics, Reform Africa focuses on recycling plastic waste, but with a specific emphasis on creating bags and scholastic materials. By repurposing plastic waste into functional products, they contribute to waste reduction and promote sustainable consumption practices. By raising awareness about the importance of waste management and recycling, Reform Africa helps combat environmental degradation caused by plastic pollution while also providing economic opportunities.

3.6 Population and Sampling Strategy

According to Polkinghorne (1989), the primary goal of participant selection in phenomenology is to ensure a diverse range of perspectives that can effectively investigate the phenomenon under study. Polkinghorne (1989) further emphasized that the depth of experience is of greater significance than a specific number of participants. While there is no specific numerical requirement in qualitative research, Patton (2002) argues that purposeful selection enables researchers to identify individuals whose experiences are rich in information, thus enhancing the

study's validity, insights, and overall significance.

By utilizing criterion sampling, a deliberate sampling technique widely used in qualitative research, study participants were chosen for participation based on specific criteria of importance, enabling efficient collection of in-depth data even with limited financial resources (Creswell, 2014; Yin, 2011). The Trend Hunter Uganda Database, the most comprehensive databases of private social businesses in Uganda, and the Uganda facts online database provided the population where the participant recruitment process was done. The following five criteria were; (1) The organisation had a working website with contact details posted, (2) premised in Uganda, (3) self-described as a "environmental social enterprise" or a "green social enterprise", (4) had at least one explicit environmental objective included in their mission statement or business model, and (5) It has been in operation for more than eight years. A list of 73 environmental social enterprises operating in Uganda was generated using these combined approach. The founder or manager of each environmental social enterprise on this list was contacted by phone or email, and invited to take part in the interview.

In this study, a snowball sampling technique was employed. This non-probability sampling method found new respondents by using the data provided by the present participants (Yin, 2011). Snowballing was beneficial since it broadened the sample and improved its quality. As well, it enabled the researcher to locate participants that he was unable to locate during his initial internet search. It was essential to utilise as many tools as possible to locate participants due to the small network of environmental social enterprises functioning in Uganda. After conducting an interview with a participant, the researcher asks them if they can think of any other environmental social enterprises that are currently operating in Uganda. Participants were able to provide the name of at least one other Ugandan environmental social enterprise due to the apparent close network of

Ugandan environmental social enterprises. The researcher then double-checked new organisations against previous contacts to crosscheck if their name was not on the list (to eliminate duplication). Through Google search contact information would be gathered where email or call would be made to set up an interview. The researcher was able to find twenty (20) people from four (4) environmental social enterprise operating in Uganda's central area to participate in the interview. The 20 interviews took place between November 2022 and January 2023, either on the phone or in person.

3.7 Data Collection Methods and Techniques

In this study, data was gathered through semi-structured interviews, employing a combination of positivist and emotionalist interview techniques to examine how sustainability tensions within environmental social businesses emerged and were managed; positivist interviews were utilized to comprehend the organizational objectives of environmental social enterprises, as well as the conflicts that arise from these objectives and how they are managed (Silverman, 2001), while emotionalist interviews were employed to acknowledge and address the positive and negative emotions expressed by participants during the interviews, ensuring a safe and non-judgmental environment where open and honest dialogue could take place; to minimize personal biases and maintain objectivity, the researcher adopted a neutral stance, followed standardized interview protocols, and utilized rigorous data analysis techniques throughout the study, while remaining self-aware and reflective of any potential biases that could influence the data collection and analysis processes; to ensure participants left the interviews feeling good about themselves, the researcher actively listened to their perspectives, expressed gratitude for their insights, provided feedback that highlighted the value of their contributions, and assured confidentiality and anonymity to protect their identities and ensure utmost respect and confidentiality for their responses.

To initiate each interview, the researcher began by asking three overarching questions aimed at creating a relaxed atmosphere and understanding the participant's role within the organization. These questions encompassed the individual's prior work experience, the duration of their employment with the company, and the reasons behind their decision to join. However, the researcher skillfully adjusted the wording and order of the questions throughout the interview to ensure a natural and fluid conversation, avoiding any sense of rigidity or imposition (Yin, 2011).

Following the suggestions of Kovalainen and Eriksson (2015), this adaptability in questioning style fostered an informal and conversational environment, putting the participants at ease and promoting their comfort. Moreover, this flexible approach allowed for the thorough coverage of all relevant and significant topics while facilitating the opportunity to seek additional information or seek clarification on specific subjects.

Once participants were at ease, the researcher asked questions to confirm that the self-identified environmental social enterprises included in this study were, in fact, environmental social

enterprises, which are defined as social enterprises that pursue environmental as well as social and economic goals, such as inquiring about their inspiration behind creating the organization and its mission, assessing whether they perceive the organization to align with their expectations of an environmental social enterprise, determining their perception of the organization as more business-oriented or charity-oriented, exploring the areas in which the organization excels in meeting its goals and objectives, and identifying the persistent challenges that continue to impede progress (also see annexure 2).

Interview questions were focused explicitly on the organisational goals that the environmental social enterprises sought, the tensions that arose from these goals, how these tensions influenced organisational outcomes, and how they were managed, using the research questions stated in Chapter 1 to develop and structure the interview questions, thereby enabling better data organisation and streamlining data analysis, with every question being open-ended to allow participants to provide as much or as little information as they desired (Creswell, 2014), and giving participants the opportunity to explore other subjects or problems related to the interview's theme as the interviews progressed, thereby facilitating richer and deeper responses.

In addition, the interviews conducted were semi-structured, which means that the researcher prepared a set of predetermined questions beforehand (Yin, 2011). The participants were given the interview questions ahead of time, allowing them to think about and prepare their responses, which enhanced the reliability of the study (Kovalainen and Eriksson, 2015). Within a week after each interview session, the interviews were recorded digitally and transcribed verbatim. During both phone and in-person interviews, the researcher made reflective notes about the participants' answers and observed their non-verbal cues. These notes were included in the data analysis to support the researcher's interpretation of the results.

Twenty semi-structured interviews with founders, co-founders, managers, and other employees of four environmental social businesses in Uganda that work in the agriculture, education, community energy, and recycling sectors were done in total (Table 5)

3.8 Data Analysis.

| Code ID | Business Type | Core Activities of the Organisation | Number of Paid Employees | Years in Operation | Location (Region) |
|---------|---------------------------------|--|--------------------------|--------------------|-------------------|
| 2 | Environmental social enterprise | Investing in plastic recycling to make bags | 15 | 10 | Kampala |
| 1 | Environmental social enterprise | Investing in plastic recycling to create renewable energy | 19 | 11 | Gulu |
| 3 | Environmental social enterprise | Investing in climate change advocacy through the use of literature | 22 | 14 | Wakiso |
| 4 | Environmental social enterprise | Investing in agriculture through the use of a permaculture approach to conserve the environment. | 17 | 9 | Jinja |

Table 4. Description of Participating Organisations

Five steps of thematic analysis were employed to examine the interview data, involving locating, examining, and summarizing patterns (themes) in the data (Braun and Clarke, 2006), and the analysis aimed to analyze the underlying concepts, presumptions, and conceptualizations within the data; the study explicitly required performing a latent level thematic analysis of the data, which aligns with an interpretivist epistemology (Braun and Clarke, 2006). The data analysis process followed an inductive thematic analysis approach, consisting of five steps. Firstly, the researcher engaged in data familiarization, becoming acquainted with the interview data, which served as the initial step in this thematic analysis (Braun and Clarke, 2006). Next, the participant interviews

were transcribed, allowing for the identification of recurring themes (Braun and Clarke, 2006; Thomas, 2006). This transcription process, which took nearly three weeks to complete for 20 interviews, provided ample time for ideas to develop (Thomas, 2006). Subsequently, an initial coding of the data was conducted, generating initial concepts and themes based on the in-depth readings (Braun and Clarke, 2006). Finally, through a process of refinement and iteration, the identified themes were organized and refined, leading to the final thematic analysis (Braun and Clarke, 2006). To organize and systematize the coding process, the researcher used NVivo software; however, as anticipated, coding decisions were made by paying equal attention to each data element and looking for intriguing aspects and common patterns that may provide solutions to each study question, as proposed by Braun and Clarke (2006).

3.9 Research Quality (Transferability, Credibility, and Dependability)

The transferability, credibility, and dependability criteria were used in this study to ensure the quality and rigour needed for this approach. The three subsections that follows define and demonstrate how the three criteria was used and met.

Transferability

Transferability, which refers to the capacity of research findings to be implemented in various contexts (Creswell, 2014), is achieved when readers establish a connection between the research narrative and their own circumstances and naturally apply the conclusions to their own behavior (Tracy, 2010); the researcher's provision of a general summary of the participating organizations' demographics (Table 5) enhances the potential applicability of the findings to different places, groups of people, and situations, such as other environmental social enterprises and organizations pursuing sustainability.

The researcher presented in-depth explanations of the economic, environmental, and social goals pursued by environmental social enterprises, as well as the tensions associated with these goals, allowing readers to assess the applicability of the study's conclusions to their own situations (Lincoln and Guba, 1985). Furthermore, the study's research approach was theoretically driven and built upon a comprehensive literature review that identified gaps in understanding the conflicts between the goals of environmental social enterprises. According to Tracy (2010), enhancing a study's transferability can be achieved by employing a research design and findings that are firmly based on theoretical foundations. The study involved a sample of 4 out of the total 73 potential

Ugandan environmental social entrepreneurs. While it is important to note that these findings are not statistically generalizable due to the limited sample size, their transferability remains relevant. This is because the experiences of goal-related tensions observed among the four environmental social enterprises in the study are likely to be applicable to the broader group of 69 environmental social enterprises that were not included in the interview group. Despite the absence of statistical generalizability, the similarities in the nature and context of environmental social enterprises suggest that the findings can still offer valuable insights and potential implications for the wider sector.

Credibility

In qualitative research, credibility pertains to the reliability, plausibility, and trustworthiness of the findings obtained from the study (Tracy, 2010). The accuracy of the observations, interpretations, and conclusions made by qualitative researchers relies on their capacity to effectively capture and represent the viewpoints of the participants involved (Creswell, 2014). In order to establish credibility, this particular study employed diverse methods and techniques. The researcher generated a comprehensive and detailed portrayal of the organizational characteristics of environmental social enterprises, as evidenced by the information presented in Table 5, along with an exploration of the objectives they sought to achieve.

By employing the data-analysis process, the researcher went beyond the initial descriptions to provide more detailed insights into the challenges and actions undertaken by environmental social enterprises in their pursuit of multiple organizational objectives. These expanded descriptions were sufficiently comprehensive, shedding light on the intricate nature of addressing tensions arising from competing goals. Consequently, they enable readers to independently derive conclusions concerning the research topic. The approach taken in this study aligns with the recommendations put forth by Lincoln and Guba (1985), emphasizing the significance of comprehensive and nuanced descriptions in uncovering the complexities surrounding goal-related tensions.

Dependability

According to Houghton, Casey, Shaw, and Murphy (2013), dependability in research pertains to the stability of data, ensuring that other researchers can comprehensively understand the methods employed to derive the outcomes of a study. Similarly, Golafshani (2003) emphasizes the importance of data coherence, which is achieved by thoroughly examining the research processes encompassing raw data, data reduction products, and process notes. To bolster the reliability of

the study, the researcher employed two strategies. Firstly, the researcher engaged in conversations with a representative from a group that would not be included in the final analysis, providing an avenue to experiment with various questioning approaches in different sequences. This approach enabled the researcher to explore alternative avenues of inquiry and determine the most effective sequence that yielded the most pertinent answers. Subsequently, based on this activity, the researcher selected the sequencing approach that was not only comprehensible but also generated the most relevant outcomes, thereby enhancing the overall reliability of the study. In addition, the researcher learned from this interview that participants' and the researcher's understandings of goal-related tensions could differ; for instance, one participant saw tensions as interpersonal issues between particular staff members, whereas this study's focus was on tensions between organisational goals rather than interpersonal disputes between stakeholders. Upon further consideration, the researcher took the decision to clearly define goal-related tensions to every participant prior to the start of an interview

The researcher's thorough observation notes, made both during and after the interviews, also helped increase the dependability of the research; research reflexivity, characterized by the researcher's awareness of their biases, values, and experiences in the qualitative research study, was ensured in large part by taking notes (Creswell, 2014). Including the contents of a reflexive diary in the final report strengthens the dependability of the research project by providing evidence for the decisions made by the researcher and the individual difficulties encountered during the project (Tracy, 2010), which can also serve as a valuable resource when developing themes (Flick, 2009), and through this process, the researcher became aware of his axiological assumptions regarding the kind of value he expected environmental social enterprises to generate. For instance, in the pilot interview previously discussed, the researcher assumed that participating environmental social enterprises prioritized the creation of environmental value over commercial value. However, upon rereading journal entries, the researcher realized the assumption was made without explicitly asking the participants about their prioritization. To address this bias, the researcher actively questioned participants in subsequent interviews about the prioritization of one organizational goal over others. This corrective measure enhanced the dependability of the research, as it acknowledged and rectified the initial assumption in the interviewing procedure.

3.10 Ethical Considerations

The study received approval from Rhodes University Ethics regarding the necessary ethical standards. This project received approval from the Rhodes University Ethics Committee as a "low risk research application" (Appendix 2). Research interview schedule, participant information sheet, and consent forms all met the necessary ethical requirements, as per committee satisfaction. In order to comply with this approval, participants must sign an informed consent form, give their permission for the interviews to be recorded, wear masks to protect themselves against COVID-19 risks and infections, and keep their social distance during the study.

3.11 Chapter Summary

This chapter presents the researcher's utilization of a qualitative interpretivist approach to explore the emergence and management of goal-related tensions within Ugandan environmental social enterprises, employing a combination of criterion-driven and snowball sampling to select participants and collecting data through semi-structured interviews. The data was analyzed using inductive thematic analysis, and ethical considerations and research limitations were discussed. The subsequent chapter presents the research findings on social entrepreneurship and the tensions between social, environmental, and business goals in the context of Uganda.

CHAPTER FOUR: RESEARCH RESULTS AND FINDINGS

4.1 Introduction

The purpose of this chapter is to present the research findings. The researcher starts by describing the distinctive goal-related tensions that environmental social enterprises encounter. The researcher then goes on to illustrate how these tensions have an impact on the outcomes of environmental enterprises. Finally, the researcher discusses the strategies environmental social enterprises employ to resolve tensions that arise from their shared goals. This chapter serves as the basis for Chapter 5, in which the researcher provides a critical analysis of these findings

4.2 Participant Demographic Information

| ID | Age | Qualifications | Region | Years of experience |
|-----|-----|----------------------|----------|---------------------|
| 1:1 | 36 | Bachelor Degree | Central | 9 |
| 1:2 | 44 | Bachelor Degree | Eastern | 12 |
| 1:3 | 25 | Bachelor Degree | Western | 6 |
| 1:4 | 28 | Post graduate Degree | Eastern | 8 |
| 1:5 | 33 | Post graduate Degree | Northern | 10 |
| 2.1 | 51 | Bachelor Degree | Central | 16 |
| 2.2 | 29 | Bachelor Degree | Northern | 9 |
| 2.3 | 28 | Bachelor Degree | Northern | 7 |
| 2.4 | 34 | Diploma | Western | 9 |
| 2.5 | 42 | Bachelor Degree | Eastern | 13 |
| 3.1 | 38 | Diploma | Western | 11 |
| 3.2 | 36 | A'level | Central | 13 |
| 3.3 | 28 | Bachelor Degree | Northern | 7 |
| 3.4 | 46 | Post graduate degree | Northern | 20 |

| | | | | |
|-----|----|----------------------|---------|----|
| 3.5 | 32 | Bachelor Degree | Eastern | 11 |
| 4.1 | 32 | Bachelor Degree | Central | 8 |
| 4.2 | 26 | Bachelor Degree | Western | 5 |
| 4.3 | 29 | Diploma | Western | 7 |
| 4.4 | 39 | Post graduate degree | Central | 11 |
| 4.5 | 40 | Bachelor Degree | Eastern | 13 |

Table 5. Participant’s demographic information

4.3 PRESENTATION OF FINDINGS WITH EMERGING THEMES

4.3.1 On goal-related tensions in environmental social enterprises

The following responses were indicated as indicated in table 7

| ID | Responses |
|------------|---|
| 1:1 | <i>...the trade-off is between the price you charge customers and how cost-effective the whole thing becomes as a result. How much of a discount do you offer consumers, how much of a return on investment do you give the owner, and how much does Taka Taka Plastics get? It's like splitting a pie into three equal portions..... (Organisation 1, Interviewee 1)</i> |
| 1:2 | <i>.....we shouldn't be promoting consumerism if we are sincerely devoted to combating climate change and finding solutions to environmental issues. For a very long time, I have been actively involved in the fight against climate change and the preservation of the environment, and I am currently doing what I can in my own life (, Organization 1, Interviewee 2)</i> <i>.... We can't really do anything to make those people happy, regrettably. It's not like we could shrink the company in the past. There is conflict between our need for comfort and the societal and economic objective of generating fresh employment opportunities. Some people just dislike change in general. (Organisation 1, Interviewee 2).</i> |
| 1:3 | <i>...we need to make a small profit in order to exist, so there is always some friction when it comes to raising wages, lengthening workweeks, and improving the workplace</i> |

| | |
|------------|--|
| | <i>environment because we put our employees through a lot. So I suppose that if people worked less and received the same amount of money, they may be happier..... (Organisation 1, Interviewee 3)</i> |
| 2.2 | <i>.... there are many people from the United Kingdom, Germany, and Sweden on the beaches in Jinja and Entebbe who are interested in purchasing these products for their home countries, which is one of the things that is opening up for us. Therefore, how does that work is the question... (Organisation 2, Interviewee 2)</i> |
| 3.1 | <i>... We must sell coffee in our community cafe since a cafe cannot function without it. We're having a hard time finding takeout cups right now. Takeaway mugs were prohibited, and there weren't any at all, but now that our clients won't buy their coffee from us, we're running into issues. (Organization 3, Interviewee 1)</i> |
| 3.2 | <i>...plastic is a significant problem for us, particularly in light of the plastic-free environment we are attempting to establish. We thought we had decided what to do with our plastic, but it turns out we haven't. That's a huge one for us... (Organisation 3, Interviewee 2)</i> |
| 3.3 | <i>...One ongoing project is our desire to construct a parking lot. We have a beautiful, lush, green landscape that you wouldn't want to destroy, but we do need a parking lot. So, there is some concern about how we might accomplish that without destroying the area's natural beauty... (Organisation 3, Interviewee 3).</i> |
| 3.4 | <i>.....another paradox I often experience is promoting Pangea Educational Development to further our humanitarian purpose—improving education and literacy levels in underdeveloped nations, particularly in Uganda and South Sudan—while reverting to outdated techniques of product promotion (Organisation 3, Interviewee 4)</i> |
| 3.5 | <i>.....when we first opened our community cafe, many wanted us to hire disabled individuals, but I had to tell them that since we are a business, we lacked the necessary infrastructure to do so. Although there is confusion about social enterprise and what we can and cannot do, we still wanted to involve the community..... (Organisation 3, Interviewee 5).</i> |
| 4.2 | <i>.....it won't be good if we expand our business and start consuming tonnes of virgin plastic, which is only suitable for one use and will most likely wind up in a landfill. So, that presents a significant problem for us: how to provide product convenience and expand our business to bring in more money while maintaining an environmentally friendly approach?... (Organisation 4, Interviewee 2)</i> |

| | |
|-----|---|
| 4.3 | <p>.....I'm a part of the non-organic farming system, which I don't believe is healthy for the environment, as I work for an organization that purchases 500,000 to 700,000 shillings worth of conventional produce each week in addition to what we grow on our permaculture farms. If we had more money, we could source in a more responsible and ethical manner, but I can't right now (Organisation 4, Interviewee 3)</p> |
| 4.4 | <p>.....a land clearing company asked us to name our price, but it presented a difficult philosophical choice to act in a way that would be culturally insensitive. As a result, we responded, "Thanks, but no thanks." (Organisation 4, Interviewee 4).</p> <p>.... while it is not what we are here for, it is a good thing to be doing. Someone once felt concerned about homeless people and children living on the streets. As a result, it is one of those things where people assume you should be able to do anything for anyone because you do some nice deeds. However, we must exercise a certain amount of ruthlessness because we are unable to address all of the world's challenges..... (Organisation 4, Interviewee 4)</p> |
| 4.5 | <p>:..... since most things are complex and unpredictable, whether it be the number of food miles required to transport our farm's products to the outlet or plastic wrapping, we like to joke that we want to open a completely sustainable store and exclusively sell sustainable products there. Vegetables cultivated close to our store as a demonstration for consumers are the most environmentally sustainable product we have ever offered. There are so many problems that it is impossible to separate them from what we do overall , (Organisation 4, Interviewee 5)</p> |

Table 6. Responses on goal-related tensions in environmental social enterprises

4.3.2 Emerging themes from goal-related tensions in environmental social enterprises

As part of Research Question One: What are the goal-related tensions that occur in environmental social enterprises it could be stated that from the researcher analyses the conflicts between environmental social enterprises' objectives and challenges in this section. All of the environmental social enterprises in this study faced friction when pursuing economic, environmental, and social goals, though there was diversity in which goal-related tensions were more salient or difficult. While some environmental social enterprises struggled to achieve three objectives (economic, environmental, and social), others struggled to meet just two (economic and environmental; economic and social; environmental and social; or social and social).

4.3.3 Tensions Balancing Two Goals Economic and Environmental Goals

Environmental social companies also encountered conflicts when juggling two objectives. Economic and environmental goals were the hardest two to balance. For instance, Organization 3 refused to offer coffee in disposable cups owing to environmental concerns. The environmental social businesses decided, albeit reluctantly, to sell coffee in takeaway cups in order to maintain their financial viability because the community café relied heavily on this revenue stream:

... We must sell coffee in our community cafe since a cafe cannot function without it. We're having a hard time finding takeout cups right now. Takeaway mugs were prohibited, and there weren't any at all, but now that our clients won't buy their coffee from us, we're running into issues. (Organization 3, Interviewee 1)

The environmental goal of reducing plastic consumption while remaining commercially viable caused conflict for many environmental social enterprises. For instance, Organization 3, an environmental social enterprise that provided community café patrons with organic food that was both affordable and obtained locally, tried to reduce waste. However, they found it exceedingly challenging to lessen their environmental consequences because modern consumerism mainly relies on plastic. This organization's manager explained as follows:

...plastic is a significant problem for us, particularly in light of the plastic-free environment we are attempting to establish. We thought we had decided what to do with our plastic, but it turns out we haven't. That's a huge one for us... (Organisation 3, Interviewee 2)

Similar to Organisation 4, a permaculture-focused environmental social business that also sought to reduce plastic waste, the agricultural sector's heavy reliance on plastic made it difficult for them to succeed in their environmental efforts. For instance, they bought their seeds and plant pots from vendors who wrapped them in plastic. The originator of the environmental social enterprise provided the following justification:

.....it won't be good if we expand our business and start consuming tonnes of virgin plastic, which is only suitable for one use and will most likely wind up in a landfill. So, that presents a significant problem for us: how to provide product convenience and expand our business to bring in more money while maintaining an environmentally friendly approach?... (Organisation 4, Interviewee

2)

The challenge of producing, selling, and maintaining a sustainable business model for organic food was another frequent source of tension between economic and environmental goals for environmental social enterprises. As an example, Organisation 4, a permaculture environmental social enterprise, offered fruit and vegetables to members of the local community who were struggling financially at reduced costs. The manager of this environmental social enterprise said that the organization's environmental goal was to grow and sell solely organic products. However, they encountered tensions between growing and procuring costly organic produce and continuing to be profitable:

.....I'm a part of the non-organic farming system, which I don't believe is healthy for the environment, as I work for an organization that purchases 500,000 to 700,000 shillings worth of conventional produce each week in addition to what we grow on our permaculture farms. If we had more money, we could source in a more responsible and ethical manner, but I can't right now (Organisation 4, Interviewee 3)

For environmental social businesses, the last frequently encountered conflict between economic and environmental aims is linked to the difficulty of attaining economic expansion without a matching increase in their ecological consequences. For example, Organisation 2, an environmental social enterprise that engages in the recycling of plastics to make bags, wanted to expand its operations to global markets, such as Germany, Sweden, and the United Kingdom. Yet, the environmental effects of growth, such as exporting their goods, posed the possibility of fresh goal-related conflicts:

.... there are many people from the United Kingdom, Germany, and Sweden on the beaches in Jinja and Entebbe who are interested in purchasing these products for their home countries, which is one of the things that is opening up for us. Therefore, how does that work is the question... (Organisation 2, Interviewee 2)

Similar tension was experienced by Organization 3. This environmental publishing and teaching social enterprise needed a parking lot so their expanding clientele could easily access their facility. However, creating a parking lot would necessitate the destruction of a valuable green space and would even encourage driving rather than biking, walking, or taking public transportation. As a

result, the organisation experienced a tension between its goal of expanding and the negative effects on the environment that would follow:

...One ongoing project is our desire to construct a parking lot. We have a beautiful, lush, green landscape that you wouldn't want to destroy, but we do need a parking lot. So, there is some concern about how we might accomplish that without destroying the area's natural beauty... (Organisation 3, Interviewee 3).

4.3.4 Tensions Balancing Three Goals: Economic, Environmental and Social

Due to the many variables that organisations must take into account to attain these goals, balancing three goals—economic, environmental, and social—proved to be the most difficult task for environmental social enterprises. The following three examples illustrate the inherent tensions that some environmental social enterprises encounter while attempting to achieve three goals that initially appear to be in contradiction with one another.

Organization 3 is an environmentally responsible social enterprise that runs four enterprises: a community café, a book publishing division, a mobile library, and a teacher training division. In addition to attempting to reduce waste, this organisation gave local organic food sourcing top priority. These environmental objectives, however, frequently conflicted with their social and economic objectives. For instance, while organic food is better for the land and local water systems, it is also more expensive, making their products more expensive than those of their non-organic competitors. This decreased their attraction to consumers and hampered business earnings. Additionally, not all of the food they offered in their community café could be grown or purchased locally. But in order to continue meeting the needs of their clients, they still had to offer these foods. Therefore, choosing to sell non-local food meant compromising environmental objectives in favour of economic ones. The fact that this environmental social enterprise also sought to boost local employment only served to muddle matters further. However, the organization's costs would have gone up if they had only utilised organic food, this would have limited the number of hours they could offer their workers, which would have hindered their ability to achieve their social goal of enhancing the local economy.

Organization 4 is an environmental social enterprise committed to the social goals of improving employment opportunities for refugees and strengthening the local economy, while also regenerating land by teaching communities permaculture (an environmental goal) and running a

successful business (an economic goal). This environmental social enterprise, however, also had to deal with conflicts in order to balance these key objectives. One of the main social objectives of the environmental social business was to provide sustainable work for residents of the refugee settlement, but the organisation declined a contract for land clearing that would have accomplished this. Yet clearing land went against their environmental objective of regenerating the area. Its co-founder gave the following account of the encounter:

.....a land clearing company asked us to name our price, but it presented a difficult philosophical choice to act in a way that would be culturally insensitive. As a result, we responded, "Thanks, but no thanks." (Organisation 4, Interviewee 4).

4.3.5 Environmental and Social Goals

There were conflicts between the environmental and social goals of two environmental social enterprises. Selling consumer goods to pay for the creation of environmental and social value was the most frequent source of tension within this category. Both of these environmental social enterprises were conscious of the harm that consumer culture was doing to the environment, and they both recognised the irony of causing environmental harm while purporting to add value to the environment. These kinds of tensions are demonstrated by the example below:

.....we shouldn't be promoting consumerism if we are sincerely devoted to combating climate change and finding solutions to environmental issues. For a very long time, I have been actively involved in the fight against climate change and the preservation of the environment, and I am currently doing what I can in my own life... (, Organization 1, Interviewee 2)

Organization 3, an environmental social enterprise that publishes and prints books and scholarly materials as a strategy to improve literacy instruction in Uganda, encountered similar tensions. Consuming non-essential, short-lived products had a harmful impact on the environment, according to this environmental social enterprise. Despite being aware of this, this environmental social enterprise sold so-called "luxury products" that have a short lifespan, like relatively costly books, readers, and diaries. As a result, there were concerns about whether selling these products, even though they were made in a way that caused little environmental impact, was a sustainable endeavor. The founder explained this tension as follows: *another paradox I often experience is promoting Pangea Educational Development to further our humanitarian purpose—improving*

education and literacy levels in underdeveloped nations, particularly in Uganda and South Sudan—while reverting to outdated techniques of product promotion..... (Organisation 3, Interviewee 4)

Similar tensions arose when Organisation 4, an environmental social enterprise with a permaculture concentration, tried to sell consumer goods, including so-called "sustainable products," as a means of generating economic, social, and environmental value. Sustainability was viewed as a difficult goal by this environmental social enterprise, one that was entangled in tensions and contradictions. As a group, they also felt constrained by the capitalist system they were working to improve. According to the cofounder, this tension was as follows..... *since most*

things are complex and unpredictable, whether it be the number of food miles required to transport our farm's products to the outlet or plastic wrapping, we like to joke that we want to open a completely sustainable store and exclusively sell sustainable products there. Vegetables cultivated close to our store as a demonstration for consumers are the most environmentally sustainable product we have ever offered. There are so many problems that it is impossible to separate them from what we do overall, (Organisation 4, Interviewee 5)

4.3.6 Balancing Economic and Social Goals

In balancing their social and economic goals, environmental social enterprises encountered additional challenges. These included tensions between pursuing their social goals and remaining commercially viable, as well as tensions between providing fair compensation to employees and fulfilling the organization's other financial commitments.

Achieving their social goals and continuing to be financially viable presented challenges for two environmental social enterprises. This was primarily due to the fact that these organisations' financial resources were constrained, leaving them with less funds than they would have desired to dedicate to their charitable endeavours. For instance, Organisation 1, an environmental social enterprise that sold low cost plastic wall tiles, coasters, and face shields made from waste, had difficulty reconciling the need to reduce economic disadvantage with the need to provide a low cost product, as well as the need to generate enough revenue to grow the organization and provide investors with reasonable returns. A description of this tension was provided by the environmental social enterprise's founder:

...the trade-off is between the price you charge customers and how cost-effective the whole thing becomes as a result. How much of a discount do you offer consumers, how much of a return on investment do you give the owner, and how much does Taka Taka Plastics get? It's like splitting a pie into three equal portions... (Organisation 1, Interviewee 1)

For Organizations 1 and 2, achieving their social and economic objectives faced difficulties. For instance, both environmental social companies sought to provide their employees with suitable working circumstances, such as a fair wage and flexibility. There were tensions between providing a living wage and carrying out other financial obligations, like covering rent and utility costs and sustaining their charitable and environmental operations, as a result of these environmental social businesses' low profitability. The manager of Organization 1 succinctly put this tension into words: *...we need to make a small profit in order to exist, so there is always some friction when it comes to raising wages, lengthening workweeks, and improving the workplace environment because we put our employees through a lot. So I suppose that if people worked less and received the same amount of money, they may be happier... (Organisation 1, Interviewee 3)*

4.3.7 Conflicting Social Goals

Also, there have been conflicts between distinct social objectives in a number of environmental social enterprises. Within this category, there were two different types of tension: those brought on by the prioritisation of stakeholder goals and those brought on by conflicting goals.

Due to their conflicting objectives, two environmental social enterprises experienced tension. For example, certain internal and external stakeholders of Organisation 3, an environmental social enterprise that runs a community café, such as employees and local residents, expected the organisation would hire disabled people to minimise the social and financial disadvantage these people experienced. Nevertheless, Organization 3 didn't make employing disabled people a priority and lacked the resources to do so. The environmental social enterprise would occasionally endeavor to uphold expectations and attempt to accomplish additional social aims despite comparable resource limits. As a result, there were tensions between various social goals. In addition, when other goals could not be accomplished, there were tensions between the environmental social enterprises and some of its stakeholders. The founder of Organization 3 recounted this tension as follows:.....*when we first opened our community cafe, many wanted us*

to hire disabled individuals, but I had to tell them that since we are a business, we lacked the necessary infrastructure to do so. Although there is confusion about social enterprise and what we can and cannot do, we still wanted to involve the community..... (Organisation 3, Interviewee 5).

This kind of tension was also present within Organisation 4, a permaculture social enterprise. For instance, an employee at this environmental social enterprise advocated that the organization should donate food from its farms to the community's homeless and street children as a way to help. Similar to the previous example, Organization 4 did not see this as a social goal, and they lacked the funding to do so: *while it is not what we are here for, it is a good thing to be doing.*

Someone once felt concerned about homeless people and children living on the streets. As a result, it is one of those things where people assume you should be able to do anything for anyone because you do some nice deeds. However, we must exercise a certain amount of ruthlessness because we are unable to address all of the world's challenges... (Organisation 4, Interviewee 4)

These two examples show how it is unlikely that one operational model will satisfy the needs of all stakeholders. This conflict also draws attention to the seeming discrepancy between what some community members consider an environmental social enterprise and the real benefit that these organisations offer to society.

Prioritizing stakeholder goals is the second area of tension in this category, and this is a challenge that all four of the environmental social enterprises faced. For instance, there were tensions among the members of Organisation 1, an environmental social enterprise that recycles plastic to produce a variety of products. The tensions stemmed from the goals the organisation should prioritise. Others wanted the environmental social enterprise to extend operations by building a new shop and moving into new locations as a way to make more revenue. Some members wanted the organisation to continue functioning locally. Some members, however, thought that by emphasising economic goals more, they were somehow downplaying the significance of their social and environmental goals:

We can't really do anything to make those people happy, regrettably. It's not like we could shrink the company in the past. There is conflict between our need for comfort and the societal and economic objective of generating fresh employment opportunities. Some people just dislike change in general. (Organisation 1, Interviewee 2).

4.4 Summary of Findings for Research Question One

The researcher addressed study question one in this section, which is: What are the goal-related tensions that occur in environmental social enterprises? Due to their pursuit of numerous organisational goals, our findings suggest that environmental social enterprises encounter a variety of organisational tensions. Depending on the industry in which an organisation operates as well as the precise economic, social, and environmental goals it pursues, the intensity and nature of these tensions differ between organisations.

For most organisations, balancing three different types of frequently conflicting goals (economic, environmental and social) was the most challenging and frequent source of tension. Less frequently, environmental social enterprises encountered tensions resulting from balancing two goals, the most frequent tension being that between economic and environmental goals. When balancing their social and economic goals, environmental social enterprises also encountered tensions; however, they were significantly less frequent than tensions between economic and environmental goals and between conflicting social goals. The tensions that arose when balancing social and environmental goals were the least frequent.

Environmental social enterprises face a number of challenges as they work to attain many goals, all of which have the potential to impede their efforts to contribute favorably to sustainability. However, it is crucial that the researcher explore the impacts that these goal-related tensions have on the social, economic, and environmental outcomes of environmental social enterprises in order to gain insight into how they can be managed. This is because, before moving on to discuss the various strategies social enterprises use to manage these tensions, these impacts may help to clarify how these tensions can be managed. In light of this, the study's following section examines how respondents described how these conflicts affected the social, economic, and environmental outcomes of environmental social enterprises.

4.5 On impacts of goal-related tensions on the environmental, social and economic outcomes for an environmental social enterprise

| ID | Responses |
|-----|---|
| 1:1 | <i>.... Social outcomes don't seem to be impacted, in my opinion..... (Organisation 1, Interviewee 1)</i> |
| 1:2 | <i>The need to have a presence to draw customers who wouldn't travel to the tip store (a rural site) or who weren't aware that it existed was one of the main motivations for opening the new store in the town. Additionally, it had an impact on our educational objectives because the rural shop provided a useful forum for discussing environmental issues with those who wouldn't typically visit the urban shop... (Organisation 1, Interviewee 2)</i> |
| 1:4 | <i>..... economic objectives, without a doubt, since it was more advantageous economically to construct a store here [in the urban] and was one of the primary reasons we had to leave the rural location as well as one of the major motivations we haven't established another up country store. (Organization 1, Interviewee 4)</i> <i>...The fact that we are unable to pay people to complete those tasks or throw money at them definitely slows down the progress of our projects.... (Organisation 1, Interviewee 4)</i> |
| 1:5 | <i>.... better, I believe, since we are not spending the fuel money twice a week to run things into town and back out again, you know, burning fossil fuels. Just the distance things travel is essentially all there is to it. Everything else operates in the same way.... (Organisation 1, Interviewee 5)</i> |
| 2.4 | <i>I believe we would love to do more for the community on a social and environmental level. The major battle we face is how to finance it because it will take time and money to complete these projects if we pay people... .. (Organisation 2, Interviewee 4)</i> |
| 2.5 | <i>.....however, I do believe that an organisation can become stronger when there are tensions. For instance, referring to the National Water and Sewerage Corporation example from before, this is a good illustration of how well we and the National Water and Sewerage Corporation collaborate... (Organisation 2, Interviewee 5)</i> |
| 3.1 | |
| 3.2 | <i>.....it would be wonderful to have more time to devote to this if we were earning enough money to give up our part-time jobs. We would pay someone to perform the things we want done if we had more money (Organisation 3, Interviewee 2)</i> |
| 3.3 | <i>Due to the significant increase in the expense of moving employees and trainees, we have had to restrain ourselves and reduce the non-budget profit's this year in order to remain sustainable.... (Organisation 3, Interviewee 3)</i> |

| | |
|-----|--|
| 4.1 | <p><i>...in one year, we lost 30% of our revenue, and in the following year, we lost 24% of our earnings. It was enormous (Organisation 4, Interviewee 1).</i></p> <p><i>.... Well, I wouldn't say the influence is that great, and I don't believe it really affects the social aspect of it.... (Organisation 4, Interviewee 1)</i></p> |
| 4.2 | <p><i>.....I genuinely think it has a fairly direct effect because if we had more money, we could source in a more moral manner, but I'm not able to do that right now.... (Organization 4, Interviewee 2)</i></p> <p><i>.... I'm not sure; it's not like I feel like we missed an opportunity, and it's not one of our main priorities... (Organisation 4, Interviewee 2)</i></p> |
| 4.3 | <p><i>...So, yes, we have developed a solution that satisfies our goal to make our customers' lives more convenient, allows us to grow, and also satisfies our need to lessen our impact on the environment and to enlighten our consumers about the packaging process (Organisation 4, Interviewee 3)</i></p> <p><i>..... When we requested for support, a sizable number of people responded, which is a good sign. The community accepts the responsibility despite the tensions... (Organisation 4, Interviewee 3)</i></p> |
| 4.4 | <p><i>.... Paper bags are made of trees and biodegrade in four months. Cardboard is recyclable and doesn't harm the environment even when it is disposed of in a landfill. Therefore, we have developed a solution that satisfies our need to scale up, our need to be more convenient for our consumers, our need to reduce our environmental impact, and our need to inform our customers about the packaging process. Additionally, it is a little more affordable than plastic.... (Organisation 4, Interviewee 4)</i></p> |
| 4.5 | <p><i>...because it must be redirected into business and sales in order to support ongoing efforts and the objectives we seek to fulfil.... (Organisation 4, Interviewee 5)</i></p> |

Table 7. Responses on impacts of goal-related tensions on the environmental, social and economic outcomes for an environmental social enterprise

4.6 Research Question Two: What impacts do goal-related tensions have on the environmental, social and economic outcomes of environmental social enterprises?

Goal-related tensions have an impact on all outcomes, including economic, environmental, and social ones. However, the outcomes vary based on the specific goal and tension faced by the environmental social enterprises. The diverse impacts that goal-related tensions have on each organisational goal—economic, environmental, and social—are discussed in the sections below.

4.6.1 Economic Outcomes and Impact

Goal-related tensions had four main effects on economic outcomes: negative impacts, positive impacts, unknown impacts, and no impacts.

Positive Impacts

Due to goal-related tensions, two environmental social enterprises saw cost reductions and increased income as two positive economic outcomes. As was previously mentioned in this chapter, Organization 4, a permaculture-focused organisation, had tensions between managing a successful organic farming operation and reducing their use of plastic. At first, it looked like this environmental social enterprise would be unable to cut their plastic consumption due to the agricultural sector's heavy reliance on plastic. However, the founder of Organization 4 was able to find an eco-friendly replacement for their plastic products after nearly a year of research into plastic substitutes. It's interesting that this substitute was less expensive than plastic, saving the environmental social enterprise money. In this instance, the conflict between economic and environmental goals led to a result that benefited both goals. The founder explained the following scenario:

.... Paper bags are made of trees and biodegrade in four months. Cardboard is recyclable and doesn't harm the environment even when it is disposed of in a landfill. Therefore, we have developed a solution that satisfies our need to scale up, our need to be more convenient for our consumers, our need to reduce our environmental impact, and our need to inform our customers about the packaging process. Additionally, it is a little more affordable than plastic.... (Organisation 4, Interviewee 4)

Even while there were tensions connected to goals, Organisation 1, a social enterprise recycling plastic trash, also saw positive financial results. For instance, this environmental social enterprise encountered conflicts about whether or not to expand their organisation, as was described under the discussion of the previous research question. Ultimately, its leadership made the decision to expand by closing their smaller shop and opening a new, larger store that offered recycled goods. Due to increased client interest in their new shop as a result of this decision, the environmental social enterprise actually saw an increase in revenue. Using the following example, we can see how balancing competing objectives can benefit an organization's bottom line:

..... economic objectives, without a doubt, since it was more advantageous economically to construct a store here [in the urban] and was one of the primary reasons we had to leave the rural location as well as one of the major motivations we haven't established another up country store. (Organization 1, Interviewee 4)

Negative Impacts

Goal-related tensions were shown to have a negative financial impact on four environmental social enterprises. In contrast, Organization 4, a permaculture-focused social company, ran into financial difficulties as a result of the Federal Government changing the country's agricultural policy, as was already mentioned. As a result of this transformation, Organization 4 had significant revenue losses, which caused the environmental social business to incur losses financially:

..in one year, we lost 30% of our revenue, and in the following year, we lost 24% of our earnings. It was enormous (Organisation 4, Interviewee 1).

Similarly, Organisation 3, an environmental social enterprise that runs a publishing enterprise and engages in literacy development projects, was discovered to be struggling from the tension of not having enough revenue. They discovered that managers could only put in a certain amount of time at the environmental social enterprise due to their limited financial resources. They had to work a second job as a result to make sure they had enough money to live. They were unable to devote enough time to their organization as a result, which made it difficult for them to accomplish their organisational goals. One of the co-founders said:

.....it would be wonderful to have more time to devote to this if we were earning enough money to give up our part-time jobs. We would pay someone to perform the things we want done if we had more money (Organisation 3, Interviewee 2)

Unknown Impact

According to the individuals who represented the organisations, there was no evidence that goal-related conflicts affected the financial results of two environmental social enterprises. This finding could be explained by three variables. It may be difficult for environmental social businesses to quantify their economic results due to the complexity and obscurity of score issues. Given this, it is difficult to establish linear relationships between tensions and results. As a result, it is doubtful that environmental social businesses could pinpoint a particular stress as the cause of a certain

economic result. It is much more likely that participants in environmental social enterprises used their own discretion and knowledge, rather than metrics, to assess how certain tensions affected results. For instance, Organization 2 was more successful in 2017 than it was in 2016, indicating that the impact of related tensions on their financial results was modest. Second, because many environmental social enterprises have limited financial resources, it is unlikely that they could afford them even if there were tools to measure how tensions affect organisational outcomes. Third, since environmental social enterprises may not view this as a top organisational priority, the responses to this question were not potentially beneficial.

No Impact

Participants from one environmental social enterprise claimed that goal-related tensions had no effect on economic performance. One of two possibilities can account for this outcome. The first possibility is that the tensions had no effect on organisational and financial results. Due to the difficulty and expense of quantifying organisational impacts and outcomes, they might not have been aware of how tensions were hurting their results, which brings us to our second point (in this instance, "unknown impact" may be more accurate than "no impact").

4.6.2 Environmental Outcomes and Impact

Similar to how tensions influenced economic outcomes, environmental social enterprise outcomes were impacted by tensions in three different ways: negatively, not at all, and favorably.

Positive Impacts

The tension between environmental and economic goals led to Organization 1's sustainable environmental outcomes. For instance, as was described in the discussion of the prior research question, there were disagreements on whether or not to expand this environmental social enterprise. In the end, its leadership made the decision to do so, closing its smaller rural shop and building a new, larger business that offered recycled goods in the urban. Due to the new shop's proximity to the recycling facility, which reduced the distance their items had to travel and, consequently, their carbon emissions, this move had a positive impact on the environment:

....better, I believe, since we are not spending the fuel money twice a week to run things into town and back out again, you know, burning fossil fuels. Just the distance things travel is essentially all there is to it. Everything else operates in the same way.... (Organisation 1, Interviewee 5)

The tensions between Organisation 4's environmental and economic goals led to favourable environmental outcomes as well. As was discussed in the section before, Organisation 4, a permaculture-focused environmental social enterprise, had tensions between maintaining a profitable operation and reducing their plastic usage. To ease this tension, they discovered a plastic substitute that had a reduced environmental impact and hence achieved better environmental outcomes. As a result, the organization's efforts to balance economic and environmental goals had favourable environmental impacts:

...So, yes, we have developed a solution that satisfies our goal to make our customers' lives more convenient, allows us to grow, and also satisfies our need to lessen our impact on the environment and to enlighten our consumers about the packaging process... (Organisation 4, Interviewee 3)

Negative Impacts

Three environmental social enterprises experienced adverse environmental outcomes due to insufficient revenue. Organizations 1, 3, and 4 all asserted that increased revenue would enable them to generate more environmental value. Particularly Organizations 1 and 3 claimed that they would be able to do more environmental education events and seminars if they did not have funding issues. One of the Organization 1 members said that by informing more customers about the unethical business practices of large firms, they could expand their operations and so generate more environmental benefit if they had additional revenue. Participants from Organization 3 concurred, saying that if they weren't suffering financial troubles, they could buy more locally produced and organic goods, which would improve environmental value. Nonetheless, the amount of environmental value produced was not diminished, and subsequent investigation showed that the consequences for the environment were unaffected; rather, economic challenges merely limited the ability of environmental social enterprises to generate more social value, as suggested by the following participant's comment:

.....I genuinely think it has a fairly direct effect because if we had more money, we could source in a more moral manner, but I'm not able to do that right now.... (Organization 4, Interviewee 2)

No Impact

Organization 1 claimed that goal-related tensions had no impact on its environmental results. Participants may have mistakenly assumed that "unknown impact" meant "no impact" because the

environmental social enterprises were unlikely to be aware of how tensions affected environmental outcomes because they did not systematically monitor them, as was noted in the section on economic outcomes.

4.6.3 Social Goals

In the same three ways that tensions impacted environmental goals, they also had an impact on the social outcomes of environmental social enterprises: positively, negatively, and no impact.

No Impacts

According to two organisations, organisational tensions have no impact on social outcomes. Two participants offered the following comments:

... Social outcomes don't seem to be impacted, in my opinion... (Organisation 1, Interviewee 1)

... Well, I wouldn't say the influence is that great, and I don't believe it really affects the social aspect of it.... (Organisation 4, Interviewee 1)

That may very well be the situation. Since organisations didn't have systems in place to measure tensions, it's also conceivable that those who claimed there had been "no impacts" did so because they were unaware of how tensions alter social outcomes. This was discussed in the sections before. Organizations also did not consider the value of measuring tensions to be significant. The following extract serves as an example of how some environmental social businesses were reluctant to examine how tensions affected social results:

.... I'm not sure; it's not like I feel like we missed an opportunity, and it's not one of our main priorities... (Organisation 4, Interviewee 2)

Positive Impacts

However, according to two organisations, goal-related tensions led to beneficial social impacts. For instance, Organization 4, a permaculture-focused organisation, encountered economic difficulties when the government introduced new laws on farm inputs, as was previously mentioned in the Economic Outcomes section of this research question. The local community rallied together in response to this tension and offered the organisation cash donations and

volunteer hours, which enhanced the sense of community and belonging within the organisation and improved social outcomes for the organisation:

.....When we requested for support, a sizable number of people responded, which is a good sign. The community accepts the responsibility despite the tensions... .. (Organisation 4, Interviewee 3)

Similar to this, Organisation 2, an environmental social enterprise that recycles plastic, asserted that the financial challenge of not having enough income led to favorable social outcomes because stakeholders were compelled to cooperate more closely, increasing cooperation both within the organisation and with other organisations devoted to environmental conservation:

.....however, I do believe that an organisation can become stronger when there are tensions. For instance, referring to the National Water and Sewerage Corporation example from before, this is a good illustration of how well we and the National Water and Sewerage Corporation collaborate (Organisation 2, Interviewee 5)

Negative Impacts

The social outcomes of each of the four environmental social enterprises were negatively impacted by a lack of funding. For instance, Organization 3, a group that promotes literacy, had to scale down its educational initiatives owing to financial constraints, which diminished the social value of the organisation: *Due to the significant increase in the expense of moving employees and trainees, we have had to restrain ourselves and reduce the non-budget profit's this year in order to remain sustainable.... (Organisation 3, Interviewee 3)*

Some environmental social enterprises believed that economic constraints adversely impacted their social outcomes, which is in line with the discussion in the research question's section on environmental outcomes. Additional analysis, however, revealed that social outcomes were not impacted (as the amount of social value created was not reduced; rather, economic barriers merely prevented environmental social enterprises from creating more social value). For instance, three organisations believed that if they had more revenue, they might accomplish more social goals; however, this did not mean that they were producing less social value: *I believe we would love to do more for the community on a social and environmental level. The major battle we face is how*

*to finance it because it will take time and money to complete these projects if we pay people.....
(Organisation 2, Interviewee 4)*

*...The fact that we are unable to pay people to complete those tasks or throw money at them
definitely slows down the progress of our projects.... (Organisation 1, Interviewee 4)*

*...because it must be redirected into business and sales in order to support ongoing efforts and
the objectives we seek to fulfil.... (Organisation 4, Interviewee 5)*

Organization 1, a social enterprise that recycles plastics, struggled with the decision of whether to expand, as was previously covered under this research question. Finally, its management made the decision to expand by closing its smaller shop and constructing a larger store that offered recycled goods. This choice, however, resulted in better economic and environmental outcomes, but it had a negative impact on social outcomes because it limited the diversity of the clients they served. This is because the original shop was situated in a rural setting, and because such areas had a diverse population, they frequently engaged in conversations with people from various cultural and socioeconomic backgrounds about social and environmental issues, which served their environmental goal of raising awareness of such issues. The new store, however, had a more homogeneous customer base because it was situated in an urban setting. As a result, the organisation believed that instead of educating a varied range of individuals about environmental and social issues, they were instead reaching a community that was largely already aware of them. The difficulty in balancing several organisational goals is further demonstrated by this circumstance. Even though the organisation had equally prioritised both objectives, tensions in this situation led to favorable economic outcomes but unfavorable environmental ones:

The need to have a presence to draw customers who wouldn't travel to the tip store (a rural site) or who weren't aware that it existed was one of the main motivations for opening the new store in the town. Additionally, it had an impact on our educational objectives because the rural shop provided a useful forum for discussing environmental issues with those who wouldn't typically visit the urban shop... (Organisation 1, Interviewee 2)

4.7 Summary of Findings for Research Question Two

In this part, the researcher responds to research question number two: What effects do conflicting goals have on environmental social enterprises' environmental, social, and economic outcomes?

The findings show that goal-related tensions typically had four effects on the economic, environmental, and social results of environmental social enterprises: favourably, unfavourably, with no influence, and unknown consequences. Yet, conflicts typically involve many objectives and are convoluted. A tension may therefore produce beneficial outcomes for one aim but undesirable outcomes for another. This demonstrates the difficulties environmental social entrepreneurs could run across when working to advance sustainability. Furthermore, because tensions and outcomes are frequently multidimensional, it is challenging to determine the causation between tension and outcome for environmental social enterprises. Environmental social enterprises, on the other hand, frequently use intuition to understand how tension and outcome are related. This section's responses illustrate how tensions impact the organisational goals of environmental social enterprises. Importantly, they demonstrate that tensions can result in both negative and positive impacts. However, tensions have a particularly damaging impact on the outcomes of environmental social enterprises. As a result, it's important to understand how environmental social enterprises might handle these tensions in order to lessen the likelihood of unfavorable outcomes and increase their potential to contribute significantly to sustainability. This study will go into detail about the precise strategies environmental social enterprises employ to handle conflict arising from their goals in the section that follows.

4.8 On strategies used to manage goal-related tensions

| ID | Responses |
|-----|---|
| 1:1 | <p>.....<i>Managing tensions is a trial-and-error procedure. Sometimes one approach succeeds while another fails. We simply keep trying until we come up with a solution.....</i></p> <p><i>(Organisation 1, Interviewee 1)</i></p> <p><i>The hardest thing for us right now is the financial strain, which means we have to scale down on our other objectives since we don't have enough money. (Organisation 1, Interviewee 1)</i></p> |
| 1:2 | <p><i>...We adhere to the school of thinking that believes it is important to be open to this tension since it is there that novel ideas can emerge.... (Organisation 1, Interviewee 2)</i></p> |

| | |
|-------------------|---|
| <p>1:3</p> | <p><i>This was especially intriguing because social programmes are typically the first items to be cut when there is a financial crisis. [Social and environmental goals] were undoubtedly something that our members wanted to maintain; in fact, 88% of members cited this as one</i></p> |
| | <p><i>of the main reasons they joined the organisation in the first place. (Organisation 1, Interviewee 3).</i></p> <p><i>.... We've created new business entities that have given us greater independence, like riding in a truck to collect plastic waste instead of only using what we get from the municipal waste trucks. We have type of taken a close look at those issues and developed scrap metal, electronic waste, and simply diversifying items on a huge site.... (Organisation 1, Interviewee 3)</i></p> <p><i>In addition, the board meets once a month for board meetings and once every two months for strategy meetings. At these sessions, some of these discussions are continued. (Organisation 1, Interviewee 3)</i></p> |
| <p>1:4</p> | <p><i>I think there is always a way to overcome a challenge or a problem. Simply put, it depends on how you view it. We take a creative approach to it; while it may not always be the best course of action from an economic and commercial standpoint, in our opinion it is a good resolution. (Organisation 1, Interviewee 4)</i></p> |
| <p>2.1</p> | <p><i>We typically use an action-research model, where I identify problems I want to solve, develop ideas to solve the problems, choose the best course of action, take that action, evaluate the action, make improvements to the action, implement the modifications, and then we move on. I believe the idea is continuous improvement. (Organisation 2, Interviewee 1)</i></p> <p><i>We had a debate about a topic that will come up at one of the general meetings because of the way the meetings are set up. A decision will be made at the following general meeting when the discussion has been transformed into one or more potential proposals. Then, after having time to discuss everything, we take a month off to reflect on the situation, consider our options, and consider how things might be improved. Afterward, we return to the following general meeting, where everyone makes an effort to reach an agreement. (Organisation 2, Interviewee 1)</i></p> |

| | |
|-------------------|---|
| <p>2.3</p> | <p><i>...Since we are a main recycler, we might sell products to other organizations, who would then be responsible for processing them further. As a result, after learning of this just a few months ago, we acted rapidly to expand our business and start producing goods made of materials other than plastic, such as banana fibre, which is something we haven't done previously.... (Organisation 2, Interviewee 3)</i></p> |
| | <p><i>At the end of the quarter, I have a lot of extra bags, so I'm calling all the local organisations and community centres to see if anyone wants anything. Therefore, in order to relieve the anxiety, I use a variety of crafty sales strategies in an effort to move the goods at the suggested retail price. (Organisation 2, Interviewee 3)</i></p> |
| <p>2.5</p> | <p><i>....so, in March of this year, we [major decision-makers] realised that we were putting communities at risk. With 37 communities now, we adjusted our strategy to borrow and reuse while encouraging bag use. We are now stating that as the message on each bag..... (Organisation 2, Interviewee 5)</i></p> |
| <p>3.1</p> | <p><i>Additionally, I would handle tensions in a glass-half-full manner, particularly those involving decisions. As long as you're making the best of the situation as it is right now, there is no such thing as a terrible choice. Thus, it is important to recognise and appreciate your wise decisions. (Organisation 3, Interviewee 1)</i></p> <p><i>In my opinion, success in this process simply requires learning from experience, talking with others, and being open to and prepared for difficult conversations—not just with oneself but also with the larger industry. (Organisation 3, Interviewee 1)</i></p> |
| <p>3.2</p> | <p><i>Since you will constantly be required to remember your commitments, which include trying to be as ecologically responsible as you can, I suppose that tensions should also exist. (Organisation 3, Interviewee 2)</i></p> <p><i>We have some standards that cannot be compromised, such as the fact that we would never use an unethical supply chain. Because I check to see if manufacturers are ethical, it makes my job incredibly easy. (Organisation 3, Interviewee 2).</i></p> |

| | |
|-------------------|---|
| <p>3.3</p> | <p><i>Part of the reason is that we have apps that perform book-like functions better than books. Therefore, many prefer to download the app rather than the book since the app is a superior tool. The nature of our data is always changing, and it is updated. As changes take place and new goods emerge and disappear, I'm always updating the data and company ratings. When you publish a book, it's like taking a snapshot that quickly becomes outdated. In contrast, an app or website is always being updated. (Organisation 3, Interviewee 3)</i></p> <p><i>There are so many compromises, and for me, packaging is a significant one because I work with it frequently. We do our best to purchase environmentally friendly packaging, but the truth is that if doing so would force us out of business due to the expense, we wouldn't even</i></p> |
| | <p><i>consider it since, as I mentioned, our social goal comes first. (Organisation 3, Interviewee 3)</i></p> |
| <p>3.4</p> | <p><i>Therefore, it facilitates decision-making, fosters creativity, and, in my opinion, aids in our ability to support new and developing businesses. For instance, I looked into alternative paper options made from stone or bamboo that don't come from trees. Or this brand-new item called Pinatex, which will become extremely popular in the upcoming years and is manufactured from pineapple skins but looks like leather. (Organisation 3, Interviewee 4)</i></p> <p><i>Unlike other organisations, we don't regard it as a constant trade-off. The entire purpose of starting a social enterprise rather than operating as a traditional business is to achieve that. (Organisation 3, Interviewee 4)</i></p> |
| <p>3.5</p> | <p><i>Yes, that's our take on a GreenCup. It is a biodegradable cup, and it is composed of bamboo that has been regenerated again. It will serve as a substitute for the typical coffee cup. (Organisation 3, Interviewee 5)</i></p> <p><i>You can't avoid it, especially with Apple. On Google, there are alternatives, but you require some technical know-how, and most people will simply go to the Play Store [Google Platform] regardless. (Organisation 3, Interviewee 5)</i></p> |
| <p>4.1</p> | <p><i>Therefore, it would be naive to think that there won't be tensions. If you attempt to lower the tension, it would likely escalate in another area, therefore I advise you to accept the situation as it is. (Organisation 4, Interviewee 1)</i></p> |

| | |
|-----|--|
| 4.2 | <p><i>We frequently discuss it and take into account the effects of all the foods we produce, therefore I believe that is the reason. Relationships, in our opinion, are the foundation of everything. Without strong relationships, all the tensions we've mentioned would have erupted into much more serious conflicts, leading to feelings of helplessness and other negative effects... (Organisation 4, Interviewee 2)</i></p> <p><i>The fact that Uganda doesn't have adequate facilities for recycling plastic is one of the reasons we haven't been able to resolve the plastic issue. (Organisation 4, Interviewee 2)</i></p> |
| 4.3 | <p><i>Every two months, we have staff meetings where we have dialogues with the staff. I also have more private conversations with staff members who work in the education department, so I suppose we come up with ideas together. In order to figure out how we can collaborate, we met with the three organisations yesterday and a month ago. The most important thing to</i></p> |
| | <p><i>remember is to just talk to one another, communicate, and establish a procedure that works for everyone. There will be conflict if you don't. (Organisation 4, Interviewee 3).</i></p> <p><i>With the exception of, say, our aims, we haven't had a very strong charter, but we have had a very good road plan. More early planning about who we are and what matters most to us would help us to always remember our identity while making decisions. (Organisation 4, Interviewee 3)</i></p> |
| 4.4 | <p><i>So that we could get an outsider to help with some of this, we might call in a third party and explain that we were stuck on a problem and ask how to move forward. (Organisation 4, Interviewee 4)</i></p> <p><i>The board is quite excellent at hashing things out and getting to a resolution, which is what our work entails. However, because there are several different levels of decision-making, tensions may not reach the general meeting level; instead, they may just reach the board meeting level. (Organisation 4, Interviewee 4)</i></p> <p><i>Because we were in such a risky situation, there was unquestionably an increased focus on advocacy for three years. We were primarily focused on surviving during that three-year time frame. In order to determine what our new focus was, we had to wait until we had exited that phase at the beginning of last year. (Organisation 4, Interviewee 4)</i></p> |
| 4.5 | <p><i>This tension is real, but at least we are aware of it and trying to figure out how to deal with it since we know we can't give up on our objectives. (Organisation 4, Interviewee 5)</i></p> |

Table 8. Responses on strategies used to manage goal-related tensions

4.9 Strategies used to manage goal-related tensions

The researcher will discuss how the environmental social enterprises handled their goal-related tensions in this section by describing the responses that they provided. Since goal-related tensions can impede environmental social enterprise outcomes and limit their capacity to contribute to sustainability, it is crucial to understand how they are managed. The findings demonstrate that environmental social enterprises respond to goal-related tensions in a blend of two ways: proactive responses and defensive responses. Environmental social enterprises use a variety of specific strategies within these two categories to handle a range of tensions. Goal-related tensions can be prevented by using proactive strategies, which call for environmental social enterprises to acknowledge that tensions are a normal part of a social enterprise and must be dealt with over time (Lewis, 2000). In contrast, defensive responses only temporarily reduce tensions and do not address the paradoxical character of goal-related tensions or offer a new strategy for dealing with them (Smith and Lewis, 2011).

4.9.1 Proactive Responses

According to the findings of this study, environmental social enterprises used the following six proactive techniques to deal with goal-related tensions: 1) adapting to the environment; 2) living with tensions; 3) confronting tensions; 4) experimenting; 5) seeking assistance; and 6) governing effectively.

4.9.1.1 Living with tensions

The second strategy employed by environmental social enterprises to manage tensions connected to goals is living with them. This entails developing a culture within the organisation that learns to operate in their presence rather than seeking quick answers to ease tensions (Jay, Soderstrom and Grant, 2017). Living with tensions typically took one of two forms: accepting tensions or refusing to compromise goals in favour of an easy remedy.

Goal-related tension was accepted as a tension management technique by two organisations. Goal-related tensions were seen by these environmental social enterprises as being a part of the social entrepreneurial model and they understood that some tensions could not be resolved but rather needed to be accepted. The first step in controlling tensions is accepting that it will always exist:

Since you will constantly be required to remember your commitments, which include trying to be as ecologically responsible as you can, I suppose that tensions should also exist. (Organisation 3,

Interviewee 2)

Therefore, it would be naive to think that there won't be tensions. If you attempt to lower the tension, it would likely escalate in another area, therefore I advise you to accept the situation as it is. (Organisation 4, Interviewee 1)

This tension is real, but at least we are aware of it and trying to figure out how to deal with it since we know we can't give up on our objectives. (Organisation 4, Interviewee 5)

Some environmental social enterprises not only acknowledged tensions but also presented them as advantageous to the success of their organisations. Taking Organisation 1's manager as an example, he argued that accepting tension had improved their organisational creativity:

...We adhere to the school of thinking that believes it is important to be open to this tension since it is there that novel ideas can emerge.... (Organisation 1, Interviewee 2)

Additional instances of a constructive way to frame tensions are as follows:

Additionally, I would handle tensions in a glass-half-full manner, particularly those involving decisions. As long as you're making the best of the situation as it is right now, there is no such thing as a terrible choice. Thus, it is important to recognise and appreciate your wise decisions. (Organisation 3, Interviewee 1)

I think there is always a way to overcome a challenge or a problem. Simply put, it depends on how you view it. We take a creative approach to it; while it may not always be the best course of action from an economic and commercial standpoint, in our opinion it is a good resolution. (Organisation 1, Interviewee 4)

Refusing to compromise goals for a temporary solution was the second strategy adopted by environmental social enterprises to manage tensions. In this study, two environmental social enterprises declined to compromise their goals and choose to carry on their business despite tensions:

This was especially intriguing because social programmes are typically the first items to be cut when there is a financial crisis. [Social and environmental goals] were undoubtedly something that our members wanted to maintain; in fact, 88% of members cited this as one of the main reasons they joined the organisation in the first place. (Organisation 1, Interviewee 3).

We have some standards that cannot be compromised, such as the fact that we would never use an unethical supply chain. Because I check to see if manufacturers are ethical, it makes my job incredibly easy. (Organisation 3, Interviewee 2).

4.9.1.2 Adapting to the Environment

Adapting to the environment was the first proactive measure used by some environmental social enterprises to handle goal-related tensions. The researcher defines this as an organization's readiness to modify some aspects of its operations in order to ensure that tensions are controlled. Environmental social enterprises typically change their business model and diversify certain areas of their operations to adapt to the environment. To ease their economic tensions, two environmental social enterprises diversified their operations.

Organization 2, an environmental social enterprise that recycles plastic, for instance, felt the financial strain of not earning enough money to successfully accomplish its social and environmental objectives. In response to this struggle, it broadened the scope of its operations, moving beyond the simple recycling of plastics to include the manufacture of goods using additional raw materials that are more environmentally friendly, such banana fibre. The organisation was able to expand as a result of this diversification, easing economic tensions:

...Since we are a main recycler, we might sell products to other organizations, who would then be responsible for processing them further. As a result, after learning of this just a few months ago, we acted rapidly to expand our business and start producing goods made of materials other than plastic, such as banana fibre, which is something we haven't done previously.... (Organisation 2, Interviewee 3)

In order to ease economic strains, Organization 1, an environmental social enterprise that recycles plastic, also diversified several areas of its operations. For instance, it began recycling brand-new materials, like technological waste and scrap metal. Due to this diversification, it was also able to expand operations, easing economic strains even more:

.... We've created new business entities that have given us greater independence, like riding in a truck to collect plastic waste instead of only using what we get from the municipal waste trucks. We have type of taken a close look at those issues and developed scrap metal, electronic waste, and simply diversifying items on a huge site.... (Organisation 1, Interviewee 3)

Organizations modifying their business models is the second adaptive response to tension, and it refers to changing an organization's business model in order to manage tensions associated with goals. This approach was put into practice by two environmental social enterprises. The economic and environmental goals of Organization 2, for instance, an environmental social enterprise that produces bags from plastic waste, were in tension. Its management discovered, for instance, that the borrow-and-bring-back bag system was ineffective because individuals were either returning dirty bags or no bags at all. Because of this, the environmental social enterprise was not succeeding in lowering community use of plastic bags, which was one of its environmental goals. The management made the decision to switch from a "bring-back system" to a "keep-and-reuse-your-bag system" in order to ease this tension. This meant that it was the bag owner's responsibility to continue using the bag. Organization 2 managed this issue by changing the business model, and ever since the transition, the organisation has expanded. The co-founder of Organization 2 provided the following account of the circumstance:

*....so, in March of this year, we [major decision-makers] realised that we were putting communities at risk. With 37 communities now, we adjusted our strategy to borrow and reuse while encouraging bag use. We are now stating that as the message on each bag...
(Organisation 2, Interviewee 5)*

4.9.1.3 Experimenting

Experimenting is a fourth strategy that environmental social enterprises frequently employ to address tensions over related goals. There were three basic types of experiments conducted: experimenting with different tension management techniques, experimenting with different products, and experimenting with new technologies.

Numerous methods of tension management were tested by almost all environmental social enterprises. Different strategies were put into practice, and if they didn't work, new strategies were tried. For instance, Organization 1, a social enterprise that recycles plastic waste, successfully diversified their operation to ease economic tensions, as was described earlier in this section. Prior to this, they did, however, try other methods of managing tensions, such as raising the price of their goods and attempting to enter new markets, which did not prove to be effective.

According to many organisations, it was doubtful that tensions could be resolved by using a single strategy; instead, environmental social enterprises required to test out a variety of strategies over

time to determine which were most effective:*Managing tensions is a trial-and-error procedure. Sometimes one approach succeeds while another fails. We simply keep trying until we come up with a solution... (Organisation 1, Interviewee 1)*

Two environmental social entrepreneurs tried out various goods. For instance, Organisation 3, a social enterprise that operates a community cafe and sells locally made coffee cups made of bamboo that could also be used to grow plants after the coffee was consumed, had conflicts between growing their organisation and creating environmental value. They managed this tension by experimenting with different products. For instance, their initial goal was to market reusable coffee cups made of plastic. Although they were reusable, they discovered after more research that their suggested cup was identical to others on the market and was made of plastic. They came to the conclusion that they needed to introduce a special product that wasn't composed of plastic. They began experimenting with various environmentally friendly materials and came to the conclusion that only a bamboo reusable coffee cup could satisfy their environmental requirements while also being distinctive in the market. The founder of this organisation provided the following description of the situation:

Yes, that's our take on a GreenCup. It is a biodegradable cup, and it is composed of bamboo that has been regenerated again. It will serve as a substitute for the typical coffee cup. (Organisation 3, Interviewee 5)

The same goes for Organization 4, which spent a year looking at alternatives to the plastic they used to cover their plant pots for shipping. Through their research and experimenting, they were able to develop a biodegradable cellophane that not only had a lower environmental impact than plastic, but was also more affordable.

In an effort to reduce tensions connected to their goals, all four environmental social enterprises tried out new technology. There were tensions between the environmental and economic objectives of Organization 3, a publishing and literacy development organisation that supports literacy development in underdeveloped nations. For example, it was difficult for them to find a cheap, sustainable substitute for paper despite their desire to employ environmentally friendly materials for their products. Additionally, they had trouble finding a sustainable substitute for the leather that was used to cover their books. After some time trying out various alternatives, they found recently created, reasonably priced sustainable replacements for both items. The organisation's

founder explained:

Therefore, it facilitates decision-making, fosters creativity, and, in my opinion, aids in our ability to support new and developing businesses. For instance, I looked into alternative paper options made from stone or bamboo that don't come from trees. Or this brand-new item called Pinatex, which will become extremely popular in the upcoming years and is manufactured from pineapple skins but looks like leather. (Organisation 3, Interviewee 4)

In an effort to calm the tensions caused by their goals, Organization 3 also tried out some cutting-edge technologies. For instance, its original marketing strategy included publishing an annual booklet listing some Ugandan companies' ethical business practices. The staff of the organisation believed that publishing thousands of books annually—many of which soon became out-of-date—was a needless waste of natural resources that compromised its environmental and financial objectives. To ease the strain, they decided to swap the book for a phone app that would display the same information. By selling this application, they were able to reach their financial objectives in a way that was less damaging to the environment:

Part of the reason is that we have apps that perform book-like functions better than books. Therefore, many prefer to download the app rather than the book since the app is a superior tool. The nature of our data is always changing, and it is updated. As changes take place and new goods emerge and disappear, I'm always updating the data and company ratings. When you publish a book, it's like taking a snapshot that quickly becomes outdated. In contrast, an app or website is always being updated. (Organisation 3, Interviewee 3)

The organisation now had to use the services of Apple and Google, the market-leading suppliers of the two most well-liked phone-application platforms, as stated in the chapter's section on unintended consequences. However, the environmental social enterprise discovered that both Apple and Google engaged in unethical behaviour. In order to continue selling their own products on the platforms of Apple and Google while also urging others to avoid using those businesses, they were forced to deal with a new tension. This serves as an illustration of how to manage one tension while also revealing new tensions in the process. So, even when tensions were resolved through the use of technology, they were likely to require continuous management since they were not static.

4.9.1.4 Confronting Tensions

The third technique employed by environmental social enterprises to handle tensions connected to goals is confronting them. Bringing tensions to light and having open conversations about them with key stakeholders inside the organisation is what this response is referred to as (Lewis, 2000).

Both informal and formal dialogues with stakeholders during staff meetings were used by environmental social enterprises to address tensions.

Environmental social enterprises used informal discussions with stakeholders as a means of bringing tensions to the surface and handling goal-related tensions. These unstructured interactions between various stakeholders and across a wide range of circumstances were ongoing in numerous environmental social enterprises.

Informally discussing goal-related tensions and management strategies with staff members as well as external stakeholders like suppliers was a regular occurrence at Organization 3, a publishing and literacy development environmental social enterprise that supports literacy development in developing countries. The key decision-maker of the environmental social enterprise was able to analyse tensions as a result of these casual discussions and devise effective response plans:

In my opinion, success in this process simply requires learning from experience, talking with others, and being open to and prepared for difficult conversations—not just with oneself but also with the larger industry. (Organisation 3, Interviewee 1)

The previous example made it clear that issues were frequently not resolved after a single conversation; rather, plans were developed through a process of ongoing communication amongst stakeholders. Informal chats were frequently the first step in reducing tension rather than the final answer. The manager of Organization 4 described the ongoing discussions she has with stakeholders about how to manage goal-related tensions:

We frequently discuss it and take into account the effects of all the foods we produce, therefore I believe that is the reason. Relationships, in our opinion, are the foundation of everything. Without strong relationships, all the tensions we've mentioned would have erupted into much more serious conflicts, leading to feelings of helplessness and other negative effects... (Organisation 4, Interviewee 2)

Formal conversations with stakeholders at staff meetings also contributed to this ongoing dialogue

between stakeholders as a strategy to address goal-related tensions. At employee meetings, two environmental social enterprises talked about how to handle tensions. Formal discourse was not a permanent fix, either, since tensions would frequently reemerge at subsequent staff meetings, just like in informal discussions. As a result, formal conversations with stakeholders during staff meetings served as both a beginning point and an end goal for tension management. Additionally, these conversations were more likely to switch between professional and casual settings. The quotes that follow are instances of formal discussions:

Every two months, we have staff meetings where we have dialogues with the staff. I also have more private conversations with staff members who work in the education department, so I suppose we come up with ideas together. In order to figure out how we can collaborate, we met with the three organisations yesterday and a month ago. The most important thing to remember is to just talk to one another, communicate, and establish a procedure that works for everyone. There will be conflict if you don't. (Organisation 4, Interviewee 3).

4.9.1.5 Seeking Assistance

The fifth strategy employed by environmental social enterprises to resolve tensions arising from their goals is to seek assistance. Environmental social enterprises mainly looked for help in two ways: they formed business partnerships and sought advice from other organisations.

Two environmental social enterprises asked other organisations for guidance. For instance, Organisation 4, a social entrepreneurial organisation with a permaculture focus, experienced financial strains since it was unable to generate enough income to achieve its economic, environmental, and social objectives at the same time. Other local environmental social enterprises that had dealt with comparable economic difficulties were consulted by this enterprise's management to help handle this tension. They were able to manage and ultimately resolve this tension thanks to the guidance they received from other environmental social enterprises:

So that we could get an outsider to help with some of this, we might call in a third party and explain that we were stuck on a problem and ask how to move forward. (Organisation 4, Interviewee 4)

By forming corporate alliances, environmental social enterprises seek assistance on how to handle tensions connected to their goals. One instance is Organisation 2, a social entrepreneurial organisation that recycles plastic and other garbage, which has difficulties reconciling its environmental and business goals. Organization 2 operated on a little budget and

did not want to waste any of its remaining products due to its devotion to the environment, like many other environmental social enterprises covered in this study. To ease the tension, the management formed partnerships with nearby businesses to whom they would offer discounted prices on unsold merchandise. Due to this action, the environmental social enterprise was able to lessen its environmental impact, achieve its financial objectives, and offer reasonably priced goods to other nearby businesses:

At the end of the quarter, I have a lot of extra bags, so I'm calling all the local organisations and community centres to see if anyone wants anything. Therefore, in order to relieve the anxiety, I use a variety of crafty sales strategies in an effort to move the goods at the suggested retail price. (Organisation 2, Interviewee 3)

4.9.1.6 Effective Governance

The sixth strategy employed by environmental social enterprises to address conflicting goals is effective governance. Environmental social enterprises in this category used two strategies: having a clearly defined organisational mission and specialised governance procedures and structures.

By ensuring that their organisation had a clearly defined organisational objective, four environmental social enterprises were able to handle their goal-related tensions. This strategy would allow environmental social businesses to keep revisiting their mission and objectives to make sure they were staying on track. By repeatedly asking questions like, "Is trading-off locally sourced food for cheaper non-local food a priority for this organisation," Organisation 4, a permaculture-oriented environmental social enterprise, was able to manage the tensions between sourcing local and preferably organic food while also remaining commercially viable. The management came to the conclusion that the response to this and other questions needed to represent the organization's mission and objectives. The principal objective of their organisation, in this case, was to offer inexpensive local produce to economically disadvantaged communities, hence the question could not be answered "yes" in this circumstance. In order to manage this tension, it was determined whether the results of the tension response would be consistent with the organization's mission and objectives:

With the exception of, say, our aims, we haven't had a very strong charter, but we have had a very good road plan. More early planning about who we are and what matters most to us would help us to always remember our identity while making decisions. (Organisation 4, Interviewee 3)

The second method of effective governance, which involves putting in place specific governance structures and procedures, was used by all four environmental social enterprises. These formal procedures offer a methodical approach that environmental social enterprises can use to resolve a number of goal-related tensions. A good example is Organization 1, a social organisation that recycles plastic, which regularly identified the exact factors contributing to goal-related tension and visualised and discussed these factors with its stakeholders to reach an agreement. Given their poor financial circumstances, Organisation 3, a publishing and literacy development environmental social enterprise, used surveys to ask its members what objectives they believed were crucial to pursue in the future. Organization 2, an environmental social enterprise firm that recycles plastic waste, controlled financial pressures by enforcing a rigorous approval process for business expenses. Organization 4 established a rigid process model to recognise and handle tensions. All of these organisations had procedures and structures in place to handle tensions, but they were not rigorous. In the event that their formal structures and procedures were ineffective at reducing tensions, the environmental social enterprises were also open to trying alternative remedies:

We typically use an action-research model, where I identify problems I want to solve, develop ideas to solve the problems, choose the best course of action, take that action, evaluate the action, make improvements to the action, implement the modifications, and then we move on. I believe the idea is continuous improvement. (Organisation 2, Interviewee 1)

A "consensus decision-making process," in which various groups came together to make decisions without casting ballots and then refined those decisions until all group members found the outcome acceptable, was another common governance structure three environmental social enterprises used to manage tensions (Kauffman, Liu and Ma, 2015). This procedure, which made sure that everyone in the group agreed with the choice, was found by one social enterprise to be a useful approach to handle tensions. As one person explained it:

We had a debate about a topic that will come up at one of the general meetings because of the way the meetings are set up. A decision will be made at the following general meeting when the discussion has been transformed into one or more potential proposals. Then, after having time to discuss everything, we take a month off to reflect on the situation, consider our options, and consider how things might be improved. Afterward, we return to the following general meeting,

where everyone makes an effort to reach an agreement. (Organisation 2, Interviewee 1)

To put tension-management procedures into place, two environmental social enterprises looked to their boards. According to one of them, the board would be responsible for handling important disagreements pertaining to the organization's long-term plan, while the executive team or other staff members would likely handle disagreements of less importance. So it seemed likely that this response would be employed in the event of significant goal-related tensions. The quotes that follow describe the various issues that were handled at various organisational levels:

The board is quite excellent at hashing things out and getting to a resolution, which is what our work entails. However, because there are several different levels of decision-making, tensions may not reach the general meeting level; instead, they may just reach the board meeting level. (Organisation 4, Interviewee 4)

In addition, the board meets once a month for board meetings and once every two months for strategy meetings. At these sessions, some of these discussions are continued. (Organisation 1, Interviewee 3)

4.9.2 Defensive Responses

Environmental social enterprises also used three defensive techniques to manage goal-related tensions in addition to proactive ones: trading off certain features of specific goals, temporarily focusing on some goals while ignoring others, and keeping tensions unaddressed.

4.9.2.1 Selective Coupling

The second defensive strategy used by environmental social enterprises to deal with goal-related difficulties was selective coupling. This strategy involved temporarily concentrating on some goals while neglecting others. Three environmental social enterprises used this solution, however, like the replies to Research Question Two, it was never the sole course of action that the organisations were pursuing concurrently. For instance, Organization 3's board momentarily shifted its focus to chasing the social goal of advising the public on how to minimise their negative social and environmental impacts when the organisation encountered economic tensions in its operations and relied on the board to oversee tensions (as discussed in the section on confronting tensions). The board agreed to halt concentrating on this social objective until the organisation was in a better financial position due to the organization's financial status. This predicament was stated by the CEO of the environmental social enterprise as follows:

Unlike other organisations, we don't regard it as a constant trade-off. The entire purpose of starting a social enterprise rather than operating as a traditional business is to achieve that. (Organisation 3, Interviewee 4)

Organization 4 used selective coupling in another situation. Due to the government's altered stance on agricultural inputs, this environmental social enterprise suffered financial pressures in its permaculture activities. This tension forced Organization 4 to reduce some of its environmental objectives, such as increasing public knowledge of environmental problems, in order to control expenditures. In the end, this environmental social enterprise had to reorient its emphasis from environmental goals to the financial goal of remaining functioning, which led to the organisation investing a significant amount of money and time on political activism. With recent relative economic stability, this environmental social enterprise has shifted its attention back to striking a balance between economic, environmental, and social objectives:

Because we were in such a risky situation, there was unquestionably an increased focus on advocacy for three years. We were primarily focused on surviving during that three-year time frame. In order to determine what our new focus was, we had to wait until we had exited that phase at the beginning of last year. (Organisation 4, Interviewee 4)

4.9.2.2 Trading Off Particular Aspects of Particular Goals

Three of these environmental social companies used this tactic to resolve their conflicting goals, despite the fact that all of them expressed a clear, equal commitment to economic, environmental, and social purposes. These trade-offs were part of a number of proactive and defensive measures used by environmental social entrepreneurs to settle conflict pertaining to their goals, rather than occurring in isolation. For instance, Organization 3 ran into conflicts between financial and environmental goals when it attempted to use ecologically friendly materials for its printery goods and refrained from wrapping them in cellophane. The products had to be reprinted and reshipped because they weren't packaged properly and became damaged. This sustainable social enterprise decided to wrap the stationery in cellophane because it was assessed that replicating and reshipping the stationery would be more damaging to the environment. A more environmentally friendly alternative to cellophane might have been chosen by the environmental social firm, such as the recycled paper it used to produce its books and magazines, but this option was not selected due to the expensive cost. Because of this, this environmental social enterprise gave up one of its

environmental goals—sustainable packaging—in order to pursue its economic goal (remaining viable). The environmental social enterprise persisted in seeking and achieving other aspects of its environmental goals in spite of this, like employing recycled paper and plant-based inks in its notebooks. This is an unusual strategy because Organization 3 did compromise some of its environmental goals in exchange for favourable economic outcomes, as was discussed in the section on coping with tensions, but it refused to give up its social goal of paying a living wage in favour of optimising its own profit. This illustrates how, in reaction to tensions, some goals or aspects of goals within a single organisation may be sold off, while other goals may not be. The complexity of pursuing several goals and managing the resulting tensions are highlighted by this example. The Organisation 3 founder described the trade-offs:

There are so many compromises, and for me, packaging is a significant one because I work with it frequently. We do our best to purchase environmentally friendly packaging, but the truth is that if doing so would force us out of business due to the expense, we wouldn't even consider it since, as I mentioned, our social goal comes first. (Organisation 3, Interviewee 3)

Organization 1 offered yet another illustration in this category. This environmental social enterprise encountered tensions between its primary objective of raising public awareness of environmental issues and its commercial objective of continuing to operate. Organization 1 lowered the number of its education classes in order to handle this conflict and maintain the organization's financial stability. This perspective is best shown by the following quotation:

The hardest thing for us right now is the financial strain, which means we have to scale down on our other objectives since we don't have enough money. (Organisation 1, Interviewee 1)

4.9.2.3 Leaving Tensions Unresolved

Three environmental social enterprises made the decision to forgo resolving conflicts. As a result of environmental social enterprises' failure to resolve tensions, they are in fact acknowledging their existence. This approach is comparable to the proactive response of embracing tensions. The difference between the two approaches is that when tensions are accepted, environmental social enterprises try to find solutions to manage the tensions, and when tensions are ignored, environmental social enterprises recognise the tensions but do not address their implications. For instance, Organization 3 encountered conflicts when attempting to meet both its aim of expansion,

which considered necessary the use of the Apple and Google phone-application selling platforms, and its social and environmental objectives of using only products from companies with ethical business practices. Despite the fact that Apple and Google's platforms are the most popular for selling mobile applications, this environmental social enterprise believed that the tension could not be managed in a way that would benefit social and environmental objectives. If they removed their products from these websites, they would consequently experience a significant loss in revenue. Because they thought there was no way to handle this tension without giving up their economic objective, they made the decision to let it exist. Even yet, they attempted to keep their social and environmental objectives in mind (within the constraints of using the Apple and Google platforms to exist), rather than fully losing sight of them:

You can't avoid it, especially with Apple. On Google, there are alternatives, but you require some technical know-how, and most people will simply go to the Play Store [Google Platform] regardless. (Organisation 3, Interviewee 5)

Organisation 4 did the same while selling its locally grown food products, leaving tension over goals unsolved. For example, there were conflicts between this environmental social enterprise's desire to minimise its environmental impact and its need to continue operating profitably. However, many of the products were packaged in plastic because the organisation ran a neighborhood fresh foods market. Despite not wanting to, it continued to sell these products because they made up the majority of its revenue. This environmental social enterprise decided that the tension could not be managed, so it left it unsolved and carried on with the tension still present. Despite its dependency on plastic, it made an effort to run the business in an environmentally friendly manner. The management provided the following explanation of this strategy: *The fact that Uganda doesn't have adequate facilities for recycling plastic is one of the reasons we haven't been able to resolve the plastic issue. (Organisation 4, Interviewee 2)*

4.9.2.4 Summary of Findings for Research Question Three

The findings related to research question three are reported in this section: How does an environmental social enterprise (as an entity) deal with competing goals? In spite of organisations responding to similar tensions in comparable circumstances, the evidence gathered here suggests that environmental social enterprises use varied tactics (proactive, defensive, and a combination of both) to handle goal-related tensions. One organisation, for instance, handled the tension

between lowering its plastic consumption and continuing to be financially viable in a proactive manner, while another did it defensively. Although neither response was fundamentally good or bad, proactive responses did produce more favorable ecological impacts than defensive ones. This implies that how managers or founders construct the tension may have an impact on the action an organisation takes to handle goal-related tensions (negatively or positively). Nevertheless, despite the method of response, few tensions are ever addressed. This is due to the fact that tensions are not constant and frequently reappear. The management of one tension frequently results in the emergence of additional tensions, which necessitate additional measures even though the initial tension may appear to have been successfully managed in some cases. Thus, tensions caused by goals cannot be addressed by a single unique answer. Instead, treating and re-addressing tensions in a cycle, frequently using a combination of strategies, is the goal of tension management.

4.10 Chapter Summary.

The research's findings on how tensions between goals emerges and are handled in environmental social enterprises in Uganda are described in this chapter. The results show that environmental social enterprises use the profits they earn from selling goods and services to deal with a variety of environmental and social problems. Environmental social enterprises, however, encounter a variety of organisational tensions as a result of pursuing numerous objectives, which can have an impact on their organisational outcomes in a variety of ways, including positive, negative, unknown, and no impacts. Environmental social enterprises address these tensions in a way that combines proactive and defensive strategies. Environmental social enterprises rarely successfully settle tensions over the long term; instead, the same or closely related tensions frequently reoccur. Goal-related conflicts are so frequently resolved and then resolved again utilising a variety of responses. How significant decision-makers create tensions within the organisation frequently has an impact on these responses.

These findings are important because they help to deepen our understanding of some of the particular challenges that environmental social entrepreneurs face as they work to achieve a variety of goals. They also provide insight into how environmental social enterprises contribute to sustainability. The findings also highlight the many approaches environmental social businesses take to address sustainability-related issues and how those approaches can affect organisational achievements. These findings are probably applicable to conventional firms as well as other

environmental social enterprises that encounter identical goal-related conflicts as a result of their pursuit of sustainability. The findings of this research have implications for the sustainability for social enterprises and conventional businesses, which this study shall analyse in the following chapter with reference to the literature on sustainability tensions.

CHAPTER FIVE: DISCUSSION AND INTERPRETATION OF FINDINGS.

5.1 Introduction

In this chapter, the researcher integrates the study's results with pertinent literature to address the three research questions, unpacking the analyses separately for each question to highlight the prominent theme in each section.

5.2 Determining goal-related tensions

Environmental social enterprises pursuing sustainability often encounter a range of targeted tensions, as they strive to create multiple forms of value encompassing economic, environmental, and social dimensions (Hahn, Pinkse, Preuss and Figge, 2015; Siegner et al., 2018; Smith and Lewis, 2011; Van der Byl and Slawinski, 2015). Balancing these competing goals, demands, and preferences proves complex, leading to various tensions (Hahn, Pinkse, Preuss and Figge, 2015). While previous research has explored conflicts arising from the pursuit of social and economic objectives in social enterprises in North America and Europe (Hahn, Pinkse, Preuss and Figge, 2015), limited attention has been given to tensions related to social, environmental, and economic aims in the context of environmental social entrepreneurship (Battilana, Besharov and Mitzinneck, 2017; Greenwood et al., 2011).

5.2.1 Social Goals

Environmental social businesses often grapple with conflicting societal objectives, which highlight the differing expectations of various stakeholders. While certain stakeholders, both internal and external, emphasize the importance of environmental sustainability and social entrepreneurship, others, such as employees and community members, anticipate the organization to actively employ disabled individuals to address their economic and societal challenges (as seen in Org 3). Inability to meet these expectations leads to internal discord within the organization and external tensions with the local community.

The concept of dissonance in organizations, extensively discussed in the literature, refers to the tensions arising from the diverse range of stakeholders involved in an organization's activities, giving rise to opposing strategies and objectives and leading to conflicts regarding the prioritization of objectives, which has been a focal point in organizational theory, particularly in the context of environmental social enterprises, as emphasized by scholars such as Ashforth and

Reingen (2014), Lee (2015), and Siegner et al. (2018), who highlight how the conflicting demands of stakeholders within these enterprises can have a significant impact, thereby underscoring the effect of opposing stakeholder demands on organizational dynamics and the challenges faced by environmental social enterprises. This study observed conflicts among stakeholders, where internal stakeholders showed a preference for environmental goals, while others advocated for prioritizing economic objectives within the organization. The findings highlight the presence of specific expectations from certain external stakeholders, especially community members and community groups, regarding environmental social enterprises, which created tensions related to goal alignment. Despite resource limitations, several environmental social enterprises made efforts to pursue multiple social objectives.

The misconception that environmental social enterprises are charities rather than businesses, leading some community members to have unrealistic and, at times, exaggerated expectations for these organizations (Barth, Barraket, Luke and McLaughlin, 2015; Burkett, 2010), highlights a lack of awareness among the community members of what an environmental social enterprise is and what it can actually accomplish, thereby creating tensions between environmental social enterprises and external stakeholders that may persist if expectations and reality are out of sync, ultimately posing a threat to the performance and viability of these enterprises.

5.2.2 Environmental Goals

According to the study's findings, environmental social enterprises struggled the most to balance the three organizational objectives: economic, environmental, and social. However, environmental social enterprises typically faced fewer conflicts when attempting to balance the social and environmental aspects of their goals. As highlighted by one participant, "*We do our best to purchase environmentally friendly packaging, but the truth is that if doing so would force us out of business due to the expense, we wouldn't even consider it since, as I mentioned, our social goal comes first*" (Organization 3, Interviewee 3). Environmental and economic objectives were frequently traded off in favor of social interests.

Environmental social businesses encountered significant difficulties in achieving their environmentally focused objectives due to the prevailing prioritization of economic goals, often resulting in conflicts between two goals (environmental and economic or environmental and social), three goals (economic, environmental, and social), or even the absence of any specific goal

(Raworth, 2017). These businesses faced challenges in managing their operations within an economic system that infrequently provided financial rewards for pro-environmental behavior and instead emphasized the creation of economic value, making it arduous for them to effectively pursue their environmental goals (Raworth, 2017).

Decision-makers at several environmental social enterprises have found themselves in a situation where they had to compromise their environmental objectives in order to sustain their operations (Hahn et al., 2010; Slawinski and Bansal, 2015). This finding is significant because it raises concerns about the long-term sustainability of environmental social enterprises as viable alternatives to traditional corporations in the current economic climate (Haigh and Hoffman, 2012). Despite their best intentions and commitment to the environment, many environmental social enterprises often face the difficult choice of prioritizing economic goals over environmental ones due to the economic challenges inherent in running a firm that emphasizes the creation of environmental value.

The capacity of individual cooperative enterprises to transition the broader means of production towards a socialist model while functioning within a capitalist economy has been a subject of significant discourse within the cooperative movement during the 20th century (Cornforth, 2014; Mandel, 1975). When operating in a competitive market, a cooperative enterprise within a capitalist system is compelled to prioritize profit over societal interests, including environmental concerns (Cornforth, 2014). Past experiences have demonstrated the immense challenges associated with running a business that prioritizes social objectives (Balnave and Patmore, 2012), or in the context of this particular study, environmental goals, over financial gain, often resulting in a deviation from the original mission. This is particularly accurate considering the significant decrease in the number of cooperative enterprises in Uganda, as well as other African and Western countries, over the last century (Battilana, Lee, Walker, and Dorsey, 2012; Pirson and Bloom, 2011). To prevent a comparable downfall, environmental social businesses need to successfully navigate the conflicts arising from their objectives without undermining their environmental objectives, as highlighted in Chapter 4.

Respondents perceived environmental goals as more challenging to achieve compared to social goals due to their perceived complexity. Many environmental social entrepreneurs focused on providing favorable working conditions, such as flexible hours, to their employees, which was

considered a simpler social objective. In contrast, ensuring the sustainability of the supply chain involved numerous factors and was therefore regarded as more intricate. Consequently, offering workplace flexibility was easier to accomplish than guaranteeing the sustainability of the supply chain for these environmental social enterprises.

Many of the environmental social entrepreneurs in the study expressed a common desire to practice democratic management within their organizations. Unlike certain environmental goals that depended on external stakeholders like suppliers to minimize plastic usage, this objective could be more easily implemented internally. Therefore, it was relatively simpler to accomplish compared to the goals pursued by other participants in the study. Some environmental social enterprises had to make trade-offs between different targets in order to maintain their focus on certain social objectives.

This situation highlights the persistent struggles faced by certain environmental social businesses in realizing their environmental goals. It also underscores the common occurrence of environmental objectives being compromised, despite these businesses' promises to prioritize economic, environmental, and social goals equally. This raises a significant question regarding the feasibility of environmental social enterprises successfully achieving a trifecta of economic, environmental, and social objectives.

5.2.3 Multiple Levels Goals

This research also indicated that conflicts arising from goals were not only present between different levels of analysis (such as different organizational levels), but also within each level. Specifically, it showed that conflicts between environmental and economic goals often had an influence on and contributed to conflicts at other levels. For instance, when Organization 3's founders were deliberating whether to provide disposable coffee cups, they viewed it as a decision that considered environmental implications at the organizational level. However, the founders themselves exhibited a contradiction between their personal values regarding the natural environment and their aspiration for the organization to thrive. Upon further examination of the research findings, it became evident that there was also a tension at the individual level.

The research findings revealed that there was a significant conflict regarding government regulations on certain products that have a negative impact on the environment. By implementing measures to control the usage of disposable coffee cups, the organization aimed to address this

conflict. This example illustrates how the primary decision-maker of an environmental social enterprise identified a tension at the organizational level, but the subsequent analysis revealed that it existed at a more intricate level.

The literature has extensively explored goal-related tensions at the same level of thought, including interpersonal conflicts between stakeholders (Ashforth and Reingen, 2014; Battilana and Dorado, 2010), organizational conflicts (Battilana, Lee, Walker, and Dorsey, 2012; Pirson and Bloom, 2011), and systemic conflicts (Battilana, Lee, Walker, and Dorsey, 2012) (Barth et al., 2015; Camacho et al., 2017; Ozanne et al., 2016). However, there remains a research gap in understanding tensions that arise between different levels of analysis, such as the individual, organizational, and societal levels (Barth et al., 2015). By investigating these tensions, this study contributed to advancing knowledge on the interactions between environmental social enterprise tensions at the societal, organizational, and personal levels (Barth et al., 2015). Consequently, the study's findings will provide valuable insights into how organizations perceive and navigate conflicts over goals (Camacho et al., 2017).

Looking solely at goal-related tensions as the main organizational issue, as previous studies have done, is a limited perspective. It overlooks important factors such as the personal values of influential decision-makers and broader societal elements like government regulations. However, by approaching goal-related tensions in environmental social enterprises from a systems perspective, it becomes easier to comprehend and address these tensions. This approach enables a holistic understanding of the problem and recognizes its interconnected nature, thereby facilitating effective management.

5.3 Determining impacts of goal-related tensions

The research findings indicate that goal-related tensions in environmental social enterprises can have four different impacts on their social, economic, and environmental outcomes: positive, negative, no impact, or uncertain impact. It has been demonstrated that conflicts can actually benefit the social, ecological, and economic goals, which is a significant discovery. Previous studies in the field of social entrepreneurship have predominantly focused on highlighting the negative effects of tensions, with limited attention given to exploring their beneficial effects (Doherty et al., 2014; Mason and Doherty, 2016; Smith et al., 2013).

Certain environmental social businesses achieved cost savings and cutting-edge management

strategies by effectively navigating the competing goals of economic and environmental objectives. By exploring various strategies to manage these tensions, these organizations were able to develop innovative approaches that allowed them to reduce expenses while maintaining their commitment to environmental sustainability. This finding aligns with prior research in corporate sustainability literature, which highlighted the utilization of tension to foster creative decision-making and implement measures to achieve cost reductions (Lewis et al., 2014). An environmental social enterprise encountered surprisingly positive environmental results when it sought to expand its operations. It was able to enhance the environmental outcomes by relocating and expanding its shop in close proximity to its production facility, leading to a reduction in carbon emissions. Previously, this was considered unfeasible as the enterprise had two separate production locations that required frequent transportation of items between them.

The conflict between economic and social goals often led to unexpected outcomes. For example, when the government reduced funding for agricultural inputs, it created financial difficulties. In such situations, considering giving up social objectives to alleviate tensions may seem like a viable option. However, there was an instance where the community and other stakeholders unexpectedly provided funds and volunteer time to an environmental social enterprise. This support not only helped the organization continue its operations but also fostered a sense of belonging and community. This example demonstrated that the relationship between tensions and outcomes is often non-linear and unpredictable, as discussed further in the following section. The impact of tensions on an organization can be detrimental, but occasionally, it can also have the opposite effect. This complexity arises from the numerous interconnected variables associated with tensions, making it challenging to accurately forecast and evaluate their actual effects, as will be explained in more detail later in this section.

The negative effects of tensions on the overall performance of environmental social enterprises were found to be disproportionate, as highlighted in studies conducted by Ashforth and Reingen (2014), Battilana and Dorado (2010), and Pirson and Bloom (2011). This study revealed that a significant number of environmental social enterprises struggled to achieve their desired outcomes in the economic, environmental, and social domains due to conflicting goals. For instance, the limited financial resources available to most environmental social enterprises created tensions that hindered their ability to fulfill certain environmental and social objectives. This affirms previous studies suggesting that environmental social enterprises may have to make concessions to their

environmental and social objectives in order to prioritize financial goals (Ebrahim, Battilana, and Mair, 2014; Pirson and Bloom, 2011; Tracey et al., 2011).

Although this study revealed that tensions could have both positive and negative effects on organizational outcomes, some participants argued that tensions had no influence on those outcomes. There are two possible scenarios to explain this. First, it is possible that the tensions were of such a small and insignificant nature that they did not have any impact on the organizational outcomes. Alternatively, due to the challenges and costs associated with evaluating organizational impacts and outcomes, decision-makers in environmental social enterprises might not have been aware of how tensions were affecting the outcomes. In this case, it would be more appropriate to describe this type of response as an "unknown impact" rather than stating that tensions had "no impact."

An important and novel discovery from this research, conducted in a field that has received limited attention in existing literature, is that the majority of environmental social enterprises were unaware of how tensions impacted their organizational effectiveness. This finding might not be surprising, considering that establishing a cause-and-effect relationship between tension and outcomes is often challenging due to the non-linear nature of such relationships (Schad and Bansal, 2018). In this study, various tensions persisted across different organizational aspects and time periods, remaining dormant until a specific event or stakeholder made them noticeable (Schad and Bansal, 2018). Moreover, conflicts related to goals were seldom resolved but rather managed until they resurfaced or new conflicts emerged (Hahn, Pinkse, Preuss, and Figge, 2015). Attempting to quantify tensions in certain situations can prove counterproductive due to the high cost, time requirements, and inadequate representation of the necessary intricacies to derive meaningful insights (Ndevu and Muller, 2018). Instead, it is more effective to engage with stakeholders and learn from ongoing experiences as the primary means of comprehending these tensions and devising optimal strategies to address them (Chen, Eweje, and Kennedy, 2019).

Despite an inclination in the literature on sustainability to argue that doing more measuring is necessary to improve sustainability outcomes (Bell and Morse, 2012), no organization in this study formally measured tension or its results, which was due to a number of factors, including the difficulty of properly quantifying goal-related tensions and results, a lack of resources (time and money), and the absence of tools necessary to carry out such measurements, resulting in the understanding of tensions and how they affected the organization being guided by the instincts or

intuition of important decision-makers, which is not unexpected because research indicates that organizational leaders' intuition may be a more effective method for determining how tensions affect outcomes than trying to measure the immeasurable, which could waste scarce resources or lead to measurement errors (Muller, 2018). The notion that measurement leads to improvement and the potential negative consequences of relying too heavily on metrics and quantification have been discussed in the literature (Muller, 2018; Zapico, 2014). According to Muller (2018), there is a risk of inaccurate, exaggerated, or deceptive measurements when organizations become overly focused on metrics and fail to consider the limitations of numerical measures. (Muller, 2018), suggests that this can result in wasted resources and the adoption of short-term problem-solving strategies. Furthermore, Muller (2018) argues that the emphasis on metrics stems from the belief that they can replace personal experience and talent-based judgment. Zapico (2014) also highlights the potential negative impact of an excessive focus on metrics, emphasizing the need to balance quantitative measurements with qualitative factors for a more comprehensive understanding of organizational performance.

Integrated reporting, as described by Williams et al. (2013), provides organizations with a systems perspective on sustainability, facilitating a clear understanding of the relationship between their business model and its social and environmental consequences, thereby enabling them to comprehend the positive and negative impacts on social-ecological systems; however, while integrated reporting has the potential to assess goal-related tensions, its current stage of development lacks sufficient data to support this, owing to the intricate nature of such tensions and the tendency of assessment tools to oversimplify the complexities involved, as mentioned by Perego, Kennedy, and Whiteman (2016), making it time-consuming to measure the multiple factors influencing tension-related decision-making, which may not be suitable for addressing sustainability issues that require immediate action and dynamic responses, as highlighted by Neumann, Cauvin, and Roberts (2012).

Data, while useful for simplifying problems and aiding managerial decision-making, needs to be considered in the context of tensions that can arise from individual, organizational, and system-level factors, as highlighted in this study, making the assessment of situations complex; therefore, it is crucial to adopt a systems viewpoint that encompasses the interconnectedness and interdependencies across multiple levels, including the individual, organizational, and systems perspectives, in order to gain a comprehensive understanding of the complexities involved, rather

than resorting to oversimplification, which can distort understanding by disregarding important elements such as context, history, and meaning, essential for comprehending the underlying origins of tensions in environmental, social, and economic contexts, thus requiring a nuanced and holistic approach that embraces the multifaceted nature of tensions and the broader systems in which they arise, allowing managers to navigate complexities more effectively and make well-informed decisions that address tensions comprehensively and contextually, leading to the development of sustainable solutions in diverse and dynamic environments (Schneider, Wickert, and Marti, 2017; Muller, 2018).

The study's findings strengthen the literature by highlighting the detrimental effects of tensions on the social, economic, and environmental well-being of environmental social enterprises (Ebrahim, Battilana, and Mair, 2014; Tracey et al., 2011), while also providing fresh perspectives on understudied topics, revealing occasional positive impacts of tensions on the environment, economy, and social organizations, yet indicating a lack of awareness among most environmental social businesses regarding the influence of goal-related tensions on their overall outcomes. The significance of the research discussed in this section lies in its focus on gathering the perspectives of important decision-makers regarding the impact of goal-related tensions on organizational results. Unlike previous studies that tend to generalize the challenges organizations face in dealing with conflicting objectives, this research emphasizes the importance of understanding the experiences of key decision-makers. This approach is crucial because quantifying tensions is a complex task due to the numerous factors that influence these outcomes. As a result, decision-makers' intuition has often been relied upon rather than formal assessments in comprehending the effects of tensions on organizational performance.

5.4 Determining strategies to manage goal-related tensions

The study reveals that environmental social entrepreneurs utilize a variety of proactive and defensive strategies to address conflicts related to their goals. Previous research has identified several of these strategies, such as selective coupling, trade-offs, and confronting and accepting tensions (Battilana, Lee, Walker, and Dorsey, 2012; Pache and Santos, 2013; Smith and Lewis, 2011). However, there are other tactics, namely experimenting, seeking assistance, and maintaining effective governance, that have received less attention in scholarly research. Additionally, this study focuses on the acceptance of conflicts and how societal, organizational, and individual factors likely influence the decision-making of environmental social entrepreneurs

when employing these tension management methods.

Figure 8. Strategies and factors to consider when managing goal-related tensions (Zheng, Bronson, and Lin, 2020)



5.4.1 Effective Governance

Environmental social enterprises have utilized effective governance, as highlighted by Cornforth (2020), to address conflicts arising from shared objectives, wherein organizational governance refers to the frameworks, methods, and processes employed to ensure an organization's overall accountability and direction; although empirical studies on the contribution of governance in managing social entrepreneurial tensions are limited, conceptual articles, such as those by Ebrahim, Battilana, and Mair (2014), emphasize the importance of organizational governance processes and mechanisms in helping environmental social enterprises navigate goal-related tensions; the current study's findings, which focus on two governance strategies employed by environmental social enterprises—having a clearly defined mission and implementing specialized governance structures and procedures—contribute to the existing body of knowledge on tension management.

According to Battilana and Dorado (2010), the organizational mission of environmental social businesses heavily influences their organizational identity, and having a clear mission can help prevent mission drift, which refers to a deviation from the organization's original purpose; organizational identity theory, as explained by Battilana and Dorado (2010), pertains to the shared perception among organizational members regarding the significant, enduring, and distinctive characteristics of the organization, encompassing the "who," "what," and "what it strives to be"; however, pursuing multiple goals can lead to uncertainty over the identity and mission of environmental social businesses, thereby increasing the likelihood of mission drift, as noted by Ashforth and Reingen (2014) and Battilana and Dorado (2010); in order to address this, environmental social enterprises can establish new organizational identities and reinterpret their identity as they mature, allowing for the modification of their business goals and fostering creativity, which, as highlighted by Battilana and Dorado (2010) and (Cornforth, 2020), can help mitigate tensions and reduce the occurrence of mission drift.

This study highlights that many environmental social enterprises, in addressing tensions, tend to compare their organizational choices to their preexisting identity rather than forging new organizational identities, as exemplified by the experience of Organization 4, wherein tensions escalated upon realizing that the cost implications of producing and providing organic food to their community would pose challenges to their financial viability, leading them to contemplate a

compromise by incorporating the sale of non-organic products as a means to alleviate the tension, yet simultaneously recognizing that such a trade-off would run counter to their organizational objectives, thereby prompting them to reevaluate their approach and embark on an experimental journey exploring alternative cost-cutting techniques that would enable them to navigate this challenge without compromising their core business of selling organic food, thereby ensuring a continuous alignment with their mission and goals, and further underscoring the significance of having well-defined objectives in enabling organizations to maintain focus and regularly evaluate whether their choices and actions are in accordance with their mission, while also highlighting the valuable opportunity for environmental social businesses to explore diverse approaches to resolving disputes and conflicts.

Some of the environmental social enterprises in this study utilized specific governance structures and procedures to effectively handle tensions arising from goal-related issues, which is in line with previous research (Cornforth, 2020; Ebrahim, Battilana, and Mair, 2014), indicating that the implementation of such structures and procedures can assist environmental social businesses in effectively managing conflicts, such as legislative frameworks that can ensure environmental social businesses do not prioritize commercial goals over their social goals, thereby serving as legal safeguards designed to prevent these enterprises from sacrificing their social objectives or being sold to traditional businesses (Cornforth, 2014).

According to this study, environmental social businesses utilized internal governance methods to address conflicts instead of relying on external measures like legal frameworks. The study revealed that larger environmental social enterprises, specifically those with five or more employees, employed established techniques to handle conflicts related to their goals. These formal methods, typically implemented by the organization's senior decision-makers, are recognized and organized means of resolving disputes. On the other hand, smaller environmental social enterprises did not have formal conflict management systems in place. Instead, they resolved disagreements informally, using approaches deemed suitable by the key decision makers at the time.

Environmental social enterprises could manage a range of goal-related tensions by using fixed techniques, which offered an organised response (Ebrahim, Battilana, and Mair, 2014). The major decision-makers in these organisations frequently attempted to align the interests of diverse stakeholders, which can be challenging given the numerous stakeholder demands associated with

managing several goals (Ebrahim et al., 2014). Key decision-makers in environmental social enterprises frequently resorted to pre-established procedures that had been effective in the past to manage tensions because it might be challenging to balance the needs of various stakeholders (Ebrahim et al., 2014). For instance, certain environmental social enterprises discovered that by gathering input from their members through surveys, they were able to generate effective solutions for alleviating tension. Alternatively, they would create a detailed list of specific factors that they believed were causing tensions related to their goals and engage in discussions with their stakeholders to find potential solutions. Likewise, some cooperatives adopted a decision-making approach based on consensus to minimize tension (Kauffman, Liu and Ma, 2015). Environmental social entrepreneurs had the advantage of readily implementing a tension-management process when tensions arose, thanks to their knowledge of these proven strategies for handling tension.

Environmental social enterprises, like typical corporations, have boards that supervise daily activities, ensure goal attainment, and address significant issues that jeopardize the organization's success; in fact, larger environmental social enterprises relied on their boards to handle conflicts, particularly when tensions escalated and endangered the organization's objectives, and in cases where managers were unable to resolve the tensions, the boards took an active role, possessing the power to make more substantial decisions in containing the conflicts (Cornforth, 2020). For instance, one of the environmental social businesses recognized that continuing its pursuit of social goals, such as providing community jobs, would inevitably lead to bankruptcy, prompting the board of directors to selectively delay these social objectives until the organization achieved a more favorable financial situation; this decision, involving a change in priorities, was specifically made by the board of directors and exemplified a tier-based organizational structure with distinct processes, wherein managers were given the initial responsibility to resolve disagreements, and the board intervened only if managers were unable to reach a resolution, enabling several environmental social businesses to effectively manage tensions associated with their goals.

Other organised procedures and approaches that this study does not specifically address but are nevertheless helpful for resolving goal-related tensions in environmental social enterprises should be explored in future studies. Also, it would be helpful to know which goal-related tensions may be handled more effectively through established procedures and which ones require an ad hoc approach. Furthermore, there is a need for more research into how environmental social

enterprises' organisational identities might be used to manage and prevent tensions.

5.4.2 Acceptance of Tension

Recognizing tension as an essential element for effectively addressing conflicting goals is widely acknowledged (Hahn et al., 2015; Lewis et al., 2014; Poole and Van de Ven, 1989; Smith et al., 2012; Smith and Lewis, 2011). Rather than denying its presence, it is crucial to accept tension as a prerequisite for managing goal-related tensions. A paradoxical perspective suggests that certain environmental social enterprises have successfully dealt with tensions by embracing them as an inherent aspect of hybridity (Hahn et al., 2015). In this study, the majority of key decision-makers acknowledged that there would always be tensions in the way environmental social enterprises conducted their operations, yet almost all organisations made some compromises in order to achieve economic objectives (Hahn, Pinkse, Preuss, and Figge, 2015), which contradicts the theory proposed in the paradox literature that contends managers must accept and live with tensions in order to avoid trade-offs. A good example highlighting this contradiction is when a key decision maker in Organization 3, a publishing and literacy development organization committed to promoting education and literacy in underdeveloped nations such as Uganda, Kenya, Tanzania, and South Sudan, used trade-offs to address social and environmental issues surrounding plastic usage and cost-cutting, leading to an increase in the organization's plastic consumption despite awareness of these tensions and eagerness to embrace them over the long term (Hahn et al., 2015).

Acknowledging the natural occurrence of tensions and embracing their existence is crucial when managing goal-related tensions (Hahn, Pinkse, Preuss, and Figge, 2015; Smith and Lewis, 2011). However, the mere acceptance of tensions alone does not always lead to successful management. To effectively manage these tensions, it is necessary to accept them and integrate them with other management techniques (Smith and Lewis, 2011). By recognizing the existence of these tensions, decision-makers can effectively manage and navigate them. This means continuously accepting the reality that goal-related tensions exist and that new tensions may arise over time. While acceptance may not be explicitly utilized as a tension-management approach in environmental social enterprises, it serves as a crucial initial step in the process, as emphasized by Smith and Lewis (2011). By embracing tensions rather than denying or avoiding them, decision-makers can better understand and address the challenges that arise within their enterprise, paving the way for more effective tension management strategies.

Managing tensions is a complex undertaking that does not follow a straightforward, step-by-step process. It involves implementing various solutions, often requiring ongoing review, which makes it a challenging task. The process of tension control entails a significant amount of experimentation, as discussed in the upcoming sub-section.

5.4.3 Seeking Assistance

The effectiveness of seeking assistance has been recognized by environmental social enterprises as a valuable strategy for addressing tensions that arise from their goals. However, there has been limited research exploring the role of external stakeholders in assisting organizations in managing these goal-related tensions, despite previous studies highlighting the potential for tension in relationships with external stakeholders (Ozanne et al., 2016; Smith and Lewis, 2011; Tura, Keranen, and Patala, 2019). The findings of this study indicate that environmental social enterprises employ three distinct approaches to seek support, namely seeking guidance from other organizations, establishing commercial partnerships, and receiving financial aid, in order to effectively manage difficulties related to their goals.

Conventional businesses often seek assistance from various stakeholders to address internal issues (Arshed, Knox, Chalmers, and Matthews, 2020). These stakeholders can include friends, consultants, and board members, who provide valuable guidance (Strike, 2013; Lambrecht and Pirnay, 2005; Bennett and Robson, 2004). In the case of environmental social enterprises, they often request and receive financial, leadership, and governance support from local government offices and organizations that specialize in assisting social enterprises (Whitelaw, 2012). In the UK, Lyon and Ramsden (2006) found that some environmental social enterprises consult professionals such as lawyers and experienced social entrepreneurs during the business development phase to determine the most suitable legal frameworks for their operations.

Specialized consultants and organizations with sector-specific expertise provide guidance to environmental social enterprises, not only during the initial stages but also as the organization grows. Enterprise Uganda, an organization in Uganda, assists both new and established social entrepreneurs by offering advice on funding, policies, and legal structures through their website. In order to foster the growth and success of the social enterprise sector, non-profit organizations like Legal Aid Uganda provide free and paid guidance on various topics, including accounting, sustainability, and employment. Despite the available evidence, there has been a lack of research

investigating the potential benefits of consulting with other organizations to help environmental social businesses effectively handle conflicting objectives. Drawing from the findings of this study, it appears that environmental social enterprises could potentially address tensions arising from different goals by seeking support and guidance from external organizations.

Seeking assistance to address the conflicting objectives of economic, environmental, and social aspects was a challenge for Organisation 2, a social enterprise specializing in plastic and solid waste recycling. To overcome these difficulties, the organization turned to local social enterprises operating in their region, which had faced similar issues and excelled in environmental protection. These experienced groups offered valuable guidance to help Organisation 2 effectively manage these challenges. They provided recommendations on specific grant opportunities that Organisation 2 could pursue, strategies to reduce costs, and approaches to expand their operations. Thanks to this guidance, Organisation 2 was able to alleviate the economic pressures it was facing while continuing its environmental and social mission.

The level of support provided within their community may determine the effectiveness of the tension management guidance delivered to environmental social enterprises (Atterton and Affleck, 2010). Past studies have shown that due to their geographic location, rural enterprises may not always have access to the business help they need (Atterton and Affleck, 2010). For example, as will be explored in more depth below, the current study indicated that organizations in locations with fewer community energy operations were less likely to have access to strong business networks and to acquire credible tension-management advice than social enterprises involved in environmental conservation located in central Uganda (Ison, 2018). Due to the lack of environmental social enterprises functioning in that area, a social enterprise working on environmental conservation in rural northern Uganda could not have the same network strength, restricting the availability of guidance.

The quality and accessibility of tension-management assistance in environmental social enterprises can be influenced by both the sector or industry in which they operate and their geographic location. For example, Organization 1, which operates in the plastic recycling sector, is more likely to receive valuable advice on managing tensions, even though there are not many environmental social enterprises in Uganda. The presence of a growing number of nonprofit organizations focused on improving environmental performance (Carley and Yahng, 2018; Aiken, 2007)

increases the likelihood of encountering similar tensions and accessing relevant guidance. However, this may not hold true for environmental social businesses operating in specialized fields with fewer organizations.

When environmental social entrepreneurs seek assistance, they often employ the strategy of forming business alliances as a way to manage tensions. Collaborating with other organizations is a common practice among environmental social enterprises to enhance their capacity for creating social impact. By establishing partnerships with non-profit organizations, established corporations, and governments, these enterprises aim to improve their service delivery, access additional funding opportunities, and achieve financial efficiency. This approach is believed to contribute to the overall growth and effectiveness of environmental social enterprises (Huybrechts, Nicholls, and Edinger, 2017; Urban, 2010; Simmons, 2008).

Partnerships between different organizations can lead to organizational challenges when there are conflicts between partnering organisations. These conflicts may arise when environmental social entrepreneurs collaborate with traditional businesses, as their organizational priorities regarding social and market aspects may differ (Davies and Doherty 2019; Huybrechts, Nicholls, and Edinger, 2017). While some studies have demonstrated that environmental social enterprises form partnerships to achieve their organizational objectives, it remains unclear how these enterprises can utilize partnerships to address conflicts arising from these divergent goals.

5.4.4 Mutually Beneficiary Collaborative Partnerships

Engaging in collaboration with established organizations can aid environmental social entrepreneurs in resolving tensions that arise from pursuing specific objectives, and it's important to note that not all partnerships are identical as the type of collaboration can significantly impact the success of the partnership, as distinguished by Austin (2000) into three types of corporate relationships: charitable, transactional, and integrative, wherein philanthropic partnerships involve one party assisting the other in achieving immediate goals, such as a business providing financial support to an environmental social enterprise while enhancing its own reputation (Berger, Cunningham, and Drumwright, 2004). Collaboration between environmental social enterprises could potentially alleviate economic tensions that often arise due to financial constraints. Depending solely on corporate philanthropy to address these challenges may undermine the self-

sufficiency of such enterprises, rendering it an improbable long-term solution for overcoming obstacles related to their goals.

Transactional cooperation refers to the emphasis placed on market transactions between buyers and sellers, often involving long-term contractual agreements. In this context, organizations 3 and 2 established a collaborative relationship to effectively address their economic challenges. Such transactional connections between environmental social enterprises and conventional companies prove advantageous for both parties while maintaining the independence of the environmental social enterprises. However, according to (Huybrechts, Nicholls, and Edinger, 2017; Raynolds, 2018), when environmental social enterprises enter into transactional partnerships with traditional industries, they may face the risk of deviating from their social objectives in order to meet the market demands set by these corporations, this phenomenon is referred to as mission drift.

Integrative partnerships, as described by Austin (2000), represent a form of cooperation characterized by mutual resource dependency and a strong commitment to the social mission of environmental social enterprises. These collaborations offer significant benefits to social enterprises as they allow them to maintain their independence and core identities, minimizing the risk of mission drift (Di Domenico, Tracey, and Haugh, 2009). An example of such a partnership is the collaboration between Danone, a global company in the food industry, and Grameen Bank, a microcredit social enterprise operating in Bangladesh. Together, they formed a cooperative organization aimed at providing affordable dairy products to Bangladeshi children. This joint venture enabled both organizations to combine their resources and expertise while preserving their individual organizational structures and objectives (Savarese, Huybrechts, and Hudon, 2021).

Collaborative relationships can be beneficial for environmental social enterprises in resolving conflicts over shared objectives, although the level of cooperation and collaboration may vary across different industries, with certain sectors, such as microcredit social enterprises like Grameen Bank, having a history of integrated collaborations with traditional financial organizations (Lagoa, Pina, 2014), while other industries may exhibit hesitancy or a lack of recognition regarding the benefits of forming such collaborations.

Uncertainty surrounds the potential of partnerships in addressing the tensions that arise from balancing environmental and social objectives within social enterprises. Additionally, tensions related to non-economic goals also pose challenges. Different types of problems may vary in their

suitability for resolution through business partnerships, with economic conflicts potentially being more amenable to this approach. Further investigation is required to identify the industries and partnership models that are best suited for assisting environmental social entrepreneurs in effectively managing goal-related tensions.

5.4.5 Structured Flexibility

In order to address goal-related tensions, environmental social enterprises combined structured and flexible approaches, as was shown above. Some environmental social enterprises, for instance, had established, well-defined systems in place to handle tensions. Some, in contrast, were adaptable in their reactions and tried many strategies before coming up with a solution. Even those environmental social enterprises that have structured approaches were open to trying different approaches if their structured processes weren't helpful in reducing tensions. Structured flexibility (Carley and Yahng, 2018) is the constant adaptation of meanings and practices made possible by consistent organisational features (Carley and Yahng, 2018).

The findings of this research have shown that, on the one hand, environmental social enterprises must be adaptable in their responses to new tensions in order to ensure the formation of novel tension-management strategies. Examples of this flexibility include trying out different strategies or partnering with other organisations. The necessity for systematic and established procedures was however essential for certain larger environmental social enterprises to effectively manage conflicts. Either/or thinking is probably not the best strategy. Instead, in order to successfully manage tensions, environmental social enterprises need to employ a combination of both organised and flexible approaches. It's probable that environmental social enterprises' reactivity to newly arising tensions will be constrained and tensions won't be controlled if they only rely on structured ways (Gilbert, 2005). Continuously experimenting with alternative methods of tension management, however, will be an unproductive use of resources, particularly in environmental social enterprises with limited funding and employees (Lepori and Montauti, 2020). Environmental social enterprises must also be conscious that concurrently adopting flexibility and structure may result in increased organisational tension. For instance, (Carley and Yahng, 2018) showed that stakeholders' viewpoints on when to apply structured or flexible techniques may disagree, posing problems for their organisations' ability to handle tension. Despite the fact that this was not found in the study, practitioners and academics should be aware of the possibility.

Continued studies may investigate enabling factors and barriers associated with the use of a structured-flexibility strategy in resolving goal conflicts, including stakeholder conflicts arising from differing opinions on adopting flexible or structured approaches, while also exploring organizational methods for determining the optimal timing to employ specific strategies (Carley and Yahng, 2018).

5.4.6 Experimenting with diverse solutions

In environmental social enterprises, experimenting, as demonstrated by Carley and Yahng, (2018), has been proven to be an effective strategy for resolving conflict over goals by exploring several solutions to tensions connected to those goals, as highlighted in previous studies on tension management in traditional businesses and environmental social enterprises conducted by Andriopoulos and Lewis (2009), Lewis, Andriopoulos, and Smith (2014), and Mazzei (2017). This approach, according to Tsoukas and Chia (2002), reduces the likelihood of companies committing to a single strategy, thereby facilitating adaptability and change. The study's findings add to this body of knowledge by highlighting three ways in which experimentation in environmental social enterprises took three different forms: experimenting with new products, experimenting with new technologies, and experimenting with various tension management strategies.

Goal-related tensions can be complex, thus it is doubtful that an environmental social enterprise will handle tensions effectively with the first technique it employs; in contrast, managing tension is a continuous process of trial and error that necessitates organizations to be innovative in their approach, and this study's findings are consistent with earlier research showing that trying with various tension-management strategies is a practical strategy to handle goal-related difficulties (Mazzei, 2017; Carley and Yahng, 2018), therefore organizations must be adaptable in their approach to tension management if experimentation is to take place.

Throughout the past few decades, the concept of organisational flexibility has drawn a lot of attention in the literatures on organisation and management, with the idea that firms must swiftly adapt to quickly changing circumstances in order to maintain their inventive and profitable nature at the heart of all definitions of organisational flexibility (Dreyer and Gronhaug, 2004). The relationship between organisational flexibility and competitive advantage has dominated the body of scholarship on this topic, as highlighted by Adler, Goldoftas, and Levine (1999), Dreyer and Gronhaug (2004), and Volberda (1998). The significance of organisational flexibility in resolving

goal-related tensions is only weakly supported by the research (Carley and Yahng, 2018), indicating the need for further exploration. According to the current study's findings, in order for environmental social enterprises to use experimentation effectively as a tension-management approach, organisational flexibility is required, emphasizing the interdependence of these factors in achieving desired outcomes.

By experimenting with various technologies to help minimize waste, Organizations 1 and 3 showed flexibility; as previously indicated, Organization 1's trial-and-error method required constant flexibility and took a year to complete, involving the testing of new materials, experiencing failures, and then trying new materials until success was achieved; similarly, Organization 3 developed a phone application to replace its annual book that rated the sustainability culture of over 59 Ugandan environmental social businesses, which, despite successful sales, had previously consumed significant time, money, and resources due to the need for annual printing and labor-intensive production; therefore, organizational flexibility became crucial as the company had to transition from a decade-long practice of producing a yearly book to creating a phone application, necessitating a fundamental alteration in their operational approach. These environmental social enterprises experimented with various technologies and goods because they were ready to be flexible, which in two cases necessitated a considerable change in the way the business ran. All of these organisations were able to lower their environmental impacts and economic burdens at the same time through experimentation, despite the adjustments being time-consuming and expensive.

Organization 4, a permaculture-focused environmental social enterprise, struggled to manage conflicts between its commercial and environmental goals because of a lack of organisational agility. For instance, it wanted to lessen its reliance on marketing goods in plastic packaging but did not intend to forgo any profit in the process. The organisation advised its clients to bring their own containers and carry bags for take-out food in an effort to reduce the tension and to reduce the use of plastic bags. Because some customers might have found it difficult to bring their own takeaway containers and chosen to buy elsewhere, this was an exciting but risky experiment for the business. Organization 4 swiftly came to the conclusion that this tension cannot be managed since plastic use is ingrained in consumer society, notwithstanding the early suppleness displayed to address this strain. As a result, selling plastic is necessary for an organic food or grocery store

to remain in operation. The organization's hard stance on plastic and willingness to sell off this environmental goal revealed its unwillingness to try out alternate tactics to assist manage this tension. Instead of taking a similar stance, Organization 1, the environmental social business previously mentioned that invested a year experimenting with alternatives to plastic, persisted with their purpose by experimenting with other technologies.

Businesses and industries must change how they function in terms of the technology they utilise in order to attain sustainability. The rising usage of solar panels and energy-efficient automobiles are just two instances of how many firms have welcomed and used new technology in order to minimise their negative effects on the environment and financial costs. Only a few studies, meanwhile, have looked at how technology might help resolve sustainability-related tensions. The few studies that have looked into this issue have prioritised corporations above small or micro businesses (Andriopoulos and Lewis, 2009; Hahn, Pinkse, Preuss and Figge, 2015; Slawinski and Bansal, 2012). The results of the current study show that certain environmental social enterprises were willing to make this investment despite the time and additional expense required to use new technology in order to ensure that they met their environmental objectives. The primary decision-makers of the environmental social enterprises that used experimentation to manage tensions shared two characteristics: they were flexible in their organisational approach and prepared to put in the time and money necessary to ensure that tensions were resolved. The circumstances in which experimentation is ideal for reducing tension and the circumstances in which it is not could be explored further in future studies. Understanding why some organisations value flexibility and others don't is equally crucial.

5.5 Other Factors to Consider when Managing Goal-Related Tensions

The methods discussed earlier, encompassing acceptance, experimentation, seeking advice, and implementing good governance, constitute the strategies employed by environmental social enterprises to effectively navigate the complexities of goal-related tensions. While these techniques undoubtedly contribute to the amelioration of certain tensions arising from differing objectives, it is equally imperative to acknowledge the role of influential variables that mold the decision-making process in tension management. These variables include the values upheld by influential decision-makers within the organization, the size and nature of the enterprise, its geographical location, and the broader societal influences that shape its functioning. Integrating the principles of organizational theory provides an enhanced perspective on how these variables

collectively impact the choices made in managing tensions. Organizational theory delves into the intricate interplay between decision-makers' values and the strategies they champion to achieve organizational goals. The size and type of the enterprise influence its inherent flexibility and capacity to maneuver tension-laden scenarios. Moreover, the geographic context, often underestimated, contributes significantly to shaping tension-management strategies, with differing cultural norms and regulatory landscapes guiding the organization's course of action. Societal norms and influences further underscore the dynamic interaction between the organization and its broader environment. Hence, while the practical strategies of acceptance, experimentation, advice-seeking, and good governance provide tangible tools for managing tensions, an encompassing understanding emerges when these strategies are fused with the underpinning theories of organizational dynamics. Such an integrative approach permits a more nuanced comprehension of how these strategies harmonize with the broader organizational ecosystem, ultimately steering the organization towards an effective and well-informed tension-management trajectory

5.5.1 Organisational Size

Key decision-makers' personal beliefs and the organizational context, including the size of the organization, are likely to have an impact on decisions about tension management in environmental social businesses (Blome and Paulraj, 2013; Li, McMurray, Xue, Lui, and Sy, 2018). However, the literature gives little attention to the organizational setting when discussing how these businesses deal with goal-related challenges.

This study found that the size of the organization affected the types of tension-management techniques utilized within environmental social enterprises, with the principal decision-makers of these businesses often having just a small number of people to lead, resulting in uncommon leadership practices. However, other studies (Lewis, Andriopoulos, and Smith, 2014; Poole and Van de Ven, 1989; Smith, Besharov, Wessels, and Chertok, 2012; Smith and Lewis, 2011) emphasized the significance of effective leadership in addressing goal-related difficulties.

For instance, the two founders of Organization 3, which created a guide to the moral conduct of many environmental social businesses operating in Uganda, periodically enlisted the services of volunteers to assist with information-technology work but had no formal employees. Volunteers, they claimed, were unaffected by and frequently oblivious of tensions connected to goals since

they did not depend on the organisation for their financial well-being and as a result did not have as much buy-in to the organisation. As a result, the volunteers were less concerned than the founders with the organization's objectives and the handling of related tensions. This meant that, contrary to what other researchers have previously described, key decision-makers did not have to guide the volunteers along a pathway to tolerate goal-related tensions (Ivory and Brooks, 2018; Smith and Lewis, 2011). Because Organization 3 was so small, its founders held all decision-making authority in this case, as compared to several of the larger organisations in the study, which exhibited a more democratic method of decision-making (Hamann, 2013). This research underscores the need of taking into account the size of the organisation when handling goal-related tensions and shows that leadership is not particularly crucial for managing tensions in micro environmental social enterprises.

Organization 1 employed 50 employees and had a large number of volunteers, in contrast to the previous example. Employee and volunteer feedback was welcomed by this environmental social enterprise because it could be used to both identify and control organisational tensions. As shown in Chapter 3, the workers of this environmental social enterprise frequently contributed to conversations on tension-management concerns. It is evident that the size of the organisation had an impact on how these two environmental social entrepreneurs handled tension. For instance, if a company was big enough to have a lot of volunteers and employees, it was more likely to involve stakeholders in its tension-management process. With micro organisations, which employ few people and have few volunteers, like the majority of the organisations in this study, the key decision-makers were likely to handle the conflicts alone. Contrary to what previous studies had found, the majority of significant decision-makers did not adopt tension-management leadership or insist that organisational stakeholders accept goal-related tensions (Smith and Lewis, 2011; Hahn, Pinkse, Preuss and Figge, 2015).

Because most Ugandan environmental social enterprises are small, the literature's popular tension-management techniques (Hahn, Pinkse, Preuss, and Figge, 2015; Jarzabkowski et al., 2013; Jay, 2013; Smith and Lewis, 2011) may not necessarily apply to them (Castellas, Barraket, Hiruy et al., 2017). In light of this, it is unlikely that these organisations would use the same tension-management strategies as those outlined in the majority of the tension-management literature, such as effective leadership. However, it was discovered that, as previously mentioned, micro and small environmental social enterprises handled tensions by experimenting with various methods,

partnering with other organizations, and checking organizational choices against their core values, demonstrating that small and medium-sized environmental social enterprises might experience and handle goal-related pressures differently from larger and more established organizations, thus suggesting that future studies consider the size of the organization when attempting to understand how it manages goal-related tensions.

5.5.2 Values of Key Decision-Makers

The environmental social enterprises in this study utilised a combination of proactive and defensive strategies to address their goal-related conflicts (Lewis, 2000; Smith and Lewis, 2011). Whatever the reaction, tensions rarely subsided for very long before frequently rising again. As a result, goal-related conflicts are routinely managed, addressed, and handled in a variety of ways, depending on how significant decision-makers perceive internal tensions. The primary decision-maker of environmental social enterprises' willingness to manage a given tension was a factor in the effectiveness of a given tension-management technique. This is due to the fact that the majority of the environmental social enterprises in this study were small, which meant that one or two important decision-makers were frequently in charge of making decisions. Results showed that the order in which organisational goals were given priority varied among environmental social enterprises. The diverse levels of dedication found among environmental social enterprises, in terms of prioritizing the environmental aspect of their operation, can be attributed to the varying degrees of importance placed on the environmental objectives by their respective primary decision-makers.

Values have many different meanings, but in this study, they are described as individuals' subjective views of what matters (Harre, Madden, Brooks and Goodman, 2017). Values typically range from having an individual focus to having a group focus (Rokeach, 1973). Individualistic values are the inclination to maximise one's results without consideration of how this would affect others (McClintock and Messick, 1969). Collectivist values, in contrast, are focused on maximising the benefits to the group (Steg and de Groot, 2012). People experience conflicts that force them to decide between individual and group interests, just like organisations do (McClintock and Messick, 1969). For instance, according to McClintock and Messick (1969), a person's value orientation determines how much of their behavior, such as owning a private vehicle for convenience, is in line with the interests of the group, which could lead to lower levels of pollution

and carbon emissions, making society as a whole better off.

Personal values and decision-making in tension management have rarely been the subject of studies in the past, with studies on this topic typically examining value conflicts between stakeholders or between various departments within a firm (Ashforth and Reingen, 2014; Mason and Doherty, 2016), as well as conflicting organizational ideals that arise from collaboration (Mitzinneck and Besharov, 2019).

This study suggests that the personal values of each important decision-maker affect how environmental social entrepreneurs deal with conflict. As in past studies, the main decision-makers in the environmental social businesses in this study had a mix of collectivist and individualistic principles (Stephan and Drencheva, 2017). In various organisational environments, it was demonstrated that these values exist on a continuum and also followed a hierarchy (Mele, 2004). In some circumstances, environmental social businesses' top decision-makers gave individualist values priority over collectivist ideals, while in other instances, they reversed this order. This is unexpected because, by definition, environmental social businesses should place equal emphasis on societal and environmental value creation over financial gain. As an illustration, Organization 3 manufactured and offered for sale green stationery items, as with part of the money made from these products invested in improving literacy programmes. However, despite the organization's emphasis on minimising environmental harm, the main decision makers chose to trade off the usage of ecologically friendly packaging as a strategy to cut expenses. By running an environmental social enterprise that gave half of its profits to disadvantaged people, the key decision-makers in this case exemplified collectivist values. However, at the same time, they held individualist values, as evidenced by their willingness to sacrifice the well-being of the environment for the sake of profit. To resolve tensions between economic and environmental goals, this environmental social enterprise avoided making trade-offs by experimenting with different products to find alternatives to those that are harmful to the environment. These results showed that this environmental social enterprise's key decision-makers' prioritisation of environmental values was flexible: the environment was frequently compromised when achieving both environmental and economic goals became too resource-intensive. The major decision-makers in this case prioritised their individualist beliefs over collectivist ones, indicating that they valued the natural environment somewhat less than accomplishing economic objectives. Due to this, they adopted business as usual procedures that put the organization's financial interest ahead

of the development of environmental value (Epstein, Buchovac, and Yuthas, 2015; Laine, 2005; Slawinski and Bansal, 2015).

When decision-makers generally gave environmental aims precedence over economic ones, this allows attaining environmental and economic aims without having to compromise collectivist principles, contrasting with foregoing immediate financial rewards in order to make sure that organizational environmental impacts are decreased and that place more value on the company's environmental aspects than on its financial performance. The results from this study indicate that key decision-makers in environmental social enterprises may be more ready to avoid environmental trade-offs if they prioritise collectivist values. Yet, when the major decision-makers places a higher priority on individualist principles, they can be less ready to participate in the difficult process of avoiding trade-offs and instead turn to conventional corporate practices that put economic aims ahead of social and environmental goals.

5.5.3 Geographical Location

The geographical setting of the environmental social enterprise had an impact on how goal-related tensions were handled. To address goal-related tensions, for instance, some of the environmental social enterprises in this study asked their network of external stakeholders for guidance. The majority of these organisations were dependent on networks that were situated near to where they were physically located. For instance, Organisation 1, relied on the sizable group of community environmental conservation organisations working together on dealing with financial initiatives in their location (Ison, 2018), Organization 3 relied on neighboring organizations to manage tensions, collaborating on sustainability projects through shared resources, shared land, and offering advice on tension management.

Operating an environmental social business within a like-minded community facilitated the establishment of institutional channels that effectively addressed goal-related challenges, as highlighted by Laville (2009). This symbiotic relationship allowed for the alignment of values and shared objectives, resulting in the resolution of social and environmental issues. This confirms past studies that indicated social entrepreneurs have a higher likelihood of success if they co-locate with other for-profit corporations and nonprofit organisations (Thirlaway, Haugh and Robson, 2014). Environmental social businesses leverage various networks to access information and resources (Hatak, Lang, and Roessl, 2016; Huybrechts and Haugh, 2018; Lang and Roessl, 2011),

with the strength of these networks influenced by their geographic location (Mazzei, 2017).

This study suggests that managing goal-related tensions can be accomplished without relying solely on guidance from virtual networks, as local businesses in the area were predominantly consulted for assistance and knowledge. This highlights the effectiveness of creating networks within a community or region and seeking guidance from organizations that share similar beliefs and goals, which aligns with the community-focused approach commonly observed among environmental social entrepreneurs (Vickers and Lyon, 2014).

5.5.4 Organisation Type

The type of organisation, in addition to its size, has an impact on how environmental social enterprises manage their goal-related difficulties (Ashforth and Reingen, 2014; Battilana and Dorado, 2010; Pache and Santos, 2013; Jay, 2013). For instance, cooperatives handled conflicts differently from for-profit retail environmental social enterprises even though both aimed to add value on the levels of the economy, environment, and society. Compared to for-profit or not-for-profit environmental social enterprises, cooperative environmental social entrepreneurs were more likely to involve a wide range of stakeholders in the tension-management process. This may be due to the fact that cooperatives have participatory democracy ingrained in their organisational charter, which makes it normal practice to engage many stakeholders in managing organisational issues (Balnave and Patmore, 2012). Also, the cooperatives' staff and volunteers view their interactions with the organisation as more than just business dealings because, in many cases, they have a stake in the organization's success on an emotional and financial level. Given their shared identity, these stakeholders believe it is critical for them to have a role in the environmental social enterprise's future path, which is in line with earlier findings (Lang and Roessl, 2011; Ridley-Duff, 2008). Contrastingly, some of the environmental social enterprises in this study had stakeholders who seldom ever participated in the tension-management process and generally regarded their interactions with the environmental social enterprise as incidental.

Varying organisational structures had an impact on how environmental social enterprises handled tensions; bigger environmental social enterprises and charities relied on the board to take part in resolution procedures. Smaller environmental social enterprises, in contrast, typically relied on the founder as a primary decision-maker to resolve conflicting goals, another illustration of how the organisational context influences the experience and management of goal-related tensions by

environmental social enterprises.

5.5.5 Government Regulation

The values of major decision-makers and various organizational aspects, along with broader societal variables, significantly influence how environmental social enterprises manage goal-related tensions, while the effects of system-level elements on tension management, including tensions between organizations and governments, have been understudied, with the majority of research focusing on the individual and organizational levels, and only a limited number of system-level studies demonstrating their impact on business sustainability outcomes (Perey et al., 2018).

According to a research done at a Finnish university, there are tensions between the state's desire for universities to have greater economic autonomy and its continuing need to have a coherent strategy for governing the higher education system (Lattu, 2018). The university found it challenging to balance its social and economic objectives as a result of this tension. Different environmental standards and cultural norms between the host nation and the country of a company's origin have been found to cause business-sustainability tensions (Okereke, Dooley, 2010; Chen, Eweje, and Kennedy, 2019; Miska, Szocs, and Schiffinger, 2018), which can also have an impact on the sustainability outcomes of the business. Also, when organisations used a systems approach that gave them insight into how tensions cut across several levels of an organisation, they could manage sustainability issues pertaining to waste and the circular economy (Perey et al., 2018).

This study's findings demonstrated that, in the absence of support from system-level actors like councils and state and federal governments, resolving various goal-related issues at the organisational level had only marginally positive effects on the environment. This is due to the power regulators have to enact stricter environmental laws, which would make it simpler for environmental social enterprises to handle goal-related challenges. For instance, tensions rose when Organisation 3 decided to serve coffee in disposable cups. If they hadn't decided to sell disposable coffee cups, customers might have opted to purchase their coffee from other cafes, which would have resulted in a loss of revenue for the organization's community café. Organisation 3 had to compromise on this component of their environmental mission in order to keep the café open, so they switched to selling disposable cups. The environmental social enterprise's environmental impacts increased as a result, and the primary decision-makers felt uncomfortable

since they had to compromise their personal ideals. Disposable coffee cups would have been prohibited at the state, district, or municipal levels, which would have decreased the complexity of tension management for this organisation (and the individual decision-makers) as well as the amount of garbage generated by everyone going to the landfill.

Government regulation has been shown to lessen the sustainability issues that organizations face, as exemplified by the Ugandan government's unveiling of eight measures (Wood and Blowers, 2015) to aid the growth of the environmental social entrepreneurship sector, resulting in increased revenue for certain social enterprises working to conserve the environment, thereby alleviating financial strains; government subsidies in the area of the environment have also facilitated the transition to organic food consumption for many households (Wood and Blowers, 2015), leading to positive environmental, social, and economic effects on society (Ison and Langham, 2015; Mey, Diesendorf, McGill, 2016). Government regulation has been shown to lessen the sustainability issues that organizations face, as exemplified by the Ugandan government's unveiling of eight

measures (Wood and Blowers, 2015) to aid the growth of the environmental social entrepreneurship sector, resulting in increased revenue for certain social enterprises working to conserve the environment, thereby alleviating financial strains; government subsidies in the area of the environment have also facilitated the transition to organic food consumption for many households (Wood and Blowers, 2015), leading to positive environmental, social, and economic effects on society (Ison and Langham, 2015; Mey, Diesendorf, McGill, 2016).

Similar laws governing single-use plastic and disposable coffee cups could be implemented in Uganda, resulting in a decrease in the millions of discarded coffee cups that currently end up in landfills in the country each year, as evidenced by the preferences of other Ugandan cafes and Organisation 3's desire to discontinue selling throwaway coffee cups (Orlove et al.,2010). Without such legislation, enterprises will likely struggle with tensions between their environmental and financial objectives, making it challenging to contribute to sustainability without compromising the environment. However, tighter environmental restrictions may have unforeseen effects on environmental social enterprises, which would require regulation to manage the tensions that arise. Managing one tension is likely to cause the firm to experience additional tensions, necessitating proper control.

These findings make a significant contribution to the literature on tension management by

demonstrating that, in addition to the values of the key decision-makers and organisational factors, goal-related tensions of environmental social enterprises are influenced by broader system-level elements, particularly the position that government regulation can play in reducing goal-related tensions. Environmental social business practitioners and researchers must pay more attention to these consequences since they can have an impact on how environmental social enterprise disputes are managed.

5.6 Chapter Summary

This chapter discusses the research findings and provides interpretations for each research question, highlighting how balancing environmental and economic goals presents the most difficult challenges for environmental social entrepreneurs, who encounter a number of goal-related difficulties. It was found that these tensions are inevitable while running an environmental social enterprise. The organizational context, however, may have an impact on why certain environmental social enterprises encounter environmental tensions while others do not. Individual-level factors, such as the personal values of important decision-makers, have an impact on tension emergence in addition to the organizational context. In a similar vein, system-level elements like governmental regulation have an impact on how tensions develop. Organizations can better comprehend goal-related tensions by using a few simple measures and management intuition, although it is doubtful that environmental social enterprises would have the resources to put such procedures into place. Nonetheless, tensions may still be formally measured. The study discovered that a range of approaches are used by environmental social entrepreneurs to handle tensions arising from their goals, including selective coupling, making trade-offs, confronting, accepting, experimenting, getting advice, and effective governance. Additionally, flexible and structured approaches are employed by environmental social enterprises to manage tensions, while government legislation and system-level elements, including key decision-makers' personal values, as well as organizational characteristics like size, type, and location, also influence the management of these tensions.

CHAPTER SIX: CONCLUSION

6.1 Introduction

The chapter concludes this study on social entrepreneurship and the tensions between social, environmental, and business goals in Uganda comprises several key components. This chapter provides a summary of the dissertation, discusses the limitations encountered during the study, offers recommendations for practitioners and policymakers, highlights potential areas for future research, and outlines the research contributions made in this study. Each of these sections contributes to the overall understanding and significance of the research on social entrepreneurship in Uganda.

6.2 Summary of dissertation.

Chapter 1 introduces the study's background and general context. It stresses the problem of climate change and its effects and goes on to cover the different strategies being utilised to address the problem, including the involvement of environmental social enterprises as well as the industry sectors they work in. Critical concepts, the research problem, the research goals and objectives, and an outline of the chapters included in this study are also presented. Additionally, it gives a succinct overview of Uganda's social enterprise history, discusses the current environment for social entrepreneurship, and highlights the benefits of environmental social enterprises to Ugandan society.

The literature on environmental social enterprise tensions is reviewed in Chapter 2 of this dissertation. The theoretical framework (organisational identity curved from the organisational theoretical lens) and historical interactions between businesses and the environment are covered in the first part of this chapter. It underlines how conventional businesses have contributed significantly to some of the current environmental issues confronting the globe. It covered several strategies employed by companies to lessen their environmental effects, including corporate social responsibility (Garriga and Mele, 2004) and producing shared value (Porter and Kramer, 2014). According to (Jensen, 2002; Sundaram and Inkpen, 2004), these strategies are supported by the corporations' single-minded focus on maximising shareholder value. Nevertheless, it also highlighted inadequacies in how conventional businesses may take into account their effects on the environment. It went on to assert that environmental social enterprises are a potential

alternative to conventional business since they simultaneously provide value for the environment, the economy, and society. This makes them significant contributors to sustainability. In the final section of this chapter, the study highlights the different kinds of tensions that environmental social enterprises face, how those tensions affect organisational outcomes, and how they are handled

The methods and methodology used in this research work were described in depth in Chapter 3. A justification is given for the qualitative interpretivist approach that has been constructed in respect to the literature review in Chapter 2. The process for gathering data, the unit of analysis, the sampling strategy, and the data sources are all described in depth. The data-analysis method of thematic analysis is equally discussed. Ethics-related concerns and the limitations of the research are addressed in the chapter's conclusion.

The findings of the three research questions are presented in Chapter 4. The findings are based on 20 interviews with key decision-makers of environmental social enterprises. The data reveals the various goal-related tensions experienced, the reasons why they arise, and the approaches for resolving them.

The three research questions are addressed in Chapter 5 by discussing the goal-related tensions that arise, their effects on organisational outcomes, and the approaches employed to manage them.

Chapter 6 which is the conclusion chapter provides a summary of the dissertation, discusses the limitations encountered during the study, offers recommendations for practitioners and policymakers, highlights potential areas for future research, and outlines the research contributions made in this study.

6.3 On Research Objectives

The following three research questions served as the direction for this investigation:

a) What conflicts arise between the objectives of environmental social enterprises?

The study successfully achieved its objective of investigating the conflicts that arise between the objectives of environmental social enterprises. The findings revealed that these organizations often face challenges related to their goals, specifically in managing conflicts between environmental and economic objectives. Decision-makers in these enterprises frequently encounter such conflicts during the planning process, highlighting the need for careful consideration and decision-making.

Furthermore, as environmental social enterprises mature, additional tensions within their organizational structures come to the forefront. These tensions may remain dormant until a catalyst or triggering event brings them to the surface. Various factors, including organizational features such as size, type, and geographic location, can influence the emergence of these tensions. Understanding and addressing these conflicts and tensions are crucial for the sustainable development and success of environmental social enterprises. Decision-makers need to navigate the complexities of balancing environmental and economic goals effectively. This may involve developing strategies that harmonize both objectives, finding innovative approaches to minimize conflicts, and fostering an organizational culture that embraces adaptability and flexibility.

b) How do goal-related conflicts affect the economic, social, and environmental results of environmental social enterprises?

The study successfully achieved its objective in examining the impact of goal-related conflicts on the economic, social, and environmental outcomes of environmental social enterprises. The findings revealed that such conflicts can have diverse effects, including positive, negative, no impact, or uncertain impact on these goals. Notably, conflicts were shown to benefit these enterprises by facilitating cost savings and the development of cutting-edge management strategies. By effectively managing these tensions, organizations were able to innovate and implement approaches that reduced expenses while maintaining their dedication to environmental sustainability. This research highlights the importance of exploring and implementing strategies to navigate conflicting goals in environmental social enterprises.

c) What strategies do environmental social enterprises use to manage their goal-related tensions?

The study successfully achieved its third objective, which focused on examining the impact of goal-related conflicts on the economic, social, and environmental outcomes of environmental social enterprises. It went beyond existing research by identifying and exploring additional strategies employed by environmental social entrepreneurs to manage these conflicts. While previous studies have highlighted strategies such as selective coupling, trade-offs, and confronting and accepting tensions, this study emphasized the tactics of experimenting, seeking assistance, and maintaining effective governance that have received less attention in scholarly research. In addition, the study recognized the significance of societal, organizational, and individual factors

in shaping the decision-making processes of environmental social entrepreneurs when employing these tension management strategies. Societal factors, such as cultural norms and values, play a role in influencing the acceptance and prioritization of conflicting goals. Organizational factors, including resource availability, culture, and structure, can affect the feasibility and implementation of conflict management strategies. Individual factors such as personal values, motivations, and leadership styles also impact the choices made by environmental social entrepreneurs.

By considering these contextual factors and exploring a broader range of strategies, the study provided a comprehensive understanding of how goal-related conflicts impact the outcomes of environmental social enterprises. It contributed to scholarly research by uncovering the complexities involved in decision-making and shedding light on effective strategies to manage conflicts in this domain.

6.4 Recommendations

Based on the findings of the study on conflicts and tensions arising from the objectives of environmental social enterprises, as well as their impact on economic, social, and environmental results, and the strategies employed to manage these tensions, the following recommendations are proposed for policy makers, governments, and social entrepreneurs:

6.4.1 For Policy Makers and Governments:

Develop Supportive Policies: Policy makers and governments should create a regulatory and policy environment that recognizes the unique challenges faced by environmental social enterprises. This includes offering incentives, grants, and funding opportunities specifically targeted towards these organizations. By providing financial and regulatory support, governments can encourage the integration of environmental and economic objectives.

Foster Collaboration and Partnerships: Facilitate platforms and initiatives that promote collaboration between environmental social enterprises, government agencies, and other stakeholders. Encourage partnerships that bring together the expertise and resources of different sectors to address conflicts and enhance the overall impact of these enterprises. This can include creating networks, forums, and conferences that facilitate knowledge sharing and collaboration.

Promote Education and Capacity Building: Invest in training programs and educational initiatives that equip environmental social entrepreneurs and decision-makers with the necessary skills and knowledge to effectively manage conflicts between environmental and economic objectives. This can include offering workshops, seminars, and courses on sustainable business practices, impact measurement, and conflict resolution strategies.

Develop Evaluation Frameworks: Governments should support the development of comprehensive evaluation frameworks that assess the effectiveness and impact of tension management strategies employed by environmental social enterprises. By establishing standardized evaluation criteria, governments can guide decision-making processes and identify the most successful approaches. This can inform policy development and resource allocation.

Establish Supportive Funding Mechanisms: Governments should establish dedicated funding mechanisms or grant programs that specifically target environmental social enterprises. These funding opportunities can provide financial support for research and development, pilot projects, capacity building, and scaling initiatives. Governments can also consider offering tax incentives or subsidies to encourage investments in environmentally and socially responsible enterprises.

Streamline Regulatory Processes: Governments should streamline regulatory processes and reduce bureaucratic barriers for environmental social enterprises. Simplifying procedures for business registration, licensing, permits, and compliance can significantly reduce the administrative burden on these organizations, allowing them to focus more on their objectives and minimizing conflicts.

Promote Public Procurement of Environmental Solutions: Governments can lead by example through public procurement policies that prioritize environmentally and socially responsible products and services. By incorporating sustainability criteria into public procurement processes, governments can create market demand for innovative solutions and provide a boost to environmental social enterprises.

Establish Supportive Ecosystems: Governments should foster supportive ecosystems that facilitate the growth and success of environmental social enterprises. This can be done by establishing

incubators, accelerators, and innovation hubs that provide mentoring, networking, and access to resources. Governments can also collaborate with educational institutions to develop specialized entrepreneurship programs focused on environmental and social sustainability.

Encourage Research and Knowledge Sharing: Governments should support research and knowledge sharing initiatives focused on understanding and addressing conflicts and tensions in environmental social enterprises. This can involve funding research projects, establishing research centers, and encouraging collaboration between researchers, policymakers, and practitioners. Governments can also facilitate the dissemination of research findings through conferences, workshops, and publications.

Foster Collaboration and Multi-Stakeholder Engagement: Governments should actively foster collaboration and engage multiple stakeholders, including environmental social enterprises, civil society organizations, academia, and industry. By creating platforms for dialogue and collaboration, governments can facilitate the exchange of ideas, experiences, and best practices, leading to effective conflict resolution strategies and shared learning.

Incorporate Sustainability in Policy Development: Governments should integrate sustainability principles into policy development processes across sectors. By considering the environmental and social impacts of policies, governments can align their objectives with those of environmental social enterprises, reducing conflicts and creating a more enabling environment for their operations.

Monitor and Evaluate Progress: Governments should establish mechanisms to monitor and evaluate the progress and impact of policies and initiatives supporting environmental social enterprises. Regular monitoring and evaluation allow governments to identify areas for improvement, make data-driven policy decisions, and adjust strategies to effectively manage conflicts and tensions.

6.4.2 For Social Entrepreneurs:

Adopt Innovative Business Models: Social entrepreneurs should explore and adopt innovative business models that integrate environmental and economic objectives. This can include adopting

circular economy principles, sustainable supply chains, and green technologies to maximize the positive impact while addressing conflicts and tensions.

Engage Stakeholders: Social entrepreneurs should actively engage with stakeholders, including communities, customers, investors, and policymakers. This can be done through regular communication, stakeholder consultations, and involving them in decision-making processes. By seeking their input and involving them in the organization's goals, social entrepreneurs can build support and understanding for the dual objectives.

Share Best Practices and Lessons Learned: Social entrepreneurs should establish platforms and networks for knowledge sharing and collaboration among themselves. Encourage the exchange of best practices, lessons learned, and success stories to inspire and guide others in managing conflicts and tensions effectively. This can be done through online communities, conferences, and mentorship programs.

Seek Financial Support and Resources: Social entrepreneurs should actively seek financial support and resources available through government programs, grants, and impact investment funds. By leveraging these resources, social entrepreneurs can invest in research, innovation, and scaling their initiatives, thereby addressing conflicts and tensions more effectively.

In summary, policy makers, governments, and social entrepreneurs should work collaboratively to create a supportive policy environment, foster collaboration, invest in education and capacity building, and develop evaluation frameworks. By implementing these recommendations, they can effectively address conflicts and tensions between social, environmental and economic objectives in environmental social enterprises, ultimately leading to their sustainable development and success.

6.5 Research contributions

This research contributes to knowledge in the areas of tension management, environmental social entrepreneurship, and corporate sustainability (Hahn, Pinkse, Preuss and Figge, 2015; Siegner et al., 2018; Smith and Lewis, 2011). This study adds four unique perspectives to these literatures.

First, the research has identified the specific tensions related to goals that environmental social entrepreneurs encounter. Notably, these tensions are found to interact at individual, organizational, and system levels of analysis. Among these tensions, the most challenging to manage are those arising from the conflicting economic and environmental objectives. This discovery is significant as it fills a gap in the current literature, which has limited studies focusing on the conflicts between social and economic goals in social businesses. Instead, the prevailing literature primarily addresses conflicts between social and economic goals (Hahn, Pinkse, Preuss, and Figge, 2015; Smith and Lewis, 2011; Siegner et al., 2018). Understanding tensions within environmental social enterprises is crucial in a sustainability context because they can prioritise environmental value over economic value and thus offer unique insights into sustainability tensions not available from traditional businesses that typically focus solely on profit maximisation (Van der Bly and Slawinski, 2015).

Second, this study demonstrates how a variety of organisational traits, in particular organisational size, type, and geographic location, influence the creation of tensions as well as the methods employed to manage them. This is a novel contribution to the literature on conflicts management because environmental social enterprises are typically viewed as being homogeneous in the literature (Siegner et al., 2018). Seldom have these organisations' unique conditions, such as their location, size, and kind, as well as their specific aims and the values of the people who make the key decisions, been taken into consideration in relation to the escalation and management of conflicts. Insights into this organisational form can be gained generally by continuing to see environmental social enterprises as homogeneous organisations, but a more thorough understanding is likely to result from concentrating on particular kinds of environmental social enterprises (for instance, exploring the tensions of micro community energy environmental social enterprises in Uganda). To better understand how environmental social entrepreneurial tensions develop and how they should be addressed, nuanced organisational aspects need to be taken into account.

Finally, this study adds to the literature on tension management by establishing that Ugandan environmental social enterprises apply the same tension-management techniques as those discovered in earlier studies, which were frequently related to social enterprises. These strategies include diversifying the company's operations, tolerating conflicts, having unofficial dialogues

with stakeholders, giving up some objectives in favour of others, and selective coupling (Battilana, Lee, Walker and Dorsey, 2012; Hahn et al., 2010; Pache and Santos, 2013; Smith and Lewis, 2011). This study advances knowledge by demonstrating the worth of alternative tension-management strategies, such as effective governance, consulting others, and experimenting, which have gotten less scholarly attention. Also, it was found that how alternative tension-management strategies were implemented depended on the personal values of significant decision-makers. Because empirical studies have typically approached conflict management from an organizational point of view (Battilana, Lee, Walker, and Dorsey, 2012; Pirson and Bloom, 2011), focusing on conflicts relating to the organization's organisational culture, structure, policies, or incentive systems, this makes a significant contribution to the body of knowledge (Hahn, Pinkse, Preuss and Figge, 2015). Individual-level variables, such as their personal values, were discovered to be a substantial influence on the choosing of ways to manage tensions in the environmental social businesses in this study since they were often owned and run by one or two main decision-makers. Understanding goal-related tensions requires consideration of organizational-level issues (for example, experimenting with different tension-management approaches or trading off goals). Nevertheless, the prior research has not focused much on how decision-making in tension management is influenced by individual-level characteristics, like the values of key decision-makers in environmental social enterprises. Therefore, it is advised that environmental social entrepreneurial studies broaden their scope beyond a concentration on organisations in order to more thoroughly analyse tension emergence and management at the individual level.

6.6 Limitations of the Research.

According to Creswell (2014), it is vital for researchers to acknowledge the limitations of their research, even when quality and integrity checks are employed. This study had three specific limitations that require careful attention: the research approach employed, selection process of participating organizations, and the interview methods employed (Creswell, 2014).

Firstly, the research approach used in this study is interpretivist, which means that it does not seek to generalize the findings to a broader population, as explained in Chapter 3. However, generalization is ultimately important in order to determine the exact scope of the phenomenon being investigated. As suggested in the Future Directions section of this chapter, future research on environmental social entrepreneurship may consider using a larger sample size to gather a greater range of experiences.

The second limitation of the study was the presence of selection bias due to the non-random selection of participating organizations. The difficulty in accurately categorizing social enterprises in Uganda, as well as the lack of a comprehensive public database containing contact information for all social enterprises, posed challenges in randomly selecting organizations. Moreover, existing databases like Trend Hunter were found to be unreliable. To overcome this limitation, the researcher employed purposive and snowballing methods to locate and select organizations for the study, as described in the data collection process and sample technique section of the chapter. By using these methods, the researcher actively sought out organizations that met specific criteria to ensure some degree of uniformity among the participants. The five criteria outlined in the data collection procedure and sampling strategy section were used as a means to minimize the restriction caused by the non-random selection and maintain consistency among the participating organizations.

Another limitation of the study was the inability to conduct face-to-face interviews for all 20 participants due to their geographically diverse locations and limited availability within the designated timeframes. Face-to-face interviews offer the advantage of developing a stronger rapport with participants and facilitating the disclosure of more detailed and insightful information (Flick, 2009). Additionally, such interviews allow the interviewer to make richer observation notes by capturing visual cues along with audio ones, which is not possible in phone interviews. To address the challenges posed by distance and time constraints, the researcher adapted by collecting notes after each interview focusing on aural cues such as tone of voice, pitch, intonation, pauses, hesitations, and emotions. These audio observations provided valuable insights into how interviewees interpreted and responded to the questions, compensating for the absence of visual observations in phone interviews.

6.7 Future Research

Both quantitatively and qualitatively, the research offers some potential for further exploration.

6.7.1 Qualitative Systems Level Exploration- Longitudinal study

This study demonstrates how important decision-makers in environmental social enterprises' individual values might affect how tensions arise and are resolved. Despite rising evidence that the personality traits of business leaders and managers influence a company's desire to engage in significant environmental behaviour, there has been minimal research on how personal values

affect decision-making in tension-management in environmental social enterprises (Carollo and Guerci, 2018; Hemmingway and Maclagan, 2004; Williams and Schaefer, 2013). The use of case studies to investigate how different types of key decision-makers' personal values (such as environmental or social) affect tension emergence and management in environmental social enterprises could be a significant advancement in the fields of tension-management and sustainability, as well as for business practitioners.

The onset and management of tension were also found to be influenced by organisational and system-level elements. Few studies have examined the potential effects of system-level elements and the organisational context on tension emergence and management to date. Researchers could improve on the findings of this study by conducting case studies to determine whether system-level variables have an impact on how tensions arise and are handled in environmental social enterprises.

Finally, this research has disputed whether it is indeed possible for environmental social businesses to avoid compromising environmental goals for commercial ones due to the economic framework in which they operate. If social businesses sacrifice their social goal in order to gain money, several researchers have questioned the authenticity of such enterprises (Cornforth, 2014). It would be beneficial to carry out a longitudinal study (for instance, one to three years) with a variety of environmental social businesses in order to better understand how managers make decisions on

environmental trade-offs. This may offer further insights about the long-term success of environmental social enterprises as an organisational form in promoting sustainability. Although it's critical to note that many environmental social enterprises have limited lifespans, so a longitudinal research might not always be appropriate (Carollo and Guerci, 2018).

6.7.2 Quantitative Exploration

Uncertainty exists regarding the number of environmental social enterprises functioning in Uganda. There has been some mapping of social enterprises (Castellas et al., 2019), but environmental social enterprises require special attention because they could significantly advance Uganda's sustainability goals (Haigh and Hoffman, 2014). It may be possible to measure the tensions associated with environmental social entrepreneurial goals quantitatively once it is known how many environmental social enterprises are present in Uganda. For example, it would be beneficial to determine whether other environmental social enterprises in Uganda utilize the same tension-management strategies as those covered in this study, and to examine whether such strategies are effective at reducing tension. More information on how goal-related tensions impact organisational outcomes might be obtained by surveying a sizable number of environmental social enterprises. It may be vital to look into the relationship between the intuition of key decision-makers and the development of formal measurement techniques in order to better understand how main objective tensions truly affect the organisational outcomes of environmental social enterprises. Testing a representative sample of environmental social businesses may aid in verifying the outcomes of this study and produce fresh insights into conflicts management that environmental social enterprise practitioners can use to promote the concept.

6.8 Conclusions.

In conclusion, this chapter has provided a comprehensive overview of the study on social entrepreneurship and the tensions between social, environmental, and business goals in Uganda. It has encompassed various key components that contribute to the overall understanding and significance of the research. Firstly, the chapter summarized the dissertation, outlining the central focus and objectives of the study. It highlighted the importance of investigating the challenges faced by environmental social enterprises in achieving multiple goals and the subsequent impact on their organizational outcomes. Secondly, the chapter discussed the limitations encountered

during the study. It acknowledged the constraints and constraints inherent in the research process, such as limited sample size or geographic disparity. Recognizing these limitations is essential for understanding the scope and generalizability of the study's findings. Thirdly, the chapter offered valuable recommendations for practitioners and policymakers. These recommendations serve as practical guidance for environmental social entrepreneurs in navigating the tensions arising from their multiple goals. They also provide insights for policymakers in developing supportive policies and frameworks to foster the growth and success of environmental social enterprises in Uganda. Additionally, the chapter highlighted potential areas for future research. By identifying gaps and unanswered questions, it opens avenues for further exploration and deepening our understanding of social entrepreneurship and goal-related tensions. Future research can delve into specific aspects, explore different contexts, or employ different methodologies to expand on the findings of this study. Lastly, the chapter outlined the research contributions made in this study. By investigating the tensions between social, environmental, and business goals in Uganda, the research sheds light on the challenges faced by environmental social entrepreneurs and their strategies to address these tensions. The findings contribute to the existing knowledge on social entrepreneurship, sustainability, and goal dynamics within organizations. Overall, this chapter serves as a vital conclusion to the study, encapsulating the key components that enhance the understanding of social entrepreneurship and the tensions between social, environmental, and business goals in Uganda. It not only summarizes the research but also acknowledges its limitations, provides practical recommendations, identifies areas for future research, and emphasizes the research contributions made. This comprehensive review strengthens the significance and relevance of the study in the broader field of social entrepreneurship.

6.9 General Conclusion for the Study:

In conclusion, this study on social entrepreneurship and the tensions between social, environmental, and business goals in Uganda has provided valuable insights into the challenges and dynamics within environmental social enterprises. The findings contribute to the understanding of the unique challenges faced by environmental social entrepreneurs and shed light on their contributions to sustainability.

The study demonstrates that environmental social enterprises in Uganda effectively utilize their profits to address environmental and social issues. By integrating social and environmental goals

with business objectives, these enterprises play a crucial role in addressing societal and environmental challenges. They serve as a catalyst for sustainable development by leveraging market mechanisms to create positive social and environmental impact. However, the pursuit of multiple objectives also gives rise to tensions within these enterprises. The study highlights that tensions emerge as a result of the inherent conflicts and trade-offs between social, environmental, and business goals. These tensions can manifest in various forms, such as conflicts between profit generation and social or environmental impact, or dilemmas between short-term financial gains and long-term sustainability.

The findings further reveal that tensions within environmental social enterprises are not static but rather dynamic and evolving. They require ongoing attention and management from environmental social entrepreneurs to ensure organizational success. The study emphasizes that tensions are not necessarily detrimental to the organization; their impacts depend on how they are managed and leveraged. Successful resolution of tensions involves striking a balance between different goals and adapting strategies in response to changing circumstances.

The practical implications of this study are significant for practitioners and policymakers. The insights gained from this research can guide environmental social entrepreneurs in effectively navigating the tensions that arise from pursuing social, environmental, and business goals simultaneously. By understanding the proactive and defensive strategies employed by these enterprises, practitioners can make informed decisions to optimize their organizational outcomes.

Policymakers can also utilize these insights to develop supportive policies and frameworks that foster the growth and success of environmental social enterprises. By creating an enabling environment that recognizes and addresses the tensions inherent in pursuing multiple goals, policymakers can facilitate the development of a vibrant social entrepreneurship ecosystem that contributes to sustainable development. Moreover, the findings of this study have broader implications for the field of social entrepreneurship. By shedding light on the dynamics of tensions and their impact on organizational outcomes, the study advances the understanding of the role of social entrepreneurship in addressing societal and environmental challenges. It emphasizes the importance of balancing social, environmental, and business objectives for sustainable development.

While this study focused on the context of Uganda, the findings likely have relevance beyond this specific setting. The insights gained can inform the practices and strategies of environmental social enterprises globally, as well as conventional firms grappling with similar goal-related conflicts in their sustainability pursuits.

In summary, this study enhances the understanding of social entrepreneurship and the tensions between social, environmental, and business goals in Uganda. The findings provide valuable insights into the challenges faced by environmental social entrepreneurs, their contributions to sustainability, and the strategies employed to address tensions. The study has practical implications for practitioners and policymakers and contributes to a broader understanding of the role of social entrepreneurship in addressing societal and environmental challenges. Ultimately, it underscores the importance of balancing multiple goals to foster sustainable development and create positive social and environmental impact.

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ANNEXURES

ANNEXURE A: Organisational profiles

1. Organisation 1

Transforming waste, empowering communities.

Vision: A world where waste is transformed into a resource and communities are empowered.

Mission: We are innovating solutions to waste challenges that build a circular economy while creating jobs and a healing workplace for at-risk populations.

Many cities in developing countries such as Gulu, Uganda are plastic waste sinks--plastic comes in but never gets out because there is no recycling option. Since Gulu is a 6-hour drive from the nearest recycling plant, the high transportation costs make it economically unfeasible to send low-value plastic waste for recycling. So the plastic in Gulu is burned, buried, or littered. Discarded plastic soda and water bottles are littered across streets and fields because the polyethylene terephthalate (PET) bottles have very low recycling value. No industries in Uganda can use recycled PET flakes since its chemical properties make PET very difficult to process. Since China and other Southeast Asian countries have stopped plastic waste imports, Ugandan government officials say they are “really stuck and desperate” because they have no solution for PET waste.

Takataka is locally transforming plastic waste in Uganda into quality, affordable construction materials. We’re creating jobs, improving the environment and public health, and closing a loop in the circular economy.

How It Works

Step 1: Collect plastic waste.

Step 2: Sort, shred, & melt plastic (safely).

Step 3: Mold into products.

THE PRODUCTS



2. Organisation 2- “Adding value to trash”

The Plastic waste disposal in Uganda is increasing. It is estimated that 600 tons of plastic are disposed off in Uganda daily.

Kampala city alone accounts for the vast chunk of plastic waste, which is littered all over the city and clogging the sewage systems. About 51% of the plastic garbage in the city is left uncollected and ends up in drainage channels, wetlands, natural water sources, manholes, undeveloped plots and on the roadside. In the rural

areas, it is a sad story; plastic garbage in most cases left to decompose on its own.

Reform Africa is changing this: They are transforming plastic waste into sustainable, waterproof and durable bags.

How they do it;

Collecting

Production starts from collecting the plastic bags from dumpsites. This is done by a team of over 20 marginalized women and youths who we pay a fair rate compared to what middlemen pay. More than 1,500kg of plastic is collected every month.

Cleaning

After collecting, the women sort and wash the plastic getting rid of any dirt and mud before drying it in the sun.

Processing

With a unique technique, we are fusing the plastic to its final material. One final Reform bag is made out of 15 plastic bags. With different colours of plastic bags, we are able to design unique colours & patterns – so each and every bag is unique.

Tailoring

When the material is ready, our tailors cut it into different patterns and designs according to various specifications. We make backpacks, shopping bags, cross bags or smaller toiletry kits. For every bag our tailors make sure to fulfill our claim of high-quality products.



3. Organisation 3.

Pangea Educational Development is an innovative organization dedicated to promoting educational development and fostering global citizenship. With a mission to empower individuals and communities through education, Pangea aims to create sustainable and positive change in the world. The organization envisions a future where everyone has access to quality education and possesses the knowledge and skills to address global challenges.

One of the key areas of focus for Pangea Educational Development is climate change literacy. Recognizing the urgent need to address climate change and its far-reaching impacts, Pangea strives to educate and empower individuals to become agents of change in their communities. The organization believes that fostering climate change literacy is essential for individuals to understand the challenges faced by our planet and to take meaningful action to mitigate and adapt to the effects of climate change. To promote climate change literacy, Pangea develops and implements educational programs that raise awareness about environmental issues, sustainability, and the importance of conservation. They collaborate with schools, educators, and community organizations to integrate climate change education into the curriculum and provide training and resources to educators. By equipping individuals with the knowledge and skills to understand and tackle climate change, Pangea aims to inspire a generation of environmentally conscious global citizens.

Additionally, Pangea Educational Development operates a community cafe that plays a vital role in their mission. The cafe not only serves as a space for community members to gather and connect but also serves as a platform to promote sustainable food practices. The cafe focuses on providing organic and locally sourced foods, highlighting the importance of supporting local farmers and reducing the carbon footprint associated with food production and transportation. By offering organic foods, Pangea aims to raise awareness about the benefits of sustainable agriculture and its positive impact on the environment. The community cafe serves as an educational hub, organizing workshops, and hosting guest speakers who share insights on sustainable farming practices, food waste reduction, and the interconnectedness of our food systems with climate change.

THE WORKS



4. Organisation 4.

Vision

To be the leading Organic Sustainable Environmental permaculture- agriculture business developer and implementer through forestry, food, water production, recycling in Africa

They are a private permanent agriculture social enterprise operating under the twelve principles of Permaculture and the three Ethics (care for people, care for Earth and Fair share) dedicated to build resilient communities with their agribusinesses through providing affordable Permaculture ecosystem designs, accessible, quality services with dynamic integration of Sustainable Development Goals (SDGs).

BEU's focus is on creating, implementing and on use of innovative climate change adaptation strategies using the permaculture ethics and principles. As a permaculture social enterprise, the core focus is to innovate adaptation strategies using permaculture principles to solve Uganda's problems especially with the most vulnerable populations of rural communities of whom the majority are farmers.

Their production department focuses both on food crops, fruits, seedlings and soil inputs such as fertilizers organically developed. Consolidating sustainable development, we produce seedlings such as fruits, medicinal trees and timber trees placed land with aid of permaculture design principles.

BEU offers a professional and comprehensive education programme in permaculture design and related subjects. They offer one and two-day introduction to permaculture courses as well as the internationally recognized 72-hour Permaculture Design Certification Course alongside specialized courses on related subjects such as bee-keeping, composting and vermiculture.

Permaculture continues to address modern challenges as Uganda's economy grows. This demands a twist of innovativeness in re-framing the approaches to suit the culture's and people's learning experiences.

THE WORKS



ANNEXURE B: Interview guide

Section A: Biographical information.

1.a. Organisation name.....

c. Level of education.....

d. Are you the founder or co-founder of the organisation? Yes No ____

Section B: Organisational background. a. When was the organisation founded?

b. What motivated you to create your organization and what is its mission?

c. What were your major sources of funding when you started your social enterprise?

d. How did you come to be involved in this organization? How would you describe your current involvements? How has that changed over time? Why?

e. Are there parts of the organization you feel more connected to? More committed to? Are there parts of the organization that you feel less connected or committed to?

f. Is this organization what you expected of a social enterprise? Do you think that this organisation is more of a business or more of a charity?

g. What areas does the organization excel at when it comes to meeting its goals and objectives? What areas continue to pose substantial challenges?

h. What perceptions and management practices facilitate coping with these challenges?

Do the perceptions underlying the organisation fit the practices in situations where there is a conflict in the organisation between business, environmental and social orientations?

Section C: Hybrid impact assessment and performance measurement.

1. a. Would you consider this organisation successful in all its deliverables? Why or why not? How do you define success for this organization?

b. How does this organization define and measure success towards financial stability and social and environmental outcomes?

c. Is performance measurement effectively integrated into management systems? What barriers/challenges does the organisation face when seeking to undertake evaluation/impact measurement of both social, environmental, and business interventions? d. How does the organisation use learning arising from evaluative activities and what effects does this have on organisation's focus on social, environmental, and business goals?

Section D: Decision-making paradox in a hybrid setting.

- 1.a. What role do you play in decision-making and strategy development at this organisation?
- b. Have you ever influenced the organisation's work towards a project that would provide more of a social or environmental than financial outcomes or vice versa?
- c. How does this organization creates decisions around financial stability and social and environmental outcomes?
- d. How does this organization makes decisions around resource mobilization and allocation in the face of multiple demands?
- e. Who are the key stakeholders involved in making social, environmental, and business decisions? How does their involvement affect decision-making around social, environmental, and business goals?

Section E: Leadership paradox in a hybrid setting.

- 1.a. Does the leadership style exhibited in this organization accommodate the multiple identities? If so, what are the characteristics of this style?
- b. Does the board behavior balance the organization's social, environmental, and financial demands? If not, what are some of the consequences on delivering the organization's social, environmental, and business goals?
- c. In your opinion, what are the values or beliefs that you think are important for leadership roles within this organisation? Can you give an example of how these values or beliefs have been demonstrated in the organization?
- d. What do you see as an opportunity for this organization? How does this opportunity connect to the organisations financial stability and social and environmental mission?

Sections F: Merger of tensions as a potential driver of entrepreneurship and innovation

- 1.a. To what extent are the organization's business activities integrated with its social and environmental activities, or are the activities carried out separately?
- b. what is the mix of personnel, and how does the organization recruit, train, and provide incentives to workers so that they will adopt a hybrid identity?

- c. Is the social, environmental, and business mission carried out by the same people, or is it divided among different sub-units? How does the organization socialize employees to achieve social, environmental, and financial objectives?
- d. How do you balance the demand for business (managerial), and social and environmental (activist) skills while running multiple projects?
- e. Is there one organizational culture that combines business, environmental and social aspects, or are sub-cultures created with different values and norms?
- f. How do you divide time to maximize both social and environmental impact and profit in a severely resource-constrained startup environment?
- g. How does this social enterprise overcome, or attempt to overcome, the internal governance challenges it faces in the process of delivering its social, environmental, and business goals?
- h. Does the organisation rely on existing corporate law frameworks to successfully overcome the internal governance challenges faced in delivering its goals and objectives?
- i. If the organisation does not rely on existing corporate law frameworks to successfully overcome the internal governance challenges faced, what does it do instead?

ANNEXURE C: Participant consent form



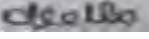
RHODES BUSINESS SCHOOL * Tel: +27466038111

PARTICIPANT CONSENT FORM

Consent to take part in: *Social entrepreneurship and the tensions between social, environmental, and business goals (A case of Uganda)*

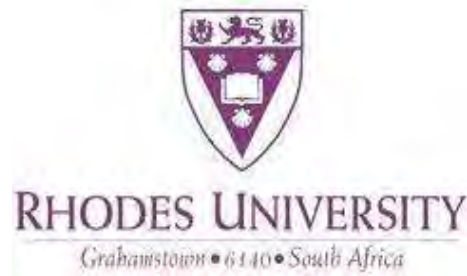
| | Add your initials beside the statement if you agree |
|---|--|
| I confirm that I have read and understood the Participant Information Sheet explaining the above research project and that I have had the opportunity to ask questions about the project. | |
| I agree to take part in the above research project and will inform the researcher should my contact details change. | |

| | |
|--|--|
| <p>I understand that my participation is voluntary. Should I not wish to answer any particular question or questions, I am free to decline.</p> | |
| <p>Options regarding the protection of identity and anonymization of certain responses. Please select whichever options apply.</p> | |
| <p>I wish to have my identity revealed in the study.</p> | |
| <p>I wish to have my identity revealed in the study but to keep some of my responses anonymous. Where I want to keep a response anonymous, I will indicate this clearly to the researcher.</p> | |
| <p>I agree to be audio recorded during each interview. I agree with the use of this recording for transcription purposes. I agree with photographing and video-recording of my work when applicable. I agree with each communication to be archived, with my permission, in the form of texts, photographs, audio recordings, and when applicable video recording.</p> | |
| <p>I agree that my responses during the interviews, including the transcripts and audio extracts, may be used in publications arising from the researcher's thesis, and may be used used in further publications of either essays or articles in journals.</p> | |
| <p>I permit the use of direct quotations of my responses in publications arising from the research as detailed above.</p> | |
| <p>I understand that where direct quotations are used, I will have the opportunity to check the quotations cited from the interviews before submission either within my thesis or for publication elsewhere.</p> | |

| | |
|--|--------------------|
| | |
| Name of participant | |
| Participant's signature | |
| Date | |
| Name of the lead researcher | Emmanuel Okello |
| Signature  | |
| Date. 29/08/2022 | |

Once this form has been signed by all parties, the participant will receive a copy of the signed and dated participant consent form and the information sheet. A copy of the signed and dated consent form will be kept with the project's main documents.

ANNEXURE D: Participant information sheet.



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PARTICIPANT INFORMATION SHEET (Social enterprises employees and founders)

Dear, Mr/Mrs/Ms/Dr./Prof.....

Invitation to participate in a research project about social entrepreneurial tensions.

My name is Okello Emmanuel and I am a master's of Commerce student at the Rhodes Business school, Rhodes University. My supervisor is Professor Tshidi Mohapeloa, a lecturer at the Rhodes Business school. I am studying towards a master of Commerce in Integrative Thinking and my research is on how social enterprises engaged in climate change resilience interventions manage paradoxical tensions. I have identified you as a possible participant who engages in climate-resilient activities as part of your goals and therefore I am requesting your permission to participate in this study. I kindly request that you read this participant information sheet and the consent form so that we can discuss possible participation.

Research Description

I am interested in exploring the nature of social entrepreneurial tensions and how best they can be managed within social enterprises. In this research I will 1). Investigate how social enterprises can manage their multiple identities, 2). Explore the contributions of the merger of these tensions as a potential driver of entrepreneurship and innovation in the social entrepreneurial arena.

By doing this, I intend to add new insights to the body of research that already exists on this topic within the discipline of social entrepreneurship. The results of this research will be published in my master's thesis titled: *Social entrepreneurship and the tensions between social, environmental,*

and business goals (A case of Uganda), which will be uploaded onto the Rhodes University website.

Selection of participants

I plan to interview a selection of 20 founders and employees of social enterprises based in Uganda. I have selected these founders and employees as participants because they engage in climate-resilient program areas within social enterprises.

What participation will entail

If you agree to participate, you will be invited to take part in an interview with me at a time and place that is convenient for both of us. I am based in Uganda for the next few months and would like to interview you in person if possible. If face-to-face interviews are not possible, I will conduct these interviews telephonically via email, video call, or telephone in English.

I have created interview questions that I will use to guide our conversations. These questions are not restrictive, and I would like you to talk freely and enjoy our interaction. I encourage you to ask me particular questions or raise points that you would like to discuss. If you agree to have these conversations, you will sign a consent form that describes our conversation process. I would like to assure you that your participation is voluntary, and you have the right to not participate if you wish. You may also ask that I do not include your name in my research. If I quote any of your words from our conversations, I will ensure that I show you how I have used your words.

Whom to Contact


If you have any questions before you make your decision to participate in the research, or if any questions arise during your participation, please kindly contact me: Okello Emmanuel, +256701163338, okelloemmanuel36@gmail.com, or the researcher's supervisor: Professor Tshidi Mohapeloa, +27822576632, t.mohapeloa@ru.ac.za. You can also contact the Ethics Coordinator Mr. Siyanda Manqele (S.manqele@ru.ac.za).

Ethics Approval

This study has received approval from the Rhodes University Ethics Committee and my ethics approval number is [2022-5877-7121]. Should you have concerns about the ethics of this research process, then please raise them with me, the Principal Researcher, my supervisor Prof. Tshidi Mohapeloa, t.mohapeloa@ru.ac.za, or the Ethics Coordinator Mr. Siyanda Manqele (S.manqele@ru.ac.za).

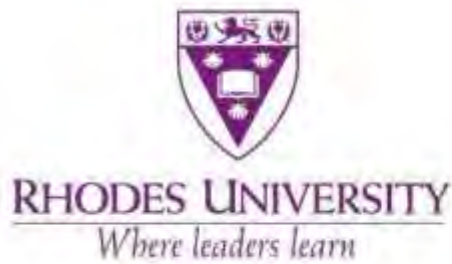
Thank you for taking the time to read this information sheet. I look forward to hearing from you soon and discussing your potential participation.

Yours Sincerely,

A rectangular box containing a handwritten signature in dark ink, which appears to read "Okello".

Emmanuel Okello

ANNEXURE E: Ethics Approval



Rhodes University Human Research Ethics Committee
PO Box 94, Makhanda, 6140, South Africa
t: +27 (0) 46 603 7727
f: +27 (0) 46 603 8822
e: ethics-committee@ru.ac.za
NHREC Registration number: RC-241114-045
<https://www.ru.ac.za/researchgateway/ethics/>

14 October 2022 emmanuel okello

Email: g22o3341@campus.ru.ac.za okelloemmanuel36@gmail.com Review Reference: 2022-5877-7121

Dear emmanuel okello

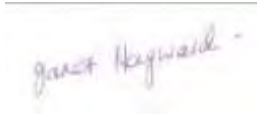
Title: Social entrepreneurship and the tensions between social, environmental and business goals.
(A case of Uganda) Researcher: emmanuel okello
Supervisor(s): Professor Tshidi Mohapelo.

This letter confirms that the above research proposal has been reviewed and **APPROVED** by the Rhodes University Human Research Ethics Committee (RU-HREC). Your Approval number is: 2022-5877-7121 Approval has been granted for 1 year. An annual progress report will be required in order to renew approval for an additional period. You will receive an email notifying you when the annual report is due.

Please ensure that the ethical standards committee is notified should any substantive change(s) be made, for whatever reason, during the research process. This includes changes in investigators. Please also ensure that a brief report is submitted to the ethics committee on the completion

of the research. The purpose of this report is to indicate whether the research was conducted successfully, if any aspects could not be completed, or if any problems arose that the ethical standards committee should be aware of. If a thesis or dissertation arising from this research is submitted to the library's electronic theses and dissertations (ETD) repository, please notify the committee of the date of submission and/or any reference or cataloguing number allocated.

Sincerely,



Dr Janet Hayward

Chair: Rhodes University Human Research Ethics Committee, RU-HREC

cc: Ethics Coordinator