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Influence of Institutional Environment and the Development of Social Enterprises in Nigeria

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A thesis submitted to the University of Huddersfield in partial fulfilment of the requirements for the degree of Doctor of Philosophy

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Acknowledgement

Dedication

To my Parents for their support, prayers, sacrifices and unconditional Love.

Abstract

The concepts and models of social enterprise worldwide are increasingly attracting academic interests. The different typologies of explaining social enterprise are often attributed to the contextual development of the phenomenon. The organisational orientation towards resolution of social problems that are locally embedded in different environment necessitates empirical and contextual insights. While current research appears to focus on the influence of institutional (economic, legal, cultural, social) differences on social enterprises in some developed and emerging environments, there is lack of understanding of how the institutional factors, challenges, motivators and barriers influence empirical elucidations of social enterprises in developing countries. This study draws on neo-institutional standpoint to advance the understanding of how institutional arrangements (regulations, public policies, laws, socio-cultural understandings and processes) influence the conception and development of social enterprise in Nigeria. It is posited that Nigerian context presents an environment with weak formal institutional arrangements supporting social enterprises.

This study adopted a qualitative research method to explore the influences of the institutional environmental factors on the development of social enterprises in Nigeria. The study sample included 31 social enterprises. Thirty-one interviews were conducted with Social Entrepreneurs in addition to two interviews with Regulatory Agency Executives in Nigeria. The study findings reveal that culture and religion plays an important role for the nature and character of social enterprises, while noting the key role military rule played in creating institutional apathy. Interestingly, the role of the nascent democracy and personal experiences (affliction and knowledge) of social entrepreneurs were key motivators engendering social consciousness and advocacy for civic reorientation and positive goals that create social and economic benefit to society. The absence of a coherent institutional delineation, structure, support, knowledge and regulatory framework for social enterprise are key findings emanating. Moreover, it is found that with increasing awareness of dwindling grant funding and need for multiple bottom line organisational goal, social enterprise are developing their commercial dimension, which is key to their sustainability. Still, results reinforce the primacy of social dimension to the conception which were focused on providing social and economic inclusion within the Nigerian environment. This study provides empirical insights that can help frame future research directions and provide a comparison across environments or done in another

developing context. Within the understudied context, further research should focus on how social dimension/values are superseded by the needed to develop income generating component (economic dimension/values) and the tensions between both logics. Finally, an in-depth study of the legal frameworks in which social enterprises operate within the environment and its influence on the practice of the conception will strengthen understanding and ensure a more coherent mapping of the field of study.

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Chapter 1: INTRODUCTION

1.1 Introduction

This research aims to explore the influence of institutional environment on the development of social enterprise in Nigeria- with a view of advancing research on the conceptualisation of social enterprise within a context of weak formal institutional arrangements. This chapter provides an overview of the thesis. The chapter is organised in the following sequence: First, a succinct background to the social enterprise field is provided; second, a justification for the study is presented; third, the aim and objectives of the study are highlighted; fourth, an overview of the methodological approaches and rationale for their choices are discussed. Fifth, the key contributions to knowledge the research makes are briefly discussed. Finally, a concise overview of the structure of the thesis is presented.

1.2 Background

The global socio-economic climate has led to challenges in the society: such as, the increase in prices of goods and services, higher levels of unemployment, inflation, and austerity measures across countries (Alter 2007; Mair, 2010). These challenges have led to the expansion of socio-economic disparities (inequality in wealth, income, assets and opportunity distribution) between the economic strata (gap between the high- and low-income earners) in the society globally (Weerawardena and Mort, 2006; Peattie and Morley). Consequently, these economic and social inequalities in the society have necessitated greater attention and demands for social enterprise research and practice in different contexts (Rivera-Santos, Holt et al. 2015). Social enterprise can be defined as a non-profit entity that makes goods and services tailored creatively towards providing solutions to communal challenges and covering economic risk associated with its activities (Defourny and Nyssens, 2008). Similarly, DTI (2002) defined social enterprises are commercial organisations with primarily social character and values whose income are reinvested in solving community problems, instead of a focus on profit for business owners. These organisations are media of social value creation that develop new ways of addressing governmental inadequacies in provision of social services (Defourny and Nyssens, 2017; Wry and York, 2017). These organisations have developed sustainable

solutions to societies most embedded problems, such as inequalities, unemployment, poverty, lack of basic education and health care facilities, and consequently, integrated some of the disadvantaged members of the society (Dees, 1998; Alter, 2007; Peattie and Morley, 2008; Defourny and Nyssens, 2012). These value creation activities are in accordance with the roles played by social enterprises in various societies (Fayolle and Matlay, 2010). The conception is aimed at providing solutions to socio-economic disparities and increasing social benefits to the society by exploring opportunities and overcoming the financial limitation in creating value through enterprise (Peredo and McLean, 2006).

Reflecting on the importance accorded to the emerging field of practice and study, over the last two decades, social enterprises have received greater attention and acceptance in many countries. Evidence to bureaucracies established by key developed countries for coordination of organisations such as social enterprises are on the rise. For example, the United States of America established the office for 'social innovation and civic participation' in the Presidency, mandated to advice and coordination of the President's actions on social enterprise matters, reflecting growing importance attached to the field. In the United Kingdom, government established a social enterprise bureaucracy known as the Office of the Civil Societies in the Department of Trade and Investment (Teasdale, 2010, Kerlin, 2006). The office has the mandate for policy development, and coordinating the activities of charities, social enterprises, and social economy organizations in the cabinet office (Nicholls, 2010; Teasdale, 2011). Furthermore, other countries such as Belgium, Italy, Finland, Sweden, and Denmark have created new legal formats, and laws for the purpose of social enterprises (Defourny and Nyssens, 2008; Teasdale, 2011). The progresses highlighted above in establishing the practice of social enterprise field, are lately being reflected on research in the academic sphere with diverse perspectives and conceptualisations being pursued (Mswaka and Aluko, 2014).

Early research efforts on the conception of social enterprise had been primarily focused on providing contributions that proffer understanding on its difference from other socially oriented focused organisations, commonly referred to as social economy-based concepts (Borzaga and Spear, 2004; Seyfang, 2006; Amin, 2009). Definitional characteristics, and lately, the different models of social enterprise globally, amongst others elicit greater attention. Various contributions to the field of study have proffered diverse elucidations on the notion, challenged assumptions, and stimulated debates on diverse inclinations and understandings of the conception (Dees, 1998; Mair and Marti, 2006). An upsurge in the number of research relating

to social enterprise is being recorded, with various perspectives being explored in various research endeavours (Peattie and Morley 2008). These research efforts are playing a leading role in facilitating the process of starting new commercial entities, discovering new techniques of achieving social goals, promoting the capabilities of social enterprise, and as well, stretching the boundaries on the conception.

Despite the global interests practically, and lately, academically on the notion of social enterprises (Lasprogata and Cotton, 2003), consensus on perspectives have been limited to the social value creation goal advanced by social enterprises (Defourny and Nyssens, 2010; Teasdale, 2010). Differences exist on some key issues in the conceptualisation of social enterprise: such as defining the construct, the key characteristics of the conception, classification of the notion, enterprise component, and revenue generation and utilisation (Grant, 2008; Peattie and Morley, 2008; Defourny and Nyssens, 2010). These lacks of convergences on understanding of social enterprises are influenced broadly by the different contextual influences that have shaped the emergence of the conception and practice in different environments globally. Various factors peculiar to individual environments such as the socio-cultural understandings, governmental reforms, public policies, legal frameworks, institutional systems, and institutional pressures in different societies have determined the conception (Defourny and Nyssens, 2008; Grant, 2008). These factors have influenced the organisational forms, scope, purpose, and scale in which social enterprises encompass, with research suggesting these entities mirroring the various environments they operate within (Peattie and Morley, 2008; Teasdale, 2010; Pinch and Sunley, 2015). Also, Institutions aiding the advancement of social enterprises vary in different countries (Defourny and Nyssens, 2008). The presence or absence, and the level of development of institutional support system varies across countries, and thereby influencing the definition and practice of the conception (Teasdale, 2011). Additionally, the inclinations of individual players (such as governments, entrepreneurs, academics) at formation stage in advancing divergent interests can be attributed to the lack of consensus on the notion. Evidence of this is the usage of academic theories from different fields of academic enquiry, different organisational structures of entrepreneurial ventures, and different legal and legislative definitions of the concept in various societies. All these, reflecting the inclinations of governments, entrepreneurs, and academics in promoting their interest in the conception (Teasdale, 2010; Teasdale, 2011).

1.3 **Justification for Study (Gap in Knowledge)**

Based on the foregoing background, it becomes more apparent that overtime and across countries, the conception of social enterprise and its evolution has come to be identified with diverse definitions and concepts by academics and practitioners (Kerlin, 2006; Kerlin, 2012). It is adopted in explaining a wide range of occurrences leading to a divergence of perspectives on how to define social enterprises (Kerlin, 2006; Teasdale, 2011; Kerlin, 2012). The notion has been employed to describe the process non-profits use in obtaining their earnings (Dees, 1998), Ethical organisations (Harding, 2010); representative administered organisations that integrate economic and social agenda; how unsalaried establishments provide community services, and communal ventures tackling social problems (Williams, 2007). Respectively, in all these defining perspectives, the only common features are the importance of the social character and values, while trading/enterprise/economic character and values are at the centre of the conception (Peattie and Morley, 2008; Teasdale, 2011; Kerlin, 2012).

The extent of theoretical disagreement can be elucidated by the individual interpretation of social enterprises in different contexts (Kerlin, 2006; Kerlin, 2012). Several social enterprise studies broadly establishing the differences of social enterprise in various context could be attributed to social, cultural, political and economic factors in such environments (Haugh, 2005; Austin, 2006; Kerlin, 2006; Defourny and Nyssens, 2008; Mair, 2010; Defourny and Nyssens, 2012; Kerlin, 2012; Littlewood and Holt, 2015). Such outcomes validate institutional prescriptions on the role of the environment in shaping structure and behaviour of organisations (social enterprises) in various contexts (Meyer and Rowan, 1977; Salamon and Sokolowski, 2000; Austin, 2006). More so that a study, Defourny and Nyssens (2010) has elucidated the roles governments of countries in Europe play, in passing laws of parliament that define and regulate the conception of social enterprises. The Italian parliament's definitive pioneering role in adopting the 'social cooperatives' legal form and the subsequent adoption of such legal and policy intervention by other countries particularly in Europe followed (Defourny and Borzaga, 2001). These legal forms varied from Social Cooperatives, Community Interest Company, to Collective Interest Cooperative Society, Limited Liability Cooperative Society. Interestingly, these legal definitions varied across countries, with implications for their finance generation capability, the structure, sector, and scope which practice the conception (Defourny and Nyssens, 2008; Mswaka and Aluko, 2014).

Studies such as Kerlin (2006) compare and contrast institutional regulatory and policy differences on the notion of social enterprises in some developed and emerging environments such as Europe and United States of America, and have therefore recommended the need to learn from different contexts. In another study that focused on the United Kingdom contexts, the contested understandings and perspectives on social enterprises were examined; this study alludes to diverse adoption of the social enterprise tag by social organisations has led to diversity in perspectives. (Teasdale, 2012). Defourny and Nyssens (2010) study which underscored the similarities and differences in the conception of social enterprises and development overtime in the United States and European nations, thus providing insights and understanding on social enterprise in such contexts that help inform knowledge of the conception in these contexts. Yet, there is a dearth in knowledge of how the diverse institutional characteristics influence the structure and practice of social enterprises in different contexts, such as some developing countries with weak or absence of formal institutional arrangement like Nigeria.

Rivera-Santos et al. (2015) empirical enquiry of 384 social enterprises in 19 sub-Saharan African nations, highlights the importance of the characteristics of the institutional environment of a context in influencing the understanding and practice of social enterprises. The authors acknowledge academic enquiry on the influence of the environment on social entrepreneurship being widely inadequate- particularly, in the African context (Rivera-Santos et al., 2015). Furthermore, there is limited understanding of how different institutional arrangements directly influence the organisational forms, sectors, and scope that social enterprises operate and encompass in developing countries (Austin, 2006; Kerlin, 2012; Goddard et al., 2015). As institutions are important in enabling opportunities or limiting social enterprises, and with research suggesting diversity in contextual knowledge, the understanding of the roles of institutions on social enterprise formation, structure and practice in various contexts will be of practical value in advancing theoretical development (Austin, 2006).

Thus, to address these challenges, following on the path of other contextual social enterprise studies that utilised neo-institutionalism (Rivera-Santos et al., 2016; Dart, 2004; Reid and Griffith, 2006; Kerlin, 2012; Goddard et al., 2015), this study draws on neo-institutionalism as it provides a better lens to studies such as this- that are interested in how social factors, rather than economic influence organisations actions. Neo-institutional theory promoters suggest norms of conduct, laws, regulations, compulsion, occupational bodies, cultural understandings,

values, belief practices, and social thought processes and understandings to be pressures and elements inherent in the institutional environment that influence structure processes, conduct, and tactical decisions of organisations within a context (Meyer and Rowan, 1977; DiMaggio and Powell, 1983). Similarly, an institutional scholar, North (1990), suggest the characteristics within an environment, such as existing laws, beliefs, understandings, and cultural value systems, guide human relations within. This study advances both an organisational (internal) and institutional (external) levels of understanding of how institutional arrangements (regulations, public policies, laws, socio-cultural understandings and processes) influence the development of social enterprise.

The introduction of the organisational level analysis aligns with the need to refocus institutional perspectives in understanding how they influence the entire organisations structure (Greenwood et al., 2014), rather than the institution itself alone. In doing so, it will provide an insight into how the weakness, absence or breakdown of formal institutional arrangement influences social enterprise development. Particularly, within the context of Nigeria where there are weak formal institutional arrangements which could perhaps engender heterogeneity in organisational structure, rather than homogeneity. This is evident from the lack of extant literature on what social enterprises are, nor adequate policy or regulative institutional prescriptions, and frameworks to inform knowledge of present practice in Nigeria.

1.4 **Purpose of Study (Aim and Objectives of Study)**

Based on the outlined research gaps, this study aims to explore the influence of institutional environment factors on the conception and development of social enterprise in Nigeria-with a view to advancing research on the conceptualisation of social enterprise within a context of weak formal institutional arrangements/environments.

The aim would be advanced through the following research objectives,

1. To investigate and examine the role(s) the external/macro institutional environment play in the development and evolution of social enterprises in Nigeria.

2. To examine the role(s) internal/micro organisational environment play in the character/values purveyed by social enterprise (SE) in Nigeria.

3. To conceptualise the role of Social Enterprise in contemporary Nigeria.

1.5 **Overview of Research Approach**

This study adopts a qualitative research approach in pursuit of the research aim and objectives. A semi-structured interview of social enterprises and regulatory agencies in Nigeria was conducted. The choice of semi-structured interviews was based on the ability to gain insightful perception, of the behaviour and reactions of the interviewee (Lewis et al., 2007). Nigeria, a developing country in Africa was selected for this study, as existing research has focused on developed and emerging economies, with few research lately focusing on developing countries (Kerlin, 2006; Rivera-Santos et al., 2015). More cogent to the focus on Nigeria is because of its status as having the largest economy and population in Africa, with a population of 185,989,640 million people in 2016 and a GDP of $568,499 billion in 2014 (World Bank, 2017). Also, with social enterprises being an enterprising social problem-solving organisations, and Nigeria having a low human development index that brings to fore the socio-economic, environmental challenges in the country that would necessitate social enterprise solutions (UNDP, 2017; UNESCO, 2019). Therefore, it is key to gain elucidations from such a major player in the developing country context. Due to the subjective nature of the experience of individual social entrepreneurs being sought by this study, an interpretive philosophy is adopted as it enables the research gains the ''richness and fullness'' of the nature of the occurrence of the phenomenon as individually perceived (Lewis, Thornhill, and Saunders, 2007). In addition, a purposeful and snowballing sampling technique has been used in identifying research participants in Nigeria. In operationalising the sampling technique, purposeful sampling, identified social enterprises were targeted and approached, while after participating, they introduced the researcher to other social enterprises, hence the snowballing technique. Data collection instruments were validated by a research panel and consideration of the ethical concerns were addressed. Also, the interview guide questions were pilot tested before field work, and amendments were made from observations. The data obtained from these interviews were analysed thematically and key conclusions drawn from.

1.6 **Key Contributions**

This research contributes both empirically and conceptually to social enterprise and neo-institutional theory literature

First, this study contributes to institutional theory in its application in a developing context and focus on both an institutional and organisational environment level. With the increased call on institutional studies that not only focus on the institutional level of analysis, but looks at the organisational level of analysis (Greenwood et al., 2014), this studies aligns with such perspectives and contributes to providing insights and explanations on the role of both the institutional environment and organisational environment in the influencing organisational behaviour (Rivera-Santos et al., 2015; Pinch and Sunley, 2015).

Secondly, neo-institutional literature states the duality of the formal and informal institutional elements in engendering homogeneity in behaviour and structures of organisations, and less has been considered on heterogeneity (Greenwood et al., 2014). With propositions on homogeneity validated in developed and emerging countries with robust institutional systems (Austin, 2006; Kerlin, 2012; Goddard, 2015), negating developing countries with different institutional arrangements, such as weak institutional system such laws and policies that influence organisations (River-Santos et al., 2015). Therefore, the exploring of theoretical analysis of neo-institutionalism in understanding how organisations, social enterprise is influenced within such environment with a weak formal institutional arrangement such as regulative frameworks, and laws guiding behaviour and structure advances knowledge on how organisations are influenced in weak institutional environments.

Thirdly, this study conceptualises the role of social enterprise in contemporary Nigeria based on literature and theory. This study provides insights into the evolution and development of social enterprises, the institutional and organisational environment influences from a different context (a developing country, Nigeria). This is key due to role the institutional environment plays in determining the kind of barriers, enablers, and drivers that influence social enterprise (Kerlin, 2008; Littlewood and Holt 2015). Therefore, this study will provide insights into the roles institutional environment factors such as culture, economy, laws, public policies and value system play in determining social enterprises and their activities in contemporary Nigeria.

Furthermore, this study contributes to the call by social enterprise scholars for more research from different perspectives, and under research contexts for the concepts and models of the conception (Haugh, 2005; Austin, 2006; Kerlin, 2006; Defourny and Nyssens, 2008; Defourny and Nyssens, 2010; Mair, 2010; Defourny and Nyssens, 2012; Kerlin, 2012; Littlewood and

Holt, 2015). With the organisational orientation of social enterprises geared towards resolution of social problems locally embedded in different environments, this study brings to the fore contextual insights of the social problems locally embedded within the Nigerian environment and the perspectives, concepts and models that might emanate from such a different environment.

Finally, this research feeds into the need to reduce the dearth of knowledge on the development of social enterprises globally. This research provides elucidations on the state of practice, the influence of the environment on social enterprises in Nigeria that will aid potential and current social entrepreneurs, policy makers towards institutional planning and development, and above all, the academic community in having better insights into social enterprises in Nigeria.

1.7 **Theoretical Framework**

A theoretical framework for this study is proposed based on the review of literature and neo-institutional theoretical lens adopted that shows the conceptualisation of this study.
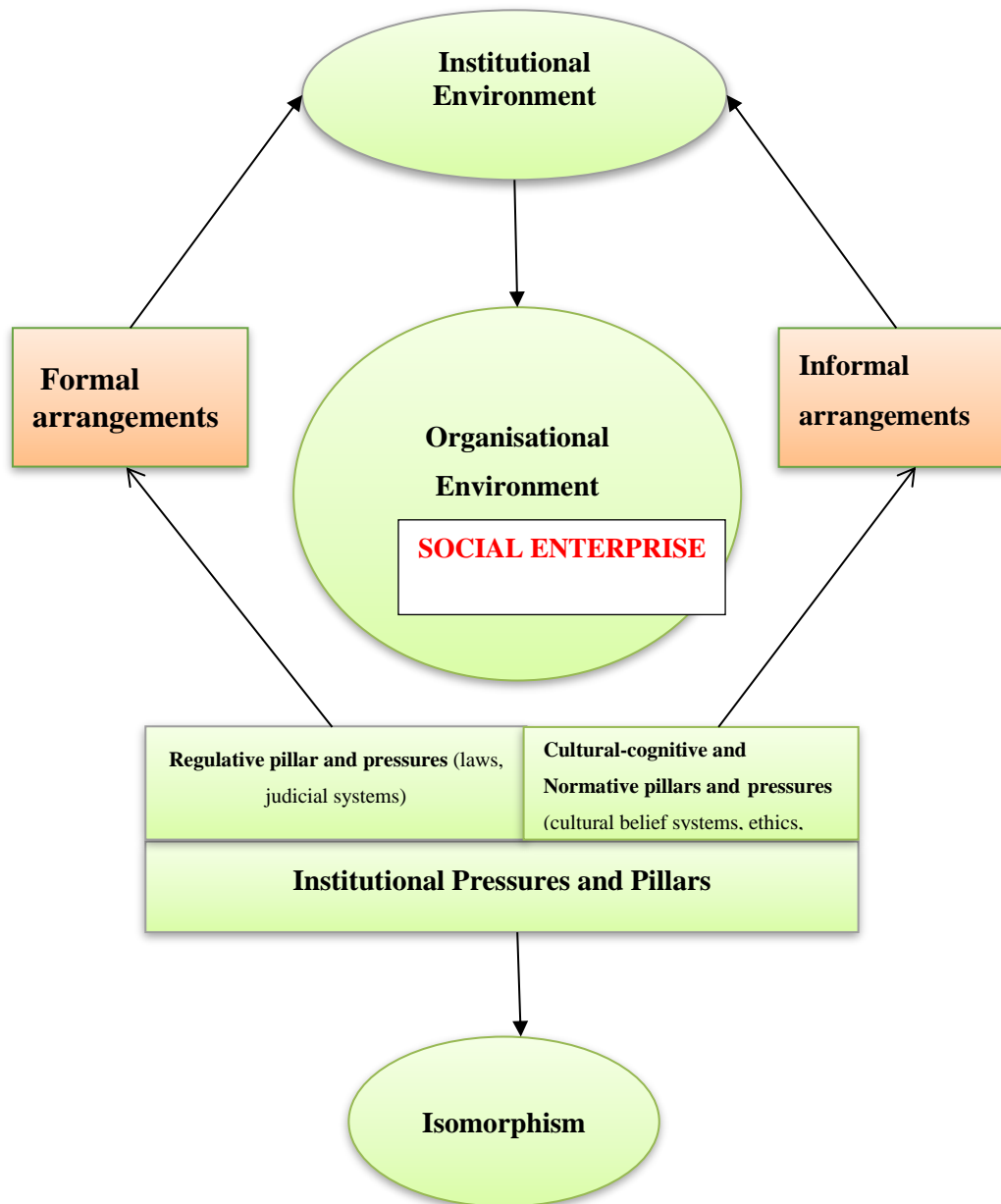
Figure 1: Theoretical Model.

Developed from: Meyer and Rowan (1977); DiMaggio and Powell (1983); Zucker (1987)

The diagram depicts the theoretical conception of this research.

It presents the relationships and connections in neo-institutionalism, particularly, within the institutional environment. The model shows the relationship between institutional environments in influencing social enterprise. Also, the institutional environment being also characterised by elements that determine the formality or informality of such an environment

and how it ultimately influences social enterprises in such a context towards homogeneity in structure with the environment's characteristics.

It is held that different institutional environments have varying compositions and manifestations of laws, regulations, and enforcement systems which determine the formality of the arrangements in an institution, while the norms, and conventions determine the informality of arrangements in an institution. Thus, a context with developed and functional laws, regulations and enforcement systems can be regarded to have formal institutional arrangements. Whereas an informal institutional arrangement is a context where the occurrence of norms, conventions and customs is the prevalent mode in guiding relations within such nation-state. The importance attached to the features differs within different contexts.

Consequently, since the informal or formal arrangements in an institutional environment shapes the influence social enterprises will encounter and their resultant structure, actions and behaviour, it is pertinent to this study to find out what happens to social enterprise that operate in different environments. Particularly, an environment in which there is an absence or weakness of formal arrangements in the institution (institutional void), and informality supersedes in providing directions to organisations structure and behaviour.

To provide a clear understanding of how the study is articulated, a brief structure of the thesis is provided next.

1.8 **Structure of Thesis**

This thesis is structured into eight chapters. The chapters are organised as follows:

1.8.1 Chapter 1 - Introduction

This chapter introduces the thesis and provides an overview of the research field with an objective of positioning current research. This chapter consists of justification for the study, research aim and objectives, the research methodological approaches and the rationale for such choices, and a succinct overview of the key contributions of the study.

1.8.2 Chapter 2: Social Enterprise and Neo-institutionalism (Literature Review)

This chapter presents the literature review on Social Enterprise. The objective is to understand and highlight the foundation on which this study is based. In this section, a background to the conception of social enterprise, provides insights into the evolvement of the social enterprise, a concept with historical background from the social economy is reviewed to provide insights into its development. Next, the major conceptual schools of thoughts in which social enterprise are often referred to be reviewed. Also, this section identifies and discusses research gaps and directions for this study. Subsequently, the concept of neo-institutionalism and its relationship with organisation (social enterprise) within an environment. The theoretical underpinnings and, its elucidations on the influence of the institutional environment on social enterprise development are reviewed.

1.8.3 Chapter 3: Nigeria (Context)

This chapter presents a background to the context of study, Nigeria. The objective is to provide an insight to the environment for better understanding of the setting in which social enterprise develop and operate within. First, the geographical, social, economic and political background of Nigeria are highlighted. Next, the early historical background of the country is reviewed. In addition, the political and economic features of the country a discussed. Finally, contemporary social welfare interventions by government towards addressing some of the challenges within the environment are discussed before concluding this chapter.

1.8.4 Chapter 4: Research Methodology

This chapter presents the methodology for this study. An overview of the research philosophy, research approach, sampling technique, data collection and analysis methods, ethical considerations in this study and fieldwork are presented in this chapter.

1.8.5 Chapter 5: Data Analysis and Findings 1, 2 & 3

The objective of this chapter, data analysis and findings are to develop a complete overview of the research problem. This chapter presents results of data analysis within the context of emerging sub-categories, categories and themes that were generated from the data. A thematic analysis of the data is then done.

1.8.6 Chapter 6: Discussion

In this chapter, findings from the data analysis relating to the research objectives are integrated and interpreted with elucidations from literature and theoretical reviews. The main findings of the analysis are presented and discussed with the existing literature.

1.8.7 Chapter 7: Conclusion and Recommendation

In this chapter, the relevant contributions of the study are highlighted, and potential practical implications are emphasized. The limitations of the study are highlighted and possible directions for future research are recommended.

1.9 Conclusion

This chapter presented the introduction for this study. The research background, research gaps and justification for the study are outlined therein. The chapter also introduced the purpose of study with a clear statement of research aim and objectives. The research methodological approach, with rationale for the choices were proffered. Additionally, the study's contributions to knowledge were outlined. Finally, an overview of the thesis structure was articulated.

The next chapter, chapter two (2) presents literature review on social enterprise and neoinstitutionalism.

Chapter 2: SOCIAL ENTERPRISE AND NEOINSTITUTIONALISM

2.1 **Introduction**

This chapter presents literature review on social enterprise and a theoretical review that explores the concept of sociological new/neo-institutionalism. The first objective is to provide a background and highlight the foundation on which this study, social enterprise, is based. The second objective is to gain an insight into the neoinstitutionalism conception, its explanation on organisational behaviour, and what are the essential features of the theory that make it cogent in providing elucidations about social enterprise behaviour in an environment.

In this chapter, objective one is advanced by the following layout: first, the major conceptual schools of thought in which social enterprise are often explained through are reviewed. Secondly, the role of institutions in the contextual development of social enterprise are reviewed - highlighting its contextual influences, particularly public policies and legal frameworks in its development. In addition, this section identifies and discusses emerging research gaps and directions for this study. Next, a background to the development and evolvement of social enterprise, a concept with background from the social economy is reviewed. Objective two is advanced by first providing a background on the theoretical lens. Moving forward, neo-institutional theory is explored in greater detail. Additionally, important emerging themes such as the institutional environment, institutional pressures and pillars, formal and informal structures in environments, and their influence on the homogeneity of organisations structure (isomorphism) are critically reviewed. The outlined sequence is based on the importance of being acquainted with interplay and inter-connectedness of the various elements in influencing organisations actions, conduct and structure within an environment.

Finally, a chapter summary providing an overview into key conclusions from the reviewed literatures are made.

2.2 **Major Definitional Schools of Thought**

Various ways exist of defining social enterprises in academic literature. The inclinations vary along different themes and perspectives: such as the interchangeable use of terminologies of social enterprise, social entrepreneur, social entrepreneurship (Brouard and Larivet, 2010); the organizational and legal forms (Paton, 2003); multiple bottom line perspective (Dart, 2004; Reid and Griffith, 2006; Alter, 2007; Bacq and Janssen, 2011), innovation perspective and sustainability perspective (Thompson and Doherty, 2006; Weerawardena and Mort, 2006; Kerlin, 2010). All these reflect the focus on the social and economic values, character and dimension of the organisation in the emergence, development and evolvement of the conception (Dees and Anderson, 2006). First, this study begins with the review of the interchangeable use of the terminology – reflecting their contextual understanding of the conception. Next, a focus on the social and economic character, values and dimension of the concept, and how changes in public (governmental) funding led to the embrace of varying levels of economic dimension (values and character) from the traditional primary social dimension (of non-profits), and its influence on the definitions.

The growing literature on social enterprise has been defined and utilized interchangeably with other concepts in the field of study (Defourny and Nyssens, 2008). These other concepts such as social entrepreneur, and social entrepreneurship, though similar and related, denote different understandings; yet their often-interchangeable use in literature has tended to blur the lines (Peredo and McLean, 2006; Dees, 2017). Therefore, it is important to this study to begin by providing a definition to these terms (social enterprise, social entrepreneur, and social entrepreneurship), understanding their meaning and their contextual origins and usage to enable a better understanding of the concepts.

In defining the concept, social enterprise is stated as an establishment that has socially oriented objectives, geared towards promoting the interest of the populace, notwithstanding its legal forms and sustainability strategies (Seanor et al., 2007). It is often referred to "as an organisation that seeks to solve problems through business ventures. They combine the efficiency, innovation, and resources of a traditional for-profit firm with the passion, values and mission of not-for-profit organisation" (Smith, Gonin and Beshrov, 2013, p. 408). Social enterprise differs from the traditional understanding of the non-profit organisation in terms of

strategy, structure, norms, values, and represents a radical innovation in the social economy (Dart, 2004).

While, the concept of social entrepreneur is defined in terms of a person, or group of persons who utilize entrepreneurial traits and methods in providing solutions to identified societal challenges, and as well, achieving social and economic value (Brouard and Larivet, 2010, p. 45). Drayton and MacDonald (1973) highlight the focus of the characteristics of individual, the entrepreneur, the acumen, the emphasis on entrepreneurial characteristics and dimension. Major organisations promoting the concept such as Ashoka tend to focus on the entrepreneurial activities of a social entrepreneur in solving societal problems through an initiative, social entrepreneurship (Nicholls, 2006). Whereas, the concept of social entrepreneurship is defined as the process of innovative social value creation, through the process of social change in meeting the social needs of the society (Brouard and Larivet, 2010, p. 50). Available literatures on social entrepreneurship allude to the incorporation of enterprise to reinforce their social aims. Relying on the definitions of the terms presented above, it becomes clear in deciphering some salient features in the conceptions – that, social enterprise is defined in terms of the roles and actions undertaken by an organization in advancing social goals; while a social entrepreneur, is defined by the traits and behaviours exhibited by individuals in business community. While social entrepreneurship is defined from the view point of the activities and processes undertaken by individual(s) social entrepreneur in creating a social enterprise (Dees, 1996). The conception of social entrepreneurship incorporates the other constructs of social enterprise, and social entrepreneur in its theorizing. Also, the primacy of the social values (character and dimension) and importance of the economic values (character and dimension) to the conception (Dart, 2004; Dees, 2017).

Spear and Bidet (2003) study has identified criteria that reflect the economic and entrepreneurial dimension (values/character); and those that express the social dimension (values/character). A sustained commercial activity of producing and trading goods and services, degree of independence, degree of economic risk and engaging in a minimum level of reimbursed work are reflective of the economic values. Whereas, a clearly stated objective that profits the community, initiative that is created with a participatory nature, and a limitation of profit redistribution – are criteria the study reflects to denote a social dimension (Spear and Bidet, 2003, p. 8). The concept of social enterprise has been utilised in a broad sense – as non-profits right-through to for-profit organisation (Alter, 2007). It has been adopted in advancing different social responsibility initiatives. It has been adopted by civil society activists, non-

governmental organisations, policy makers, international institutions, multi-national corporations, amongst others to provide solutions to social/communal problems innovatively; it is categorised among perspectives for creating new, sustainable initiatives that are geared towards social value creation (Nicholls, 2006). Although the concept is still vaguely developed, it alludes to market-oriented activities that benefit a social purpose. The concept highlights the innovative nature of the types of initiatives and financial risk under covered by social enterprise (Dees, 1996). The dynamism in the concept is attributed to the evolving exploitation of its organisational forms – for-profit/non-profit, social/economic dimension in developing solutions to wide occurrence in different contexts (Nicholls, 2006).

Whereas the social and communal character and value (dimension) of social enterprise are often the same, and have evolved along the same trajectory, the provision of goods and services, impacting skills, providing employment, pathways to integration within the community and labour market are key. Also, the provision of better health care, education, poverty alleviation, environmental protection, re-generation activities, welfare projects and advocacy are activities involved by social enterprise (Bornstein, 2004). Social enterprise draws from a combination of enterprises, charity and social arrangements to develop solutions to societal problems that render beneficial sustainable social value. The nature of funding to these innovative and sustainable initiatives is at the core of diversity in understanding as reflected in contextual disparities (Emmerson, 1999).

The contextual trajectory and developments of the concept relays how the dwindling and downturn in funding is key to the public policies and legal forms that emerged, and how it has influenced the economic and social dimensions in the modelling of social enterprise in different environments (Kerlin, 2006; Defourny and Nyssens, 2008).

An important perspective in understanding the definitional challenges in social enterprise field has to do with the society in which a social enterprise operates. Increasingly, the definitions and characteristics of social enterprise phenomenon have been noted to vary in different countries and continents (Defourny and Develtere, 2009; Doherty, 2013). The variance can be attributed to its contextual development and the influence of the different contextual factors globally: such as political, social, cultural, historical, and legal elements in the different societies that have shaped the conception, and in turn, mirrored the various organisational forms in which social enterprises encompass (Teasdale, 2010).

The United States (US) as an example, the often characterisation of social enterprises as non-profit social establishments but described from a profit-oriented enterprise emphasising the economic character of the model is influenced by entrepreneurial orientation (Alter, 2007). Also, the utilisation of social enterprise by various business conceptions, such as public private partnership, cause related marketing, disruptive innovation, and corporate social responsibility highlights the strategic enterprise nature of understanding (Peattie and Morley, 2008). The vague delineation of organizational and legal forms of social enterprise in the US has enabled the various conceptions earlier noted, (voluntary activism, public private partnership with social goals, cause related marketing, disruptive innovation, and corporate social responsibility) utilize the social enterprise to fit into their profit and social objectives. Hence, social enterprises in the United States have inclined to operate from the private sector, while utilizing social enterprises establishment to advance the course of their business, and as well, contribute towards meeting social needs in the society and creating value through initiatives such as corporate social responsibility, cause related marketing, and disruptive innovation (Defourny and Nyssens, 2008; Defourny, 2009; Walter and Chadwick, 2009). Seanor et al. (2007) have criticized such an arrangement, as there is a collision between utilizing the conception of social enterprise in pursuing such initiatives. Irrespective of such an opinion, such practices are on the increase (Institute of Social Entrepreneurs, 2002).

In Europe where the construct of social enterprise first got official recognition, earlier before the United States, public policy and legal factors are key in the definition of social enterprise (Spear and Bidet, 2005). They influence the organizational and legal form in which social enterprises encompass. The Italian legislature played a prominent role in delineating the legal form in which social enterprises encompass: such as 'social cooperatives' in Italy (Spear et al., 2018). Other European parliament's such as that of Belgium, Denmark, Finland, France, Germany, Ireland, Poland, Portugal, and Sweden have followed suit in passing laws that guide the legal forms of social enterprises and sectors in which these organizations operate in the economy (Gruber, 2003). Also, some of these have all aided social enterprises in availing resources to the sector, and engendering partnership with government and the private sector (Defourny and Nyssens, 2008, p. 8; Defourny, 2009). A clear manifestation of influence of environmental factors in positioning the sector in which social enterprises should belong, is clear when accounting for their social focus and self-sufficiency strategies in the various contexts (Mair and Marti, 2006).

The organisational forms developed give further indication to the communal emphasis in the European context. The influence of the social context, and customs is reflected in the communal organisation structures developed, such as co-operatives (Kerlin, 2006; Defourny and Nyssens, 2010). The social or communal emphasis in the European context provides a viewpoint to the interpretation of the concept being focused on the objectives of social entrepreneurship, which is solving social problems, rather than how the objectives are operationalised, which have to do with utilising innovation to engage in commercial activities that solves problems (Teasdale, 2011). Kerlin (2006) elucidation on the United States context could be considered to be focused on the later. Kerlin (2006) collaborates this view by asserting 'social enterprise is used to refer to market-based approaches to tackling social problems'. Thus advancing the processes engaged by individuals to achieves their objectives. The leadership role performed by the social enterpreneur in bringing his personality – (his entrepreneurial personality) traits is emphasised (Weerawardena and Mort, 2006). Sequel to Defourny and Nyssens (2008) review of trends and development of social enterprise in various European countries, the authors contend the disposition of European countries in denotation of the self-sufficiency strategies of social enterprises, as being the integrating of resources derived from transactions, subsidized payments associated from their goals and personal endowment and volunteering. The definition derived from the United States differs. The definition presents social enterprises as non-profit establishments who inculcate business-earning methods in a bid to limit their dependence on the dwindling scarce resources received as grants from the coffers of private sector and government (Defourny and Develtere, 2009; Kerlin, 2010).

The academic discourses have provided insights on non-profits utilizing innovative business methods in creating value in the society, and as well, achieve self-reliance through financial attainment from perspectives emanating from the United States (Dees, 1998; Alter, 2007). With the decrease in availability of finance provided by conventional sources, such as government, charities and donor agencies, non-profits have had to resort to self-sufficiency strategies. Principals of social enterprises (social entrepreneurs) comprehend that, it is only in self-sufficiency are non-profits able to continue operations (Brouard and Larivet, 2010). (Dees, 1998; Alter, 2007, p. 2). These self-sufficiency strategies have enabled non-profits adopt business methods, and distinct approaches towards achieving their social goals. Thus, they withstand the decline and competition in availability of resources for their operations, and benefit from improved effectiveness and efficiency in integrating business practices in their activities (Dees, 1998; Alter, 2007; Brouard and Larivet, 2010). The evolvement of welfare

states in Europe have shaped the development of creative commercial third sector organisations towards self-sufficiency models due to the declining availability of finance to social organisations in Europe. Like its contemporaries in the non-profit sector in the US, due to the shift towards embrace of commercial organisations as against the waning popularity of non-profits also, is attributed for the embrace of the new dynamism in the development of creative enterprise models in Europe (Borgaza and Tortia, 2008). '' In Western Europe, it was the forms – rather than the volume or the share – of public funding that were transformed. In corporatist countries, secondary labour market programs fostered entrepreneurial associative dynamics. In contrast the development of quasi-markets in 'liberal' countries fostered contractual relationship between association and public authorities in a more competitive environment. In both Socio-democratic and Mediterranean countries; third sector organisations and more specifically co-operatives appear as emerging welfare service providers'' (Defourny and Nyssens, 2010, p. 233).

Finance! Interestingly, these legal forms varied across countries, with significant implications to their finance generation capability, the structure, sector, and scope which the organisation can operate and encompass (Defourny and Nyssens, 2008; Peattie and Morley, 2008; Mswaka and Aluko, 2014). The legal formats were inclined to the peculiarities of social value requirement, welfare philosophy of the context, and the prevalent socio-economic and regulative factors in the countries, and thus, characterised by difference in the different countries (Spear and Bidet, 2003). These legal forms support or limit trade, and the re-distribution of financial benefits well-articulated therein. Mswaka and Aluko (2014) study on the legal forms in South Yorkshire, United Kingdom reveals 'the type of legal structure is intricately linked to social enterprises ability to achieve their objectives', especially their financial goals, as the legal structures adopted had implications for the trading, finance generation, and its distributary abilities. The social purpose company legal form introduced by the Belgians in 2005 which allows for both commercial for profit and non-profit oriented organisations across the spectrum to adopt, with restriction to the profit redistribution and representation of some categories of stakeholders. More so that a study, Borgaza and Tortia (2008) elucidate the roles governments of countries in Europe played, in passing laws of parliament that define and regulate the conception of social enterprises. The Italian parliament's pioneering role in adopting the 'social cooperatives' legal form was defining (Defourny and Borzaga, 2001). Other European countries such as Austria and Portugal have

followed suit with passing of legislation and policy intervention that guide the legal forms and sectors social enterprise encompass and operates (Gruber, 2003). These legal forms vary from Social Cooperatives, Community Interest Company, Collective Interest Cooperative Society, to Limited Liability Cooperative Society. Interestingly, these legal definitions varied across countries, with implications to their finance generation capability, the structure, sector, and scope which practice the conception (Defourny and Nyssens, 2008; Peattie and Morley, 2008; Mswaka and Aluko, 2014). Also, legal formats that suits the peculiarities of social value requirement, with sensitivity to the prevalent socio-economic and regulative factors in the countries are defining (Spear and Bidet, 2003).

2.3 **Role of Institutions in the Contextual Development of Social Enterprise**

Whereas the contemporary emergence and evolvement of the social economy organisations to a conception- known as social enterprise, Defourny and Nyssens (2008, p. 5) credits to the formal passing of an Act of parliament in Italy in the 90s. The development of social enterprise was promoted by several other factors amongst which are: The legal forms created by Acts of Parliament; Public policy schemes embarked by various countries; and the academic initiatives of various institutions and individuals (Teasdale, 2011). First, we begin with the important role of the academic community.

2.3.1 Academic Initiatives

The history of early operations of social economy organisations notwithstanding, academic enquiry into social enterprises began emerging more recently (Kerlin, 2006; Peattie and Morley, 2008). The progress on establishing the practice of social enterprise field are lately being reflected in research recognition and development of platforms in the academic sphere that promote social enterprise research and dissemination (Alter, 2007).

Table 1: Timeline of Major Developments in Academic Platforms Promoting Social Enterprise

Year	Academic Platforms	Purpose	Location
1993	Social Enterprise Initiative by the Harvard Business School	Initiative engages with organisations to develop and disseminate	United States

		knowledge and resources. Played seminal roles in contributing to the evolution of social economy organisations discourse.	
1996	EMES International Research Network	A leading Network of noted research centres and researchers in Europe with the objective of develop an international collection of theoretical and empirical knowledge on social enterprise. A wide range of contextual studies mostly in Europe advanced and thus providing greater clarity on social enterprise.	Belgium
2001	Social Enterprise Knowledge Network	A collaboration of leading Latin America business schools. Created to carter for the desire of developing social enterprise	Latin America

		knowledge and resources in Latin America.	
2009	Foundation for Social Entrepreneurs & Higher Education Funding Council for England (HEFCE)	Partnership developed to promote higher education institutions (HEIs) research and programmes on social enterprise.	United Kingdom

Source: Nyssens (2006); Defourny et al. (2009); Belizaire (2013).

The development of the 'Social Enterprise Initiative' by the Harvard Business School in 1993 was significant to the development of the conception at the early stage. Other Higher Education Institutions have followed the course in developing research units' and courses that promote research, understanding and training opportunities. The year 1996 witnessed the EMES International Research Network's creation: They have led and played key seminal roles in the social enterprise research within Europe (Nyssens, 2006). Another noteworthy institutional forum is the Social Enterprise Knowledge Network. It was formed in 2001 by Business schools of Latin American origin in conjunction with the Harvard Business School to provide training, research and support to social enterprise development (Defourny et al., 2009). In 2009, the Foundation for Social Entrepreneurs began a partnership with the Higher Education Funding Council for England (HEFCE) to support higher education institutions (HEIs). This resulted in collaborations with 56 HEIs in the United Kingdom where individual talents are developed and supported towards the development of social enterprises (Belizaire, 2013). Thus, research efforts led by institutions have, and are, playing a leading role in facilitating the process of starting new commercial entities, discovering new techniques of achieving goals, and promoting better understanding of social enterprise.

Lately, an upsurge in the number of researches as relating to social enterprise is being recorded, with various perspectives being explored in various research endeavours; even though with much more to be done (Peattie and Morley, 2008). Research efforts have been primarily

focused at providing understanding and clarity to the diverse contributions and perspectives (Pearce, 2003; Haugh, 2006; Thompson and Doherty, 2006). These contributions have aided social enterprises to provide a panacea to societies most embedded problems: such as inequalities, unemployment, and integrating some of the disadvantaged members of the society; while also providing clarity (Dees, 1998; Alter, 2007; Defourny and Nyssens, 2008; Defourny, 2009; Teasdale, 2010). The research field has also encompassed structures and procedures that ensure the comprehensive administration, and responsibility of organisation in social enterprises (Bank of England, 2003; Spear et al., 2007). And also, management matters relating to human resource management, and more recently, marketing are being explored in academic research on social enterprises (Peattie and Morley, 2008, p. 3). While other studies have focused on providing clarity in typologies and definitional issues, utilising contextual and regional insights for better understanding of convergence and divergence in the field. Alter's (2007) extensive study on social enterprise is among the noteworthy. Alters' paper attempts to attain a systematic conception in the field, relying on a Southern American perspective for inferences in creating a common framework. Teasdale (2011) study identifies the wide types of organisational forms that claim the label social enterprise, with diverse definitions and explanations for the emergence, owing to the contextual nature of social enterprise. The article identifies the background of the concept of the cooperative and mutual models of enterprise and how other concepts adopted the language to benefit from public policy support in the sector. Kerlin (2006) identifies the absence of clarity in the elucidations from the American and European environments on social enterprise. Thus, the study sets out to compare and contrast the conception from both environments through a comprehensive review of literature and interaction with scholars from both sides. This study brings to the fore the institutional environment factors that influence the development of social enterprise in Europe and America. Also, comparative and contextual studies have attempted to provide a mapping for better clarity on the scale, scope and nature of social enterprise (Peattie and Morley, 2008). Other contextual studies, such as Jones et al. (2007) explores Scottish environment to provide contextual empirically based knowledge from the Scottish occurrence and identifies definition, regulation, policy, support and investment to be key dimensions of social enterprise literature. A European perspective study undertaken by Defourny and Nyssens (2008) focuses on the trends and development of social enterprise. There have also been research agenda setting studies, such as Haugh (2006) study that identifies eight key themes in social enterprise studies needing clarity. These themes for wider research understanding include: environment contexts; opportunity recognition and innovation; modes of organisation; resource acquisition;

opportunity exploitation; performance measurement; and training and learning. Some of these seminal studies highlight the state of the research field, and the focus on contextual studies in the American and European context (Rivera-Santos et al., 2015). There is the need to elucidate further how the concept was promoted in contexts studied to provide an understanding on the contextual development of the conception. Next, the legal forms and public policies.

2.3.2 Legal Forms and Public Policies

Reflecting on the importance accorded the emerging field of practice and study, social enterprises have received public policy acceptance and promotion in many countries (Kerlin, 2006). The legitimacy of public policies recognising them as legal entities in various countries were achieved through organisations forming groups that anchored and promoted the drive towards the acknowledgement of their distinctive characteristics within the social economy (Defourny and Borgaza, 2001; Spear and Bidet, 2005). The efforts of these social enterprise groups led to the development of public policies and programmes that recognised them, and passing of laws on legal forms in different European countries that were more appropriate for social enterprise (Defourny and Nyssens, 2010). Since then, government policies have been at the centre of social enterprises. For example, in the United States of America (USA), a Social Innovation and Civic Participation unit was established in the Presidency to advice and coordinate the president's actions on social enterprise matters. In the United Kingdom (UK) as well, the government established a social enterprise station known as the Office of the third sector- in the Department of Trade and Investment, and more recently, known as the Office of Civil Society (Nicholls, 2010). The office is responsible for policy development, and coordination of the activities of charities, social enterprises, and voluntary organizations in the cabinet office (Teasdale, 2010, p. 2; Civil Society Directory, 2014). Furthermore, other countries, especially in Europe, have created new legal formats, and laws for the purpose of regulating social enterprises (Defourny and Nyssens, 2008; Teasdale, 2010).

Governmental initiatives (laws and public policies) in some European countries have played key roles in shaping the conception of social enterprise (Borgaza and Santuari, 2001). The legislative arm of government in Italy, Sweden, UK, have created a legal format that suits the peculiarities of social value required, with sensitivities to the prevalent socio-economic factors in such countries (Spear and Bidet, 2003). Other European countries such as Austria, Germany, Finland, Spain, and Portugal have followed the trend within the European Union with passing

of legislation that guide the legal forms and sectors in which social enterprise encompass and operate (Gruber, 2003). These legal forms and sectors within which social enterprises operate vary: In the United States, the development of the conception of social enterprises emerged after it had taken root in Italy, the formers legal organizational forms have distinguishing characteristics from its European contemporaries (Kerlin, 2006). Some of these distinguishing characteristics have been influenced by the context. Italy was pioneering in the use of legal forms to promote the development of social enterprise. The conception of social enterprises was advanced by a publication in circulation then, called the Impresa Sociale (Borgaza and Santuari, 2001; Kerlin, 2012). Italy is viewed as a trailblazer in the development of contemporary social enterprise in Europe. The concept emerged as a result of the lack of fulfilment of the needs of the public as in other social economy conceptions (Vidal and Claver, 2004). The Italian populace required the unification of those excluded from gainful employment and utilized the conception of social cooperatives to achieve their unification goal (Spear and Bidet, 2003; 2005). The Italian parliament passed an Act of parliament creating a legal form, called 'social co-operatives' for social enterprise: This legal form was categorized into two distinct forms: one, 'A type social cooperative', those concerned with engaging in educational, social and health utilities; two, 'B type cooperatives', those concerned with the unification of the handicap in the society with the gainfully employed (Borgaza and Santuari, 2001; Defourny et al., 2009; Office of the third sector, 2006). This legal form received wide acceptance; Other European countries adopted it with little modifications to suit their circumstances (Vidal and Claver, 2004). Despite the social cooperatives, legal form confining social enterprise operations to the voluntary sector, the Italian government has lately attempted to encourage mobility within the various sectors in their economy. In Italy, a law recently has been passed by the Italian legislature deregulating the legal form, sector, and business models that can be utilized by social enterprises. This measure is targeted at private business ventures, so as profit making entities could adopt social enterprise concepts (Borgaza and Santuari, 2001). However, a caveat in the law constraints sharing of profit, and as well specifies the expansion in the stakeholder base of such would be social enterprises. These specified requirements have made such mobility untapped by commercial businesses (Office of the third sector, 2006).

Other European nations have not been left out in such laws delineating a legal form that encompasses their circumstances. Portugal in 1997, passed a law that created 'social solidarity cooperative' (Kerlin, 2006). This legal form was geared at providing employment for

physically challenged unemployed citizens. Stakeholders, who wish to engage in the social solidarity cooperatives form of social enterprise, are prohibited by benefiting from profit (Borzaga and Defourny, 2004; Office of the third sector, 2006). In Greece, a classification was created in 1999, called limited liability social cooperative (Borzaga and Defourny, 2004). Such a classification targeted disabled individuals and aimed at providing them employment opportunities for individuals with behavioural health limitations through the activities of social enterprise activities (Defourny, 2004). A law was passed by the legislature in Spain called the social initiative cooperative in 1999 which came into existence. It provided a platform for a wide range of co-operative organisations that were into work integration of socially disadvantaged people (Kerlin, 2006; Vidal and Claver, 2007). This legal form is basically concerned with bringing the disabled unemployed into employment. And organizations that were interested in providing such solutions and operational within the specifications of the law had to observe a caveat in the law which prohibits distribution of profit among stakeholders. The various independent regions in Spain have created their own legal forms that are linked to the National law (Vidal and Claver, 2007; Defourny and Nyssens, 2010). The French law came into existence in the year 2002: called, collective interest cooperative (Kerlin, 2006). France's law is local development inclined. This form of co-operative is distinct from the other examples we have reviewed (Defourny, 2003). It portrays a distinct form of cooperative form. This legal form brings together stakeholders in the society (individuals, government officials, volunteers, employees) into a collaboration to undertake a project for the society (Defourny and Nyssens, 2008; Office of the Third Sector, 2006).

Though social enterprises operate within a wide range of activities in Europe, yet the main focus at inception was work inclusion and social services provision (Nyessens, 2006; Kerlin, 2006). These social enterprises were focused on providing gainful working opportunities to the vulnerable, those with modest qualifications, and thus, being edged out of the competitive labour market (Spear and Bidet, 2005, Vidal, 2005). The work integration programmes were popular and synonymous to social enterprise in Europe, as through them, programmes were developed to provide solutions to the employment issues (Spear and Bidet, 2005). The 2003 social enterprise Finnish Act, the Polish Act on social enterprise all had a focus on work integration, and also the Spanish law passed in 2007 focusing on same. In the laws, emphasis is made on commercial dimension in providing solutions to the vulnerable in the society, while social enterprise was at liberty to choose from existing legal forms (Defourny and Nyssens, 2010). Even when the social enterprise as a name was not being used, organisations providing

solutions to labour welfare were quite pronounced with the environment (Kerlin, 2006). These labour welfare friendly social enterprises that were operating in partnership with the governments, benefitted from contracts and subsidies that were geared towards the promotion of their activities (Borgaza and Defourny, 2004; Kerlin, 2006).

While social enterprise has gained considerable popularity and engagement, practically and academically, in European countries, Germany can be seen as a peculiar exception. Though the economy has embraced the social market economy- with non-profits adopting entrepreneurial dimensions, this sector is not distinct to social based organisations alone, but all business concerns and government within the German economy (Kerlin, 2006; Defourny and Nyssens, 2008). The socio-economic model emphasises a partnership between the market and the state in their operations towards the common goal of economic development of the society. Thus, a socio-economic partnership that provides an environment of collaboration in tackling socio-economic matters was firmly in place. This blurs the lines and makes it difficult for social enterprise to carve a dedicated space for itself, as such space already exist, and it's for all organisations (Defourny and Nyssens, 2010).

Having reviewed the influence of academic initiatives, legal forms created by parliaments and public policies of different countries – particularly European and American, in influencing, promoting, and institutionalising social enterprise; it is important to look at the development and evolution across different contexts, highlighting it origins from the social economy and how it has influenced the understanding of the concept. Next, the study reviews the contextual development and evolvement of social economy.

2.4 **The Contextual Development and Evolvement of the Social Economy**

There exist different understandings and accounts on the emergence and evolvement of social enterprise. These accounts are explained by the contextual nature and development of the phenomenon (Defourny and Develtere, 2009). Environmental factors such as political, legal, public policy, and the social and cultural norms in different countries and regions have influenced the conception, practice, and development of the social enterprise field (Poon, 2011; Defourny and Nyssens, 2012). Various empirical research insights emanating from different contexts lends reliability to the assertion. For example, Kerlin (2006) article which extensively reviewed literature of social enterprise on the United States of America and European contexts-

compared and contrasted these studies and concluded; the different institutional and legal environments in which this organisation operates promote and shape the disparities. Similarly, in another study where the author attempts to make sense of social enterprise discourse and development, using United Kingdom as a context, the study alluded to conceptual disparities being associated with the development to the inclinations of different actors that advanced different interests, different organisational models, and different theories. The United Kingdom for example largely advanced the conception as an avenue for policy intervention, and therefore guiding the understandings, evolvement and development of the conception (Teasdale, 2011).

Table 2 provides a comparison between social economy organisation and social enterprises. The table provides insights into the evolvement of social enterprise, a concept that developed from social economy organisation. The table provides the major conceptual differences between social enterprise and its lineage within the social economy. Subsequent sections after the table provides greater details.

Table 2: Comparison between Social Enterprise and Other Social Economy Organisations

Social Economy Organisations	Social Enterprise
- Represents traditional orientation of the social economy with the promotion of only the social dimension of the not-for-profit (e.g cooperatives, associations, foundations). - Social initiatives and welfare organisations that are social benefit oriented. - Tend to be large sized. - Despite their resistance to social enterprises, they've engendered a reawakening within the social economy organisations. - The focus on the social dimension restricts them to operating within and relying on public system of resource allocation – grants, & donations. - Fewer range of organisational forms and legal formats	- Represents an advancement in the orientation of social economy with the promotion of both social and economic dimensions of not-for-profit. - An innovative Social initiative that depends on diverse income sources & significant amount of economic risk. - Tend to be small sized. - Increasing interest due to their renewal drive of the social economy. - The introduction of an economic dimension allows them to operate within the market (generate income), and as well, public system of resource allocation - grants. - Wide range of organisational forms and legal formats

Source: Borzaga and Defourny (2001, p. 13); Defourny (2001, p. 16-18); Kerlin (2006, p. 249); Defourny (2008).

Despite the contextual nature of the conception and its development, it shares a background of belonging to a sphere with the scope of initiatives which are for social reasons, broadly known as the social economy (Bridge et al., 2009). The social economy typifies a broad scope of activities, organisational structures, and legal forms advancing the practice of activities for social benefit (Bridge et al., 2009). The concept of social economy ''assembles diverse initiatives, like cooperatives, associations, mutual societies, foundations and other member-based organisations. These initiatives share a common characteristic: They are autonomous organisations and enterprise; they value service to the community over profit; they rely on the participation and democratic governance'' (Defourny et al., 2009, p. 2) It emerged as a way to tackle social exclusion and engender integration of the vulnerable in the society (Spear and Bidet, 2003; Teasdale, 2011). Social economy/third sector generally consist of a wide scope of activities that possess the ability to create openings for groups of people who are socially and economically disadvantaged to participate in economic beneficial activities that solve their social problems (Molloy et al., 1999). Due to the inability of government and markets alone to meet up with the pressures to cater for the socio-economic needs of the populace (Defourny and Borzaga, 2001; Teasdale, 2011), the third sector organisations (such as cooperatives, associations, mutual societies, foundations, non-profits, social enterprises, non-governmental organisations) emerged, and lead in efforts to bridge diverse gaps in different institutional environments (Teague, 2007).

While the notion of organisations that operate outside the traditional categorisation of public and private sectors (the third sector or social economy) has developed and evolved overtime to include organisations such as social enterprises, in the onset it was a way of advancing associations, co-operative and mutual system of business (Defourny and Borzaga, 2001), or cooperative and mutual models of public private enterprise (Teasdale, 2011). The sector encompasses organisations that promote socio-economic activities that are geared towards helping and promoting its members interests, such as housing associations, co-operatives, partnerships, community enterprises, charities, not-for-profits, self-help projects (Molloy et al., 1999; Bridge et al., 2009). It is adopted in explaining a wide range of occurrences leading to a divergence of perspectives (Kerlin, 2006; Teasdale, 2011; Kerlin, 2012). For example: the notion has been employed to describe the process not-for-profits use in obtaining their earnings (Dees, 1998); Ethical organisations (Harding, 2010); representative administered organisations that integrate economic and social agenda; how unsalaried establishments provide community

services; and communal ventures tackling social problems (Williams, 2007). It has also been utilised in explaining the introduction of enterprise dimension into tradition non-profits (Dart, 2004). The United States (US) as an instance, social economy organisations are characterized as non-profit social establishments, but described from a profit-oriented enterprise. Yet, they are sometimes associated with various conceptions, such as voluntary activism, public private partnership with social goals, cause related marketing, disruptive innovation, and corporate social responsibility (Peattie and Morley, 2008). In all these broadly diverse defining perspectives, the only common features are the primacy of the social goals/character, while trade/enterprise is at the centre of contention in the different claims to the label (Peattie and Morley, 2008; Teasdale, 2011; Kerlin, 2012). To understand these diverse perspectives, there is a need to provide a context to the emergence and development.

There are different accounts to the development of the contemporary social economy. Alter (2007) Paper traces the early practice back to the beginning of the 19th century. These organisations were not-for-profit oriented organizations practicing resource creation activities that aided their mutually inclusive social goals. The activities of cooperatives, the enterprise pursuits of charities, and communal organisations in the United Kingdom in the 1850s are examples of the early practice of social economy (Ekonomika, 2012). These cooperatives' movements were led by civil societies and labour union's actors and actions; they catered for the welfare of members through establishment of cooperative organisational forms that played an important role in the development of social enterprise in the United Kingdom. The actions of cooperatives were geared at financing 'socio-economic' goals in their communities that had direct benefits to their members (Alter, 2007).

In Europe, with the negative economic outlook in the 1970s and 80s, occasioned by sustained jobs losses due to industrial re-organisation, high unemployment rates, the drop in public finances, expenditures were beyond revenues, and failure of social policies to provide solutions the mass unemployment, therefore, necessitated changes (Spear et al., 2001; Nyssens, 2006). New policies were introduced. They opened up the economy for private sector intervention in roles hitherto exclusively performed by the government. These policies encouraged non-profits to engage in areas that could help provide solutions to social problems, create employment in the process, and decrease government expenditures in this front (Keane, 1984; Offe, 2000). With the collaborative relationship between government and non-profits for the provision of

social services, government depended to a large extent on non-profits for advancement of its policies as regards the labour market (Offe, 2000).

The evolvement of social economy organisations was anchored on the peculiarities of each context (Offe, 2000; Spear et al., 2001; Defourny et al., 2009). Countries such as Germany, France, Ireland, and Belgium with a tradition of political organisation by major interest corporate groups (agricultural, business, ethnic, labour, military) utilised an intermediary organisation for the provision of social services (Esping-Andersen, 1999). The expansion in associations and non-profits providing social services but regulated by public agencies in the aforementioned countries, is attributed to their corporate tradition (Offe, 2000). With such participation in public service provision, an entrepreneurial dimension and evolvement within organisational field was introduced. It led to the greater recognition to the third sector in France and Belgium and helped integration activities within the social economy (Spear et al., 2001). A differing perspective emerged in other European- Scandinavian countries (Denmark, Norway, Sweden, Iceland and, Finland) that are associated with a welfare-oriented tradition: the provision of social and welfare services was done by the government (Nyssens, 2006). Though voluntary associations, non-profits are not officially known to be social service providers in welfare-oriented countries like those with a corporate orientation, Klausen and Selle (1996, p. 111) contend a mutual dependency existed between the state and social economy in the area of lifestyle and customs that blurred the lines because of services co-operative organisations provided to its members. The Scandinavian countries (welfare oriented) share a history of the co-operative movements, and these organisations catered to the issues that were most peculiar to them (Erikson, 1987). Issues such as mental and children care reflected the focus of co-operatives that developed, and the sort of welfare service offered, which tended to situate them within roles engaged in within a welfare context (Defourny et al., 2009).

In other welfare-oriented countries such as Portugal, Spain, and Italy, social economy organisations were largely religious inclined, and complimented in the financing of social services. With the church playing important roles in the provision of social services within the aforementioned countries, they gained popularity amongst the people (Borzaga and Santuari, 1998; Chaves, 2008). These countries were being ruled by authoritarian military regimes that felt threaten by the rise of civil societies and co-operative movements that had religious sponsorship in the provision of services and thus limited their reach to advocacy in the 70s

(Borzaga and Spear, 2004; Ferrera, 2005). The co-operative movement evolved beyond advocacy roles of member's interest in Italy in the 1980s and 90s to solving societal challenges while involving a broader range of stakeholders and incorporating private sector capital into their organisational models (Chaves, 2008, p. 49).

A similar outlook to the evolved social economy organisations in some welfare-oriented states like Italy, the UK social economy is referred to as typical of a liberal model (Defourny et al., 2009). The third sector is reliant on public and private funds to sponsor its activities as government spends less on social services (Salmond et al., 2004). The dependence on private funds by social economy organisations to bridge the gap of unmet government's provision of social services makes them important players in the environment (Salmond et al., 2004). The Second World War led to a shift in government policy focus through the development of re-generation social initiatives for the country, and encouragement of social economy organisations to complement its efforts through subsidies, contracts and third-party payments (Lewis, 1999). Despite the claims on the ability of the social economy to empower and provide a sustainable alternative to other traditional public and private sector organisations in the UK, research outcomes have been vague and largely unfulfilled (Adamson, 1997; Amin, Cameron, and Hudson, 1999).

In the United States of America, social economy organisations were utilized as a means to solving the prevalent social and economic deprivation as a result of public sector inadequacies. The problem of unemployment and infrastructural deterioration were paramount to the conception (Keating and Krumholtz, 1988). Organisational forms such are the Community Development Corporations (CDCs) were important forms of non-profits that emerged in the housing sector in the 60s. With a focus on community development, they were locally community-controlled non-profits, and resources generated from donations from public and private sectors were solely for community benefit (Alter, 2007). They were utilized as a means of promoting housing and redevelopment in a targeted population in the 1960s (Rohe, 1998). CDCs responded to community priorities, leveraging on their capacity in providing for low income and moderate-income areas often neglected (Rohe, 1998). These organisations led in revitalization activities (Berger and Kasper, 1993). It developed as an avenue to provide cushion to those excluded from 'American dream' in lower income/class neighbourhoods and it received wide acceptance as a purveyor of development (Berger and Kasper, 1993, p. 241).

2.4.1 Social economy in Developing Countries (Africa and Nigeria)

In developing countries, the practice of social economy was reported in the 1970s, with the operations of semi-formal/formal micro-credit institutions (Alter, 2007). Although, small informal micro savings and credit and saving schemes has been in operation since the 18th century in South Asia, Africa, and Europe (Dieter, 2005), not until the 70s did attention begin to focus on the conception and its potentials for greater and wider in the impact in provision of financial inclusion, particularly in developing countries (Ali and Rahman, 2018). The introduction of Credit NGOs and Cooperative organisational forms in the 70s played pivotal role in the evolvement and process of formalisation of the social economy (Dieter, 2005). These organisations carter to the poor, the deprived from commercial banking services in the society. They aimed at low-income earners, women, those deprived from micro-credit and savings facilities, and financial advisory in the society (Ali and Rahman, 2018).

In Africa, social economy-based practices have been wholly and broadly utilised as a poverty alleviation strategy (Nega and Schneider, 2014). Though a commendable effort, its ability to achieve the desired change from poverty is challenged. With extreme poverty levels reported in some African countries (Littlewood and Holt, 2015), the conception of microfinance has gained attention as alternative means to bringing about transformation in the society (Nega and Schneider, 2014). This conforms to the notion of social organisations developing due to unmet needs by the government and markets in a society, and also, taking into cognisance the peculiarities of the environment in conceptualisation (Spear and Bidet, 2003; Nega and Schneider, 2014; Litttlewood and Holt, 2015). Microfinance has been promoted by governments of African countries as an alternative avenue to promote transformation (CBN, 2011). The microfinance concept has been referred to as an example of the successful application of social entrepreneurship (Rosengard, 2004). The justification for these views the authors puts forward is the ability of microfinance to achieve multiple bottom lines (Rosengard, 2004). The government of South Africa has promoted microfinance enterprise as a means towards tackling poverty and unemployment through the 'Accelerated and Shared Growth Initiative for South Africa (AsgiSA)'. In Ethiopia, authorities have promoted microfinance as a solution to the poverty challenges in the country (Kinde, 2012), utilising the ruling political party owned microfinance organisations to reach out to the communities. The trend in Ethiopia has been viewed with suspicion with reported biases against opposition party members (Nega

and Schneider, 2014, p. 367), more-so that the ability of microfinance to reduce long term poverty are challenged (Berhane and Gardebroek, 2011).

Social enterprises have increasingly played strategic roles in addressing social problems in sub-Saharan Africa, with informal institution being established leadership platforms, social organisations have keyed into these voids turned opportunities in advancing social agendas (Thorgren and Omorede, 2015). It is argued that the informal institution is playing greater roles in the social enterprise sphere, especially with the absence of formal regulative and policy elucidations in Africa.

2.4.2 Social economy in Nigeria

In accordance with some of the social and economic challenges confronting Nigeria in terms of poverty, unemployment, poor availability of social amenities and re-integration challenges, coupled with the dwindling of resources being accrued to the nation to facilitate social value creation. The conception of socially modelled organisations is emerging and developing to bridge the gap in social service and infrastructure requirements unmet by the government (Ite, 2004). In Nigeria, these efforts have primarily been advanced by the informal sector (community organisations and associations) private sector, often through partnerships in advancing their corporate social responsibility initiatives (Idemudia, 2007). Also, the informal sector, through community cooperative activities (Nwankwo, Philip and Tracey, 2007) - these are players that have led in efforts in the sphere of social economy.

The community cooperatives commonly known as the community enterprise, are non-profit community organisations that engages in 'trading for a social purpose and rely upon earned income rather than philanthropy or government subsidy to finance social objectives and priorities' (Nwankwo et al., 2007, p. 97). This initiative is led by the informal sector, the community. Their structure reflects a hybrid form of social organisation, as income from trading activities is reinvested into its social activities to ensure sustainability. (Nwankwo et al. (2007) study on social investment through community cooperatives advances the difference between the community cooperatives and social enterprise which has to do with their governance and management structure. The community cooperatives have a more democratic structure, as community members elect representation that decides on the administration of the cooperative. Furthermore, the general needs of the local community that resources should be

channelled into are decided by the community representation (Nwankwo et al., 2007). Another distinguishing feature has to do with the trust that community enterprise tends most often to limit the scope of social activity it is involved in, while community cooperatives engage in a wide variety of activities such as water development projects and microfinance schemes for example (Pearce and Kay, 2003; Nwankwo et al., 2007).

The microfinance institutions in Nigeria have been a key component of activities provided by community cooperatives and have evolved in the last decade due to the increasing role the informal credit institutions play in supporting micro enterprise in the local communities (Anyanwu, 2004). The unwillingness of formal credit organisations to provide finance to those unable to provide collateral securities, and the lack of continuity in government sponsored credit schemes have prompted the informal sector to lead in this sphere (Babajide, 2011). The worth of this sector is loosely quantified by the formal government statistics and regulations and frameworks to guide activities these providers remain basic (Anyanwu, 2004). More recently, there have been improvements by the Central Bank of Nigeria in regulating microfinance banks activities, and recognising informal microfinance organisations (CBN, 2011).

Apart from the informal sector, the private sector plays important roles in the social economy in Nigeria (Ite, 2004). They have sought to advance their corporate social responsibility strategy through the notion of social organisations. Multinational corporations have partnered with community cooperatives to provide social services and infrastructure in the Niger-Delta region (Idemudia, 2007). Such partnerships have aided in the transfer of expertise in accounting, information technology and other areas (Nwankwo et al., 2007). Also, multinational firms have explored the social entrepreneurship idea by establishing foundations that autonomously drive the social value creation in solving some of societal challenges in the environments they operate (Mordi et al., 2012; Meghani et al., 2015). Multinational corporations like MTN Nigeria communications limited, Dangote group, T.Y Danjuma Foundation are examples of organisations that have established foundations. These foundations drive their corporate social responsibility initiatives to the society (Mordi et al., 2012; Anyansi and Ayansi, 2014). So far, they have engaged in renovating of schools, hospitals, scholarships, sponsored competitions and tournament, and provided micro credit (Mordi et al., 2012; Meghani et al., 2015). The activities of such foundations have remained largely philanthropic

and loosely regulated by general laws, which are non-specific on social entrepreneurship activities.

There still exists a dearth of knowledge in management studies on this emerging and evolving field; leading to calls for practical studies on the Nigerian institutional environment and the broader African context (Adamolekun, 1990; Zoogah and Nkomo, 2013; Littlewood and Holt, 2015). Zoogah and Nkomo (2013) study on six decades worth of publications in '80 business and management journals' reveal 'only 216 articles focused on Africa' (Rivera-Santos et al., 2015, p.75). This inadequacy in research on the African context leaves a lot of insights unexplored on the possible uniqueness of the environment and its ramifications for social economy organisations. Especially as research have raised the need to gain insights on the institutional environment of individual developing economies and to develop relevant constructs, conceptualisations and perspectives that would aid in a broader nuanced understanding of social economy, and entrepreneurial ventures in general (Manolova, Eunni and Gyoshev, 2008), as have been done regarding social enterprises in a different context, the developed environment (Defourny and Nyssens, 2010; Kerlin, 2012).

Having reviewed the background and highlighted the foundation on which this study, social enterprise, is based. The importance of the role of the institutional environment on the development of the concept becomes apparent. The next section is to gain an insight into the neoinstitutionalism conception, its explanation on organisational behaviour within the institutional environments, and what are the essential features of the theory that make it cogent in providing elucidations about social enterprise behaviour in an environment such as Nigeria.

2.5 Background of Neo-Institutionalism

Studies have shown that the institutional perspective to organisation has created interest and enquiry overtime in academic research, with studies dating back to the early years of the 20th century (Meyer and Rowan, 1977; Scott, 1987; DiMaggio and Powell, 1983; Dacin, Goodstein and Scott, 2002). Current perspectives on institutional theory is broadly categorized as new/neo-institutionalism, and academic enquiry on it can be traced to three decades back (Palmer, Biggart and Dick, 2013). The phrase new/neo-institutionalism brings to mind the difference with prior theories in which actions of organisations were limited to economic

efficiency considerations in the institutional environment, now referred to as old institutionalism (Meyer, 2008).

Currently, the influence of various arrangements and pressures wielded by the institutional environment on social enterprises is featured prominently in prevailing perspectives of neo-institutionalism. The ability of social enterprise to discern the prevalent comprehension of what is the proper and the relevant conduct expected in a context is shaped by the varying structures and elements manifest in an institutional environment (Zucker, 1983; Zucker 1987; Davis, Desai and Francis, 2000). New institutional theory promoters suggest norms of conduct, laws, regulations, compulsion, occupational bodies, cultural directions, values, belief practices, and social thought processes and understandings to be pressures and elements inherent in the environment that impact structure processes, conduct, and tactical decisions of social enterprise within a context (Meyer and Rowan, 1977; Scott, 1987; DiMaggio and Powell, 1983; Meyer, 2008). Lately, the one-way dimensional influence of environment towards homogeneity is being challenged, and heterogeneity being advanced as another dimension being an overlooked outcome of the environmental influence (Lounsbury, 2008; Andrews, 2011; Goddard et al., 2015).

Nonetheless, neo-institutionalism has focused on the interactive relationship between social enterprise and the institutional environments in shaping behaviour, and the uniformity in the structures of the former (organisations), through the exerted pressures by the latter (institutional environments). Consequently, the type of environment has a direct bearing on the forms organisations such as social enterprise encompasses (DiMaggio and Powell, 1983; Scott, 2004; Scott, 2008). Emphasising the importance of the institutional environment in neo-institutionalism, scholars in the field have explored the features. These efforts have sought to determine what makes the institutional environment important in forming and influencing organisation actions and structure towards similarity to the social beliefs and understandings upheld by the environment. Also, the various elucidations it offers to theory (Jepperson, 2002; Meyer, 2008). An institutional scholar, North (1990), suggests the features of an environment, such as existing legal requirements, beliefs, understandings, and cultural value systems, shape human relations within. These factors he classified as formal and informal features of institutional environment. Scott (2008) emphasises the need to determine what features in an institutional environment take precedence, and the level at which they complement each other, or disrupt each other. As peculiar institutional environment has varying composition of the

formal (such as laws and regulations) and informal (such as norms and conventions) institutional features, and importance attached to the features differ within different contexts.

The varying interplay in the composition of institutional pressures or features inherent in an institutional environment determines whether the environment is formal or informal. This particular understanding proffered by North (1990) has been advanced by Scott (2008) in which he categorized the institutional features to be regulative, normative and cultural-cognitive pillars. The varying level of manifestation of the features of the pillars, and the corresponding absence or weakness of the features of a pillar determines whether an institutional environment is formalised or in-formalised. Where there is an absence or weakness in the features of a pillar (e.g., laws and regulations) in the institution, a void ensues (Puffer, McCarthy and Boisot, 2010).

Having highlighted the importance of the institutional environment to neo-institutionalism, and the arrangements in the institution in determining the formality or informality of the environment in which organisations operate, it is important to explore in greater detail, and enquire how the precedence of an institutional pillar (regulative, normative, cognitive) over others and possible vacuums in a particular context could shape social enterprise.

2.6 **What is Neo-Institutionalism?**

Although the notion of institutionalism is elaborated from different viewpoints, neo-institutionalism can broadly be explained as involving the recognition of social, political understandings and practices related to the various facets of a society (DiMaggio and Powell, 1983; Scott, 2013). Institutions are inceptions that organise the order of association in a society, they represent the foundation of human relations, as are they are human conceived limitations that structure relationships (North, 1990; Immergut, 1998). Accordingly, they do play an important role in influencing and creating social order.

Also, greater interest is placed on the study of the conception, hence the terminology 'Institutionalism'. The term connotes the research into the emergence of institutions, the consequence of such emergence, and their influence on actors (organisations) in such context (Immergut, 1998). Hence, it can be advanced that institutionalism provides knowledge into social enterprise behaviour in a context.

Academic enquiry into neo-institutionalism perspective was spurred by research efforts of some seminal authors on institutionalism (Jepperson, 2002). Some examples include, Scott (1975) research on organising in formal establishments. The study provided an inventory and overview of sociological elucidations on organisation structure, challenges in providing insights, and theoretical limitations from inadequate empirical studies to explain relationships. Consequently, it has influenced the informed opinions generated. Meyer and Rowan (1977) article on formal establishment structures, was thoughtful in providing insights to sources of formal organisational arrangements. The influence on organisation by the prevailing social comprehension and the elements that form such understandings held in a society were explored. Further, the interconnectedness with formal organisational structure is examined in this study. Zucker (1983) paper on formal establishments operating in institutions provided in-depth knowledge on the institutional environment. The study categorized institutional environment as internal (organisational sphere) and external (nation-state), and their influence on organisation structure were explored. DiMaggio and Powell (1983) study, another significant study on institutional homogeneity examined organisations, its influence to conform to the established existing social understanding in an environment (organisational sphere and state). Additionally, the study explored the reasons for organisations actions and how they coped with the institutional pressures. These prevailing studies on key perspectives that provided seminal insights into organisational behaviour are shaped understanding.

The authors proffered on how the institutional environment influenced formal organisation structure, and its behaviour in a society. They provided a social perspective on organisations in an institution. Their contributions were distinguishing from previously held notions (Old institutionalism) of organisational actions being reliant on economic maximizations goals solely (Greenwood et al., 2008). Rather, neo-institutionalism advances, organisations not only seek economic maximizations, but also, to embed in the social understanding and practices of a society in an effort to gain acceptance (Meyer and Rowan, 1977). Neo-institutionalism promotes a social features viewpoint of the society, as against the previous focus on economic dimensions as the sole determiner of organisational behaviour (Greenwood et al., 2008). This review focuses on the former, the social features of a society as a determiner of organisational (social enterprise) behaviour, also known as sociological perspective to institutionalism (Tolbert et al., 1999).

Neo-institutional theory is one among the many theories that ensued in response to an existing understanding held on organisations as being confined within certain constraints, considerably self-governing, and logical players within a society (Scott and Meyer, 1994; Jepperson, 2002). This theory re-enforces the idea of social enterprises as being a product of the prevailing social understandings in an environment and influenced by it. Thus, dissuading the notion of organisations being naturally inherent in the social environment and deeply-rooted in the socio-cultural understandings, rather, emphasising organisations to be a construct of their environment (Jepperson, 2002). At the core of sociological neo-institutionalism is the notion of organisations being the product of the environment and influenced by elements in such an institutional environment. Despite the influences on organisations by elements of the institutional environment, they could relatively be autonomous (Meyer and Rowan, 1977; Zucker, 1987).

Formal establishments (organisations) are advanced to be arrangements that determine conducts and manage behaviours that are geared towards achieving a set of practical purpose (Scott, 1975). The arrangements put in place by organisations in contemporary society are adjudged to be guided by the prevailing socio-cultural leanings and beliefs held in the society (Meyer and Rowan, 1977). The prominence culture has achieved in the society in guiding and influencing individual and collective conduct have aided the emergence of formal organisations with homogeneity that reflects the environment they operate within. This idea, DiMaggio and Powell (1983) suggest being a resultant effect of the consideration and attempt to justify institutional influences and pressures such as: regulations, prevailing social beliefs, and ethical values that underpin the structure of organisations. Such institutional influences are suggested to contribute to the advances in development of the structure of organisations in nation-state (DiMaggio and Powell, 1983). Furthermore, decisions on functions, strategy, plans, and goods and services reflect conformity with the socio-cultural understanding and traditional beliefs of the people in an environment (Meyer, 2008).

Thus, with changes in the society, organisations adopt such existing reasoning that is established in such an environment (Scott, 2013). Doing so enhances the acceptance of such organisations, by conformity to the laws, cultural beliefs and understandings. Also, it helps in strengthening their stands in the society, and furthering their ability to exist overtime within the institutional environment they operate. Accordingly, organisations are inclined towards conforming to the dictates of institutional influences in developing structures that are

homogeneous to the prevailing social understandings in the environment. Such actions inevitably help them gain acceptance. These actions are irrespective of their ability to achieve their economic goals (Meyer and Rowan, 1977; Meyer, 2008).

Often, the integration of socio-cultural understanding and beliefs systems, established into the plans, products and services of organisations are normally at variance with their ability to maximally achieve practical outcomes desired (Meyer and Rowan, 1977; Zucker, 1983; Zucker, 1987). Organisations' compliance to institutional prescriptions does sometimes have to contend with the disadvantages it could bring to their technical abilities to achieve more, if their structures were perhaps organised differently. Consequently, organisations tend to adopt a formal structure that reflects their conformity with the institutional environment, and hence achieving acceptance (Zucker, 1983; Zucker, 1987). While moderating the negative impact, such structures might have on the practical maximization goals, by relaxing the formality of structures that drive practical maximization goals from the central structural control (Meyer and Rowan, 1977).

Also, the idea of disengaging structures is widely acknowledged as a strategy, suggestions have been put forward for organisations that operate in a practical sphere advanced in their activities by administering their production arrangements systematically and functionally (Meyer and Scott, 1983; Zucker, 1987). Although functionality is the desired option for organisations, the variables tend to favour conformity to the institutional influences in the environment, more than the disengaging of productions structures to achieve practical maximization goals (Meyer and Rowan, 1977). Despite the fact that the practical goals might be at the fore front of business activities (Meyer and Scott, 1983; Zucker, 1987), Meyer and Rowan (1977) aver to institutional influences being cardinal in the homogeneity in the structure of organisations, and their acceptance in the society, much more, than their practical operations in the society. These influences which are within the organisational environment (professional bodies) or from the polity (laws of states) are viewed with importance by organisations.

Organisations are increasingly concerned with how their behaviour is viewed by the society. With the need to gain a positive perception, they accept and choose to conform to societal understandings and values (Aguilera et al., 2007). Thus, conformity is connected to acceptance in the society. Ntim and Soobaroyen (2013) suggest on the sense of responsibility held by organisations to assume and perform roles that bear no instant and evident gain to them, is

perhaps based on the importance organisational players attach to moral values, and thus introduce such to organizations they operate within. Specifically, the authors point out Scott's stages of analysis on elements of legitimising to buttress their submission on the introduction of a value system in the society. The three stages of institutional analysis include 'societal global institutions' (institutional environment), 'governance structures' (organisational field), and 'actors' (isomorphic pressures).

Firstly, ranked, is the institutional environment. It is regarded to be more influential than the other levels. The reason for its importance is based on the ability to determine what constitutes the suitable social understandings and practices that is formally and informally introduced within the institution. Therefore, at the first level (institutional environment), the formation of subsequent levels (Organisational field and actors) are influenced and controlled (Ntim and Soobaroyen, 2013). The next stage is the organisational sphere. This comprises organisations that practice within the same specialty, with homogeneity in structure and actions of members being coordinated, and knowledge transfer amongst organisations in the sphere. At this stage of organising, the institutional environment and organisational field influence organisations. The third and last stage of analysis is the actors. These players are drawn from the individual elements that drive the homogeneity in structures of organisations in an environment. The coercive pressures, (These elements compel organisations to obey norms and specifications), mimetic and cognitive pressures (The ability to replicate the conduct of successful players in the institutional environment), normative pressures (The anticipated and accepted behaviour) within an institution (DiMaggio and Powell, 1983).

These are the stages in which the authors advanced as influencing organisations. One question that needs to be asked, however, is whether the third stage of analysis (isomorphic pressures) does not constitute part of the first and second stage (institutional environment)? This question is relevant as the normative, coercive and mimetic pressures constitute the institutional pillars in which (Scotts, 2004; Scotts, 2008) suggests as shaping the institutional environment.

 Notwithstanding the ability of the institutional environment to confer institutional acceptance to organisations, as a result of their conformity to institutional knowledge and influence, as pointed out earlier (Meyer and Rowan, 1977; DiMaggio and Powell, 1983; Scott, 2004; Scott, 2008), they also aid in ensuring the sustainability of such accepted organisations in the society (Zucker, 1987). The acceptance conferred to organisations by those elements that hold

instruments of moral direction and coercive authority in the society (e.g., professional, regulatory bodies, state laws), extends a form of credibility to organisations. It is viewed as consent to continue their operations and admissibility for patronage by members of the society. Therefore, conforming to the inherent pressures in an institutional environment could confer acceptance on organisations, and ensure their sustainability (Zucker, 1983; Zucker, 1987; Masrani, Williams, and McKiernan, 2011).

To gain further insight on the important role the characteristics and elements in the institutional environment play in neo-institutional theorizing, the succeeding section explores the literature.

2.7 **Why are Institutional Environments Important to Social Enterprise?**

The influence of the institutional environment could be attributed to its ability to provide elucidations on the various social understanding, beliefs systems and laws in a context. The elucidations obtained from the characteristics of various contexts, help in explaining how organisations will organise and conduct their operations within it (Zucker, 1987; Davis et al., 2000; Scott, 2008). The various explanations on the roles of the institutional environment on organisations actions and conduct have been proffered from two standpoints: these positions are internally (organisational level) and externally (nation-state level) ascribed to organisations (Zucker, 1983).

Moving forward, it is essential to elucidate on conception of a nation-state and professional sphere as an institutional and organisational environment, as it is key in understanding their influence on organisational behaviour and structures. More so, as the institutional and organisational environment gets its explanatory ability from complementary state elaborations; the organisational environment conceptualizes the standards, norms and behavioural dictate of occupations (Scott, 1987). Directives that when adhered to, leads to general acceptance by members of an organizations field (Scott, 1987), which are associated and under the purview of the state (Zucker, 1987). The next paragraph explores nation-state, and subsequent section is on organisational sphere.

In recent time, the notion of the state has become one of the foremost notions to receive the attention of sociologist (Peng, 2002). Research efforts have been focused on the notion more in Europe, duo with subordinate importance to other institutional considerations. The American

context of the state has been overlooked by sociologists, with them giving more attention to issues such as authority structures, and electoral systems (Thomas and Meyer, 1984). While in the past, less importance has been given to cultural and institutional contexts in the inception and development of the notion; this is now evolving (Thomas and Meyer, 1984). The conception of a state has been advanced from different (e.g. economic system, cultural system) perspectives, reflecting the diverse understandings, interest, process and characteristics of state. The diverging perspectives are reflected in the development and processes in which formation of the state occur. These differences in conception (process and development) of nation-state increase the difficulty in defining it (Thomas and Meyer, 1984; Jepperson, 2002).

Thomas and Meyer (1984) attempt to explore the development of the nation-state, they provide evidence of the complexity, divergence and the lack of coherence in the elucidations of the notion. Central to their notion of state, the authors present from two perspectives, the internal (division of labour) and external (war) processes. The internal perspective has a functional role to the notion, this is predicated on states emerging from an internal process of the society. Various societies that are brought together by different synergies of task division become advance coherent systems that necessitate procedures, arrangements and guidance. Under the internal perspective, the functional role has to do with the ownership and control during the development of division of labour, which creates social and ethical structures within the society. The role of division of labour in organising and guiding the entire society is viewed as the origin and development process of the state (Thomas and Meyer, 1984).

One major drawback of this approach is the lack of clarity on how the various features of the system, division of labour, could lead to the development of contemporary nation-state. The criticism of this view of state as propounded by Karl Marx has led to importance being attached to elucidating how the process of organising of a state develops, rather than it being an entity. Consequently, this has led to religious, political and cultural systems to be considered (Thomas and Meyer, 1984). The external perspective focuses on elucidating on the process of state formation from an external factor stance. An important factor, war (e.g. world war two) is conceived as an important factor to the development of a state. Thus, state is defined in terms of military strength over a determined area. It is worthy of note that literature on this component focuses solely on the military power (Thomas and Meyer, 1984). A key limitation with this explanation is the heavy reliance on military powers in acquiring territory to the conception.

This explanation does not give a balanced idea on other important factors that influence state formation and characteristics.

Another diverse view includes, Meyer (1977) submission which are categorized into four views. The **micro-realist** conceptualizes nation-state as coherent, purposeful and natural player in a society that is inherently lawless. The pursuits of nation-state are usually goal driven and represent their requirements and concerns. The role of culture (local and national, disregarding universal culture) in this view is relegated to accounting for past systems (Meyer et al., 1997). The conception of businesses operating on an international level (globalisation) is considered to take cognizance of this view of the state in its theorizing, with considerable global environment consisting of individual state conditions that are inter-reliant (Meyer et al., 1997).

Next, is the **macro-realist**; they point out the state as an existence that is structured with a global outlook on socio-economic, trade, competition and political authority. Thus, the character of a state is determined by global systems of trade, competition and authority. The role of culture in this view is insignificant, as it is deemed to be selfish, domineering and restraining (Meyer et al., 1997). Subsequently, is the **micro-phenomenological approach**. It characterizes the state as an arrangement of national socio-cultural processes and understandings. The state is connected with the cultural identity of institutions, some of which, indirectly, reflect global actions (Meyer et al., 1997). Lastly, is the **macro phenomenological approach** conceive the establishment of nation-states through the introduction of global cultural frameworks, instead of organising with recognition to the local frameworks (Meyer et al., 1997).

These views highlight the diverse perspectives in the conception of nation-state. There exist inconsistencies in the elucidations offered on the processes and development of nation-state, especially as they transform to modern states. Also, the existing accounts fail to resolve the contradictions between the conception of local, national and global cultural influence on each other in their conceptions.

However, for the purpose of this study, the notion of state as being an environment based on local, social and cultural processes and understandings is adopted (Meyer and Rowan, 1977; DiMaggio and Powell, 1983). Having explored the external view of the institutional environment, nation-state, there is the importance to explore the internal view, organisational sphere.

The organisational sphere, DiMaggio and Powell (1983) define as the overall number of organisations that constitute an acknowledged area of institutional reality. In general terms, this refers to organisations that produce and deliver homogeneous goods and services, such as telecommunications, pharmacy, Engineering and banking. Another definition by Fligstein (2007), opines, a recognized social field, where organisations relate on the basis of their collectively shared domain of activities, is an organisational field. The definitions by both authors highlight the mutual agreement on a delineated and accepted area of activity, that organisations who share similar professions collectively interrelate, exchange knowledge, are key elements to understanding the concept.

DiMaggio and Powell (1983) point out that organisational sphere is delineated based on verifiable enquiry. The outcome of such enquiry is the determinant of the reality. Thus, the reality of an organisational sphere is based on the scope of its definition, and the set up.

The processes of such organising are based on, the growing level of interplay between organisations in an area, and knowledge transfer between members that are engaging in the same commercial activity. Also, the development of clearly described system between organisations structures of control, and coherent put forward guide of alliance, and an increase in the quantity of information organisations have to confront (DiMaggio, 1982). Members are expected to set out clear processes necessitating the development of organisational spheres with attendant benefits to practitioners. Organisational spheres provide an opportunity for sustaining the connection between organisations, and aiding in fostering a collaborative relationship amongst them. These relationships are sometimes hierarchically structured, where organisations with more resources than the others influence the field (Fligstein, 2007). Accordingly, the influence exerted by big organisations on the shared regulations and understandings that administer the sphere. The regulations are derived from the collective understandings of players in the sphere, and it underscores the norms and values that are agreed by the players to govern them. The behaviour of a player in the organizational realm is interpreted based on the perception and understanding of the regulation that guides an association (Fligstein, 2007).

Though the elucidation on organisation's institutional environment are made from two viewpoints (internal and external), the organisational sphere and nation-state, remain hierarchical in nature. The external, nation-state takes precedence over the internal,

organisational sphere's directions on the institutional environment (DiMaggio and Powell, 1983; Meyer and Scott, 1983). The institutional environment from an internal standpoint to organisations focuses on the connections within the professional sphere. This has to do with the collections of organisations that operate in an acknowledged area, field of study, profession, that exist institutionally, and constitute the institutional environment (DiMaggio and Powell, 1983; Scott, 1987). Meyer and Rowan (1977) provide insight about the institutional environment from an external standpoint to organisations. The authors assert that the various systems, procedures, arrangements, and positions adopted by formal establishments are usually the culmination of entrenched institutional control mechanisms in the society, which are normally justified by the socio-cultural understandings of the community.

Thus, organisations are docile participants in the transfer of institutional knowledge in the society, as the rules and control mechanisms are formed externally to organisations, usually at the state or global level. Organisations are expected to comply with such directions that emanate from a level higher than the organisation sphere (Meyer and Scott, 1983). Therefore, the institutional environment influence and importance go beyond the consequence of association of social and professional links which constitute the internal organisational level perspective of the institutional environment but relates to wider view of a recognized nation-state institutional entity (Meyer and Scott, 1983).

Irrespective of the standpoint on institutional environment (internal or external) to organisations, they acquire their descriptive capability from the structuring of social held understandings into a rational system, be it a professional body, or through the enhancements from the nation-state. The institutional environments are organised as part of states efforts in deepening its control over the actors and actions within a society (Thomas and Meyer, 1984; Zucker, 1987). Proponents of the state's view allude to the aggregation of established standard norms of behaviour, encompassing occupations and extensive consensus held by members of an organisational discipline, are associated to a wider idea of the state (DiMaggio and Powell, 1983; Zucker, 1987).

A study by Meyer (1980) on the organisational structure of educational organisations reveals the attempt of learning academies to adapt to the internal and external institutional environment's requirements. Such conformity includes the expectations of the communities in which they operate and the practical requirements of the organisational field to which they

belong. The educational perspectives to institutions provide elucidations to the institutional interplay between the requirements of the internal (organisational field) and external (nation-state) Also, revealing the superiority of the nation-states influence over that of the organisational sphere. This paper further advances the cardinal role of the external institutional environment (nation-state), and organisations' conformity with the prevailing social understanding, norms and beliefs in the context, in their actions, behaviours and structure. Another perspective to institutional influence was relayed by Tsai et al. (2006) on the role of institutional environment in making organisations smaller by discharging of staff. The research utilized 18 subsidiaries of Multinational corporations in Taiwan as a sample size. Interestingly, the prevalent institutional factors and the social thought process were influential motivators for the discharging of staff and the way it is carried out, taking cognisance of cultural directions. This study brings to the fore how institutional environment influences the decisions of organisations, and how their policies are implemented. Meyer (1983) research created a systematic framework for studying the differences of 'statist', 'corporatist' and 'individualist' differences of contemporary institutional environment. This empirical study of countries such as France, Germany, and the U.S were undertaken, and the institutional differences, and that of the way in which they organise, were explored. This study reflects and promotes the notion of organisations reflecting the cultures of groups and societies in which they operate.

Having established the importance of institutional environment in influencing organisation behaviour, it is imperative to gain more insight on the particular characteristics and elements in the organizational environment and nation-state which influence organisations towards homogeneity.

2.7.1 Institutional Pillars and Pressures and Isomorphism

Neo-institutional proponents maintain that the notion on determinants of structure of organisations into a rationale consistent system has moved beyond the sole dependence on economic factors (competition and productivity). Rather, it is determined by the elements and players (pillars and pressures) in the nation-states and organisational spheres. They characterize and influence organisations into homogeneity, by establishing structures and behaving in ways that are in conformity to contextual social understandings and processes (DiMaggio and Powell, 1983; Scott, 1987). This process is called isomorphism.

Isomorphism captures the process of similarity in organisation's structures. Drawing from the definition of isomorphism by DiMaggio and Powell (1983), the conception is a limiting arrangement that influences and compels components in the society to have similar structures with other components that operate in the same area. At the society level, it means organisations attributes, change with the leaning towards similarity with the institutional environments' features. Also, the aggregation of organisations in a society is proportional to the size of the environment, and the range of organisations structures is similar to the environment's variety (Meyer and Hannan, 1979).

There exist two broad classifications to the conception of isomorphism. The competitive isomorphism, and the institutional isomorphism, and the motives for each of the types of processes in which organisations become similar in structure (isomorphism) vary. At one end is the need to promote economic maximisation (competitive isomorphism), and on the other spectrum is the need to achieve acceptance by the society (legitimacy) in which organisations operate (Meyer, 1979; DiMaggio and Powell, 1983; Masrani et al., 2011).

It is worth stating that institutional isomorphism is the focus of this review, as neo-institutionalism has to do with social understandings in a context and not economic factors leading to similarity of structures. However, it is important to get a background into the concept by exploring briefly the competitive isomorphism.

Meyer and Hannan (1979; 83) researches provide an important perspective to competitive isomorphism. The authors advanced on how organisational similarity is achieved from a competitive standpoint. When new organisations are more economically efficient and do better than those in existence that are less efficient, they become a new form that are mimicked by other organisations. The resultant action is because of the success the new form achieves over the older forms, and the resulting acceptance it gains in the environment. Thus, the competitive isomorphism focuses on the structuring of organisations into a rationale consistent system that fosters economic maximisation. Hence, organisations are influenced to similarity in forms because of their desire to maximise their economic circumstance (Hannan and Freeman, 1989).

Notwithstanding the views expressed by Hannah and Freeman on the type of organisations (i.e. economically efficient) that other organisations in an environment attempt to mimic towards becoming homogeneous in structure with, DiMaggio and Powell (1983) contend to the fact that

organisations mimic particularly, organisations that offer creative new ways of producing goods and services, rather than the notion of economic efficient organisations. The authors' perspective brings to the fore some contention in understanding as regards competitive isomorphism.

More so, proponents of competitive isomorphism (Hannan and Freeman, 1989), acknowledge the influence and reliance on the environment, especially in determining the organisations whose structures are economically efficient, for other organisations in the environment to imitate. However, the conception does not take into account environment factors, such as social factors in an environment, constituting a limitation to the conception. Consequently, the notion institutional isomorphism emerged as a result of the inadequacies of the competitive perspective in providing a coherent and robust view into ignored factors that influence the processes of similarity of organisational structures, especially in economies that might not be free market system based. The institutional views provide a more rational and coherent insight into the processes of homogeneity in structures, and the prominent influence the environment plays in achieving it (DiMaggio and Powell, 1983; DiMaggio and Powell, 1991). Proponents of institutional isomorphism opine that institutional arrangements within the society influence organisations towards commitment with the Society and adjusting its structures in similarity with the environment (Kanter, 1972; DiMaggio and Powell, 1983; Hall, 1988; Lu, 2002).

The institutional perspective to isomorphism suggests that organisations not only act rationally due to economic reasons, but also, for social reasons such as earning the acceptance of a society (Masrani et al., 2011; Mason, 2012). Thus, the conception provides insights into contemporary organisations and their structures and behaviours. And, the processes in which the changes in structures occur towards homogeneity, as a result of conformity to the institutional environment's directions (Meyer and Rowan, 1977).

Having briefly provided an overview of the two classifications of the conceptions of isomorphism (competitive and institutional), this review focuses on elucidating **institutional isomorphism**, as it is an important component to contemporary views of institutional theory (neo-institutionalism), which is the focus of this review.

The conception of institutional isomorphism takes into account the ability of the institutional environment (nation-states and professional fields) to influence organizations towards

achieving homogeneous structures, conduct, and actions. This influence is attributed to institutional factors such as laws and regulations, enforcement agencies, and ethical values and norms of conduct of professional bodies, and social thought processes and understandings held by a group or society (Meyer and Rowan, 1977; Scott, 2013).

These factors in the institutional environment that influence organisations towards similarity in structure are broadly categorized: one, coercive isomorphic pressures; two, mimetic isomorphic pressures; three, normative isomorphic pressures (DiMaggio and Powell, 1991). DiMaggio and Powell (1991) were the early proponents of such classification. Later studies broadly referred to the three institutional 'pressures' as 'pillars', the normative, coercive, and cultural cognitive pillars that exert their influence on organisation by their influence in determining the formality or informality of the environment, and the various arrangements that constitute such an institutional environment (Scott, 2008).

A **mimetic isomorphic pressure** comes to effect as a response to a situation of 'uncertainty' faced by organisations that ensues them imitating other organisations (Sevon, 1996). Researchers in the United States have paid more attention to this pressure (Greenwood and Meyer, 2008; Mason, 2012). Next, is a **coercive isomorphic pressure**. This pressure originates from governmental laws and public policies which organisations need to integrate and comply with in the society to gain acceptance. This pressure represents social requirements (Carpenter and Feroz, 2001; Carpenter, Cheng, and Feroz, 2007). Also, European researchers have paid greater attention to this pressure in research efforts (Greenwood and Meyer, 2008; Mason, 2012). Last, the **normative isomorphic pressure**. This is connected to the standards and norms of an established profession (Touron, 2005). This is the logical classification of the process for institutional change towards homogeneity in structure. Their occurrences are not always practically distinguishable, as the processes sometimes intermix with each other and work together (Meyer and Rowan, 1977; DiMaggio and Powell, 1983; Touron, 2005; Masrani et al., 2011).

The coercive pressure occurs from formal and informal persuasion employed on organisations. Such pressures are exerted on organizations, normally originating from (institutional environment) nation-state through it, legal regulative instruments and, professional sphere's ensuring compliance to the rules and standards (Carpenter and Feroz, 2001). The coercive relations are normally in the form of exerting authority on organisations, through controlling

and regulating their forms, structure, standards, and activities in a profession or society (DiMaggio and Powell, 1983; Zucker, 1983). This form of influence is achieved with threats of penalty to defaulters who fail to comply. The actors of coercive pressure are accepted in the society as certified performers of such roles (DiMaggio and Powell, 1983). With particular regards to organisations in a professional sphere, generally, larger organisations influence smaller organisations towards similarity. Studies suggest examples on how large organisations influence subsidiaries or smaller organisations to adopt particular standards and structures that confers an eligibility to transact with such larger organisations in the organisational field (Meyer and Rowan, 1977; Meyer, 1979; DiMaggio and Powell, 1983).

Conversely, Carpenter and Feroz (2001) study demonstrates how (smaller organisations) organisational field could coerce a (bigger organization) state into compliance. The outcome of an institutional exploration revealed the pressure exercised by the accounting profession sphere ensued compliance of four states in the United States (Michigan, Ohio, Delaware, New York) in adopting the US General Accepted Accounting Principles (GAAP) accounting standard for external reporting. The authors study provides a different perspective to how institutional pressures if properly structured in an institution can be influential on organisations, irrespective of size.

Apart from the influence of the organisational sphere in coercing organisations, nation-state exerts their own influence: sometimes they are not mutually exclusive. The laws or cultural understanding (customs, norms and conventions) of an or the society serve as a formal or informal persuasion that can lead to similarity of organisational forms. The law commonly specifies to organisations forms that are expected of players in a particular context. Accordingly, when complied with the law, it inevitably makes actors homogeneous in structures (DiMaggio and Powell, 1983; Meyer et al., 1997). A good example on the influence of the law in bringing a convergence in the structure of organisations, are comparative studies undertaken on social enterprises. Interestingly, these studies highlight the influence of legislation in the various contexts in influencing the structure social enterprises encompassed (Defourny and Nyssens, 2008; 2010; 2012).

Another example of the coercive process in a state is exemplified by legal arrangements that prescribe templates for eligibility of organisations to benefit from contract processes. Such templates require organisations to provide annual audited accounts, and be of particular forms,

hence coercing organisations towards conformity to participate in such processes (DiMaggio and Powell, 1983). This is an indirect process for motivating a process towards structural homogeneity. Swidler (1979) study presents another important elucidation to the indirect ways coercive pressure leads to organisational change. The study reveals the requirement imposed by a regional authority on schools that operated within the area that had indirect coercive effects. The administrators made a requirement of associating with only schools that had ''principals'' as heads. Therefore, schools that had no principals had to appoint such for them to have a relationship with the regional education authority, a relationship which was beneficial to the institution. The findings of this study suggest the diverse and indirect methods coercive pressure is achieved in the institutional environment, by both the organisational field and the nation-state. For example, an innovator that does not comply with licensing rules will not be able to benefit from the legal coverage extended to innovators that comply with laws regarding registering of innovations (Zucker, 1983).

Therefore, organisations that lack in acceptance by the society do not enjoy benefits of the enterprise the institutional environment have to offer them. This suggestion provides indication to the indirect coercion of organisations into compliance to a particular general norm and standard expected in the institutional environment. Supporting the notion, Meyer and Scott (1983) suggest organisations such as schools that are uncertified are unlikely to be appealing to highly rated teachers, and as well gain access to state funds due to their uncertified status. Thus, highlighting how indirectly organisations are coerced into compliance with the organisational sphere and nation-state dictates.

Another form of institutional isomorphism is the **mimetic processes**. While the pressure emerges usually from fear of the unknown, it engenders responses of organisations emulating other organisations in their sphere that they perceive as leading in achievement and foremost in their activities (Meyer and Rowan, 1977; DiMaggio and Powell, 1991; DiMaggio and Powell, 1991; Lu, 2002). Also, in periods of uncertainty as regards comprehending of the application of scientific knowledge, organisations tend to follow the actions and forms of other bigger or more successful organisations in an institutional environment (Lu, 2002).

Doing so is normally economically more beneficial to imitating organisations than experimenting individually to gain scientific understanding (DiMaggio and Powell, 1983; Zucker, 1987). Supporting the notion, Haveman (1993) in his study of organisational structure

in entry into new markets, averred that organisations mimic successful organisations, especially at the early stages of operations. This position provides further evidence as to why organisations copy others, the uncertainty they face in new markets, and the desire to be successful like those who have operated in the markets before them. Organisations that engage in movement into new markets are bound to emulate large and interest yielding organizations (Haveman, 1993). However, and interestingly, there was sparse evidence to show their emulation of organisations of smaller sizes.

Sometimes, in mimicking other organisations, improved similar prototypes are developed from the process, and other organisations imitate (DiMaggio and Powell, 1983). While it is interesting to note the development of improved prototypes, Kimberly (1979; 1980) articles point out despite the search to be unique, the options available are limited, as the processes are replication in nature. To buttress this view, a review of Japan's effort at imitating the prototypes from some countries is highlighted. France was chosen (for its military, police, and judiciary), United Kingdom (for its naval and postal systems), and United States (for its art, banking, and education). These same prototypes are being imitated by other countries around the world (Westney, 1987).

Another revealing empirical study on **mimetic isomorphic pressure** is by Lu (2002) which provides further evidence of the role uncertainty plays in organisations copying others. Large samples of Japanese organisations were explored on their preferred entry mode choices for foreign subsidiaries. The study focused on their frequency basis, trait basis, and outcome base imitation, the study discovered institutional frameworks provide insightful forecast than transaction cost model. Furthermore, the occurrences of mimetic isomorphism were observed, as organisations utilized the common entry mode used by previous organisations engaged in internationalization. The study established regularity overtime in the entry mode selection of organisations. Therefore, the study provides empirical evidence supporting mimetic influence in organisations behaviour in their internationalisation strategies.

The next cause and process of homogeneity of organisational structures is the **normative pressure**, and it originates mainly from the process of structuring an occupation or trade into a rationale and coherent system. This has to do with what is morally accepted conduct, norms, and conventions enshrined in the organisational sphere (DiMaggio and Powell, 1983; Scott, 1987; Zucker, 1987). There are certain etiquettes that are held as being the right conduct,

practice or form in different fields. These various etiquettes, understandings and values influence organisations to conform to these believes upheld, especially in structure and practice in various environments (DiMaggio and Powell, 1983; Scott, 1983; Palmer et al., 2013).

The notion of a standardised level of competence and coherence in a particular field (Professionalisation) is a way of guiding organizations towards similarity (Larson, 1977; Masrani et al., 2011). The process of professionalisation is a collaborative effort that guides and influences behaviours of professionals working in an organisation and the organisation as a whole. The existing account reveals how professionalisation establishes an arrangement where perception, understanding and acceptance could be accorded to the profession and the player in such field (Larson, 1977).

The professional jurisdiction is legitimated by the state when persuaded by actors in a sphere to alter institutional rules, after its establishment by the pursuits of the profession. There are different professions normally operating in an organisation, but similarity of different professionals can be noted with other professionals practicing the same trade in other organisations due to the standardisation of norms of conduct (Oliver and Holzinger, 2008; Masrani et al., 2011).

In the society, practices that are authorized by professionals are viewed as legitimate because of the normative authority professional spheres have and confer. Hence, standards are communicated by the process of permission from the professional sphere (Touron, 2005; Scott, 2013). The choice of particular arrangements (formal structures) and actions by organisations in their operations reflect professionalisation.

A study by Mezias (1990) on institutional theory in organisational operations provides further explanation on the influence of professionalization. It examines the financial reporting standard utilised by the biggest organisations in the world. According to the study, all the organisations adopted a prevailing account standard because they considered it as the standardised contemporary accounting norm in the organisational sphere. Doing so conferred credibility to their activities (Touron, 2005). The adoption of an accounting standard by organisations as a norm can be viewed from the normative standard point of it being the transmission of values, however, it could also be conceived from a coercive standpoint, as it was a rule for organisations in the organisational sphere to adopt such standards.

As noted in the introductory section leading to the review on isomorphic pressures, the influence leading to isomorphism often do not occur exclusively, commonly, the pressures are exerted mutually on organisations. Touron (2005) study provides insights on how both normative and mimetic pressures played a cardinal role in the homogeneity in structure of accounting organisations in France. The study involved the development of merged financial statements by French organisations that were using the US General Accepted Accounting Practices (GAAP) in the 70s and not the usually suggested format by the standard-setters in France. The study attempts to examine the selection of US GAAP by French organizations and uses neo-institutionalism to provide elucidations on the reasons for acceptance of US GAAP. The choice of neo-institutionalism was justified based on most studies on accounting alternatives which used agency theory, few utilized the institutional path. This study utilized three case studies, archrivals and annual reports were utilised in conducting a financial statement analysis.

The outcome of (Touron, 2005) study records the pivotal contributions of an auditing organisation (Price Waterhouse) in the development of accounting practices which interestingly, aided in the acceptance received by French organisations using US GAAP, as it had a normative effect on organisations and played a determining role. Also, mimetic pressures contributed to the acceptance of the standard because it was viewed as superior, thus, organisations wanting to adopt. However, the author did not support the notion the mimetic pressure was because the accounting standard was an innovation. Interestingly, the study provides evidence for the advancement of organisations from a multinational level to that of a conglomerate. This suggestion of fostering the advancement of organisations internationalisation strategies can be said to be vague, and a motivation for further enquiries on the occurrence of both mimetic and normative isomorphism.

The classification of the three broad pillars and pressures (regulations, normative, cultural-cognitive) reviewed above were as developed by Scott (1995) and were based on earlier elucidation of the institutional environment by North (1990) to be formal and informal arrangements. It is from the various characteristics in the groupings of the (formal and informal) institutional environment that Scott (1995) based the pressures and pillars inherent in an environment (Peng, 2002).

2.7.2 Formal and Informal Institutional Environments

Institutional environments are distinguished by the level of formal or informal arrangements that characterize the environment. Formal arrangements are associated with documented state policies, laws, regulations, constitutional configuration, electoral forms, economic exchange systems, and compliance systems. While informal arrangements have to do with shared social norms, values, beliefs, accords, thought process, understandings, and social affiliations that are undocumented and guide interaction in official capacities (Helmke and Levitsky, 2004; Van Assche, Shtaltovna and Hornidge, 2013).

Thus, the formality or informality in an environment aide in influencing, guiding, pressuring and structuring organization behaviour (politically, socially, and economically) within a context (Van Assche, Beunen and Duineveld, 2012).

There exists a relationship between the formal and informal arrangements, as the former (formal arrangements) is a consequence of an association with the informal arrangements: exemplified by some laws and rules being derived from social norms, ethical values and codes. Therefore, informal arrangements do shape the conception and structure of formal institutions and provide explanations on how the different arrangements influence the forms, conduct, and actions in individual environments (North, 1990; Van Assche et al., 2012; Van Assche et al., 2013). In distinguishing the two arrangements, formal institutions tend to be associated with instruments of state authority and coercion abilities, while the informal has been referred to in terms of traditional socio-cultural orientations. There is no clear-cut distinction between the two arrangements (Helmke and Levitsky, 2004).

Studies in developing and emerging countries, particularly in Africa, Eastern Europe indicate the arrangements that structure human conduct to be informal in nature. The existence of these informal institutions that favour the exchange of financial or economic inducements for political or economic gains, have developed and often undermined formal economic and nation-state institutions (Dia, 1996; Hyden, 2002; Helmke and Levitsky, 2004).

The absence or weakness in formal institutional environment of developing countries creates uncertainty and makes for an institutional vacuum. The institutional void is consequently catered for by unofficial institutional elements in the economies of such countries (Puffer et

al., 2010). Thus, organisations that operate in a developing institutional environment are more challenged with the unstable nature of their environment, sometimes occasioned by unwritten laws that protect organisational activities, as compared to those that operate in a developed institutional environment where the formal institutional systems provide support, stability and direction which foster entrepreneurial activities (Ahlstrom and Bruton, 2006).

A study by Puffer et al. (2010) on Russia and China, analyzed "private property as a formal institution", as well as "trust and Blat/guanxi as an informal institution". According to the authors, the deficiencies of economic institutions that support entrepreneurship have created a constraint, and, a form of reliance by organisations and entrepreneurs on informal institutions. Additionally, they provide examples of how cultural informal institutional elements of 'trust within networks and Blat/guanxi' are influencing entrepreneurship in China and Russia, and filling the vacuum created by the absence of formal support systems as well as reducing uncertainty of organisations.

Formal Institutional vacuum is capable of fostering an environment in which organisations are exploitative of the society. In such an environment, organisations evolve in nature, such that they become high risk, and adventurous in orientation. The convergence of such exploitative organisations is detrimental to the society if formal robust regulatory and enforcement systems are not developed. Such regulations are weak or absent in developing countries (Puffer et al., 2010).

Dia (1996) emphasizes on a systematic decoupling between formal and informal institutions in Africa. The author maintains that the void between the arrangements is conveyed by external influences independent of local developed institutions that reflect their prevailing social understandings. Thus, formal arrangements have been unable to develop because there is no incorporation of local social understandings into advancements. This has brought about a lack of convergence between the formal and informal institutions.

These studies bring the thought of reality that despite the difference in developed and developing countries, formal and informal institutional arrangements, organizations become homogeneous in structure. Yet, it is being driven by different institutional pressures (mimetic, normative and coercive pressures) in the different institutional environments. The three different pressures determine the formality and informality of the environment in which organisations become similar to.

2.8 **Conclusion**

This chapter presented a review of literature on the emergence of social enterprise, its evolvement from other social economy organisations, and how public policy and legal forms created in different countries have characterised the understanding of social enterprise. The major definitional schools of thought and various characteristics that emerge when defining the concept were highlighted.

The development of public policies and acts of parliaments in creating legal forms that suited the peculiarities in different countries shaped social enterprises (Kerlin, 2006, 2010). Environmental factors were key in positioning the activities, sector, legal and organisational forms in which social enterprises could encompass.

The account provided by Defourny and Nyssens (2008, 2010, 2012) studies on European perspectives, highlight how the political, economic, and social factors in various European countries have shaped the different social enterprises concepts. The studies are extensive in reviewing various happenings in European countries, such as Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Poland, Portugal, Sweden, United Kingdom and the United States. It is contended that the laws on social enterprises passed by European parliaments in delineating legal forms for the conception, have placed social enterprises in an overly regulated environment, and presents them as adversaries to free market approach. However, the study also contends the trends of social enterprise in the United States as ambiguous and encourages a free market approach in its organising (Peattie and Morley, 2008).

An important area of convergence in the field of social enterprise has been the consensus on the social character of social enterprises among the various stakeholders such as, researchers in the field, social entrepreneurs, government and the society (Teasdale, 2010). However, the level of trade, self-sufficiency is at the height of contention of the economic value and character (Dees and Anderson, 2006). This lack of consensus on the understanding of social enterprises are influenced by the different contextual influences that have shaped the conception and practice in different environments globally: factors such as the political, social, cultural, historical, and legal elements in the different societies have shaped the conception, with the forms in which social enterprises encompass, mirroring the various environments in which they operate (Teasdale, 2010). When accounting for their self-sufficiency strategies of diverse legal

forms and organisational forms in the various contexts, Studies contend the disposition of European countries in denotation of the self-sufficiency strategies of social enterprises, as being the integrating of resources derived from transactions, subsidized payments associated from their goals and personal endowment and volunteering (Kerlin, 2006; Defourny et al., 2009). The definition derived from the United States differs. The definition presents social enterprises as non-profit establishments who inculcate business-earning methods in a bid to limit their dependence on the dwindling scarce resources received as grants from the coffers of government and donor groups (Teasdale, 2012). The legal structure adopted by various inclinations supports or limits trade, and the distribution of financial benefits. Supporting this notion, Mswaka and Aluko (2014) study on the legal forms in South Yorkshire, United Kingdom reveals that 'the type of legal structure is intricately linked to social enterprises ability to achieve their objectives', especially their financial goals. The legal structures adopted had implications for the trading, finance generation, and its distributary abilities.

Whereas studies such as Kerlin (2006) explored broadly institutional policy and regulatory context differences on the notion of social enterprises are played out in some developed and emerging environments. Particularly focused on the European and American contexts, and have thus come up with some individual country and regional elucidations (Teasdale, 2011). Further, Defourny and Nyssens (2010) study which underscored the similarities and differences in the conception of social enterprises, and development overtime in the United States and European nations. Thus, providing insights and understanding on social enterprise in such contexts. Yet, there is a dearth in knowledge of how the diverse institutional policy and regulatory characteristics differences are played out empirically and policy wise in shaping the structure and practice of social enterprises in developing contexts. Rivers-Santos et al. (2015) empirical enquiry of 384 social enterprises in 19 sub-Saharan African nations, highlights the importance of the characteristics of the institutional environment of a context in influencing the understanding and practice of social enterprises. The authors acknowledge academic enquiry on the influence of the environment on social entrepreneurship being widely inadequate (Rivers-Santos et al., 2015, p. 75) . Furthermore, there is limited understanding on how different institutional arrangements directly influence the organisational forms, sectors, and scope that social enterprises operate encompass in developing countries (Austin, 2006, Kerlin, 2012, Goddard et al., 2010). As institutions are important in enabling opportunities or limiting social enterprises, and with research suggesting diversity in contextual knowledge, the understanding of the roles of institutions on social enterprise formation, structure and practice

in various contexts will be of practical value in advancing theoretical development (Austin, 2006).

At the core of neoinstitutionalism are the efforts to advance the fact that organisations are products of the prevailing social understanding in the society, and not inherent and independent of the social understanding in such an environment (Meyer and Rowan, 1977).

If the structure of organisations (social constructs) reflect the different pressures (mimetic, normative and coercive) and elements in such institutional environments, it is then rational to proffer that different institutional environments will develop diverse forms of organisations reflecting its particular (formal/informal) institutional environment (Jepperson, 2002). Institutionalism has focused research efforts on organising in formal institutions, negating environments where formal institutions are absent, weak or in an emerging state (Helmke and Levitsky, 2004). There is growing need for knowledge on environments that are informal institutions, and to fill in the gap for formal arrangements.

The next chapter, chapter three (3) presents the context of the study, Nigeria.

Chapter 3: CONTEXTUAL ANALYSIS OF NIGERIA

3.1 Introduction

This chapter presents a background to the context of study, Nigeria. The objective is to provide an insight to the environment for better understanding of the setting in which social enterprise develop and operate within. First, the geographical, social, economic and political background of Nigeria are highlighted. Next, the early historical background of the country is reviewed. In addition, the political and economic features of the country are discussed. Finally, contemporary social welfare interventions by government towards addressing some of the challenges within the environment are discussed before concluding this chapter.

3.2 Highlighting Nigeria's Geography, Social, and Economic Environment

The country understudied, the Federal Republic of Nigeria is situated on the coast of West Africa. It is located between Niger Republic on the North, Republic of Benin on the West, and the Republic of Cameroon on the East. Nigeria, with a land expanse of "923, 768 Km2", is estimated to be quadruple the size of the United Kingdom (UK) – a country which independence was obtained from in 1960 (African Development Bank Group, 2013a, p.7).

The first UK discoverers had referred land along the coast as a complex system of rivers and creeks with abundance of oil, environed by belts of mangrove swamp. These wetlands are forest stretched to the inland for three kilometres around Lagos in the west and an estimated sixty to seventy kilometres (60-70kms) in the Niger-Delta and Cross River in the east; a location that supplies the highest in amount of natural gas and crude oil in Nigeria (George et al., 2012; African Development Bank Group, 2013a).

The existence of this dense forest, Nigeria, is within tropical areas with consistently heavy rainfall. North of the rainforest and low areas of land between hills of the Niger and Benue Rivers are large expanse of land in mostly natural state; they are characterised by a mixture of woodland and grassland ecosystem zone with a heavy rainfall. The area is known for its provision of viable wood varieties, abundance of palm oil, rubber, cocoa, sheer-butter, vegetables and food crops. This zone, the savannah, is richly endowed in lush green land for cattle breeding (African Development Bank Group, 2013a). Nigeria is situated in the tropics,

with weather conditions differing from tropical through the coast, to sub-tropical further to non-coastal areas. The dry and wet seasons are the two clearly recognised seasons. Wet season is normally characterised by heavy down pour period; whereas the dry season is marked by high temperatures (African Development Bank Group, 2013a).

Nigeria is in a uniquely advantaged because of its rich endowment with a variety over thirty (30) mineral resources within its territory. These resources include columbite, coal, limestone, tin, iron ore and gold. Also, the documented large natural gas deposits (187 trillion cubic feet) and oil reserves (37.2 billion barrels) have place Nigeria among the first ten exporters of crude oil (African Development Bank Group, 2013a). Meanwhile, the country loses large amount of natural gas to gas flaring due to the inability to optimally harness the potentials (National Bureau of Statistics, 2012). Nigeria is positioned as the largest producer of columbite from the large deposits found in Plateau State which is also where huge deposits of commercially viable tin are found. Within the Western Africa, Nigeria is the only producer of coal; while Kogi and Enugu States in Nigeria are endowed with large deposits of high-quality iron ore (African Development Bank Group, 2013a).

Beyond the advantage held by Nigeria in terms of natural resources, it is also advantaged by the human resources it holds in abundance. The country leads in Africa with its endowment of well-trained Medical personnel, Engineers, Information Communication Technology (ICT) professionals and other areas. Unfortunately, the nation has lost majority of this unique resources to better opportunities available to them in other countries. Statistics gathered by the United Nations (UN) highlight the large numbers of Nigerian professionals in the diaspora. 3.25 million Nigerians at the moment reside and work in North America. Out of these numbers, 174 ICT professionals, 115 medical personnel, 87 pharmacists, 49,500 Engineers and over 250, 000 legal, real estate, financial and business-oriented experts (African Development Bank Group, 2013a, p.11).

Nigeria has the largest population in Africa with about 190.89 million people in 2017 (World Bank, 2019). It has a Gross National Income (GNI) per capita at 2013 of $2,688 United States Dollars. The rate of distribution of the nation's total Gross Domestic Product (GDP) among the population is low and without equity. Based on ability to buy, parity measured GDP, Nigeria is ranked 30th in the world. While the poor state of infrastructure in the country has affected the manufacturing sector negatively, it still is the major producer of goods and services

in West Africa. In terms of farm produce, Nigeria is rated 1st in Africa and 25th globally (World Bank, 2019).

A large population of the country, 63% are unable to afford to feed with the basic one United States Dollar ($1) per day globally recognised standard. Furthermore, 69% of the country's population do not have the means and opportunity to access essential sanitation; while 42% also lack basic water safe for consumption (African Development Bank Group, 2013a, p.8). Given the average, Nigeria is behind on measures that describe the wellbeing of individuals and communities within its environment. Highlighting this further, Nigeria has an adult literacy rate of 61.3% and life expectancy of 51.9 years at the year 2011and 53.4% in 2016 (African Development Bank Group, 2013b; World Bank, 2019). Within the different states and regions in the country, significant disparities exist on social and income outcomes and levels. The level of poverty within the Northern States and regions were higher than Southern States and regions (African Development Bank Group, 2013a; World Bank, 2019).

Having highlighted Nigeria's geographical, social and economic environment, it becomes imperative for this study to provide a historical understanding of the country, Nigeria.

3.3 **Early History of Nigeria**

Interestingly, farming activities in the 'Tin city" of Jos, Plateau State some 5,000 years ago provides the first evidence of Nigerian historical background. The discovery of rock paintings at Birim Kudu believed to be more than two thousand years old; and the heights achieved by the Nok culture in Nigeria which utilised iron instruments were also key. The terracotta statues of human beings and animals discovered during mining activities in Jos, Plateau State which are being exhibited in museums globally are some profound evidence of the Nok/Terracotta culture in Nigeria (African Development Bank Group, 2013a, p8).

Some prominent empires and kingdoms stretching expansive territory were part of what is now known as Nigeria. Fulani Empire and Kingdoms of Benin, Borno, and Yoruba are key examples. Also, the extensive Songhai Empire was part of Nigeria which during its prominence extended from the South of Algeria through the Republic of Mali to Katsina State in the Northern region of Nigeria (African Development Bank Group, 2013a).

The adventurous sailing activities of Lander brothers from Europe whom sailed through the Bussa falls in Nigeria through Niger-River to the Atlantic played a major role in encouraging

subsequent voyages of European religious groups and commercial business merchants. The year 1849 marked the official control of the government of the United Kingdom (UK) in Nigeria with the appointment of John Beecroft as Governor of the Bight of Benin and Bonny. His job description included the control and management of business concerns of towns near the coast, such as Calabar, Bonny, Benin, Bimba, and Cameroon. The first British official office providing consular services was established in 1851 in the city of Calabar, Cross River State in the Southern Region of the country. Not until 1874 did Nigeria gain a separate existence from joint control and management with Sierra Leone, and 1876 with the Gold Coast (Falola and Heaton, 2008; African Development Bank Group, 2013a).

The Niger Coast Protectorate and the Lagos Colony were merged in 1906 to become the Protectorate and Colony of Southern Nigeria. The new administrative and territorial authority granted the Royal Niger Company through a Royal Charter in 1885 were in form of concession and treaties; this led to the integration of these territories into the protectorate of Northern Nigeria in 1900. Meanwhile, in 1914, a new Governor-General, Lord Lugard was appointed by the British government to head the newly merged Northern and Sothern protectorates as a country called Nigeria (African Development Bank Group, 2013a).

The years between 1940s-50s were remarkable years for constitutional and legislative development, and the pre-independence movement. A constitution was introduced that brought to existence a Federal Territory of Lagos (a central government), and three regional houses of assemblies in the North, South and East. Later on, in 1954, the regions were expanded to five with the territory of Cameroon being mandated as part of the arrangement by the United Nation (UN). Further on, the pre-independence struggle gained momentum with the activities of prominent nationalist like Nnamdi Azikiwe, Ahmadu Bello, Obafemi Awolowo and Herbert Macaulay. They played key roles in the independence movement (African Development Bank Group, 2013a).

The western and Eastern Regions were first to be granted self-governing status in 1957, and subsequently the North in 1959. This progress enabled the attainment of independence of the country on the first of October nineteen sixty (1st October 1960). Three years afterwards, the nation became a Republic and member of the Commonwealth. In 1961, the outcome of referendum on the Cameroonian territory had the Northern part voting to remain within the configuration – Nigeria; whereas the Southern opted to be part of the Republic of Cameroon. It is worth noting that Nigeria had its first military intervention in 1966 and subsequently, a

two-and-a-half year's civil war ravished the country (Osoba, 1996; Falola and Heaton, 2008; African Development Bank Group, 2013a).

To provide insights into the military interventions and civil war, the next section provides a background into the political context of the country.

3.4 **Political Context**

The Nigerian military have governed the country for a cumulative of over 30 years. Thus, the military have governed the country for more years than democratic elected governments combined (George et al., 2012). The first military intervention was by means of a brutal regime change that claimed its goal was to stop mal-administration, incompetence and corruption that the military claimed ruled supreme during the five (5) years plus following the country's independence. This coup held on the 15th January 1966 was led by Major Nzeogwu – an Igbo soldier from the South-East, was immediately counteracted by General Aguiyi Ironsi (an Igbo by tribe) who took over as the first Nigerian Head of State and Commander-in-Chief of the Nigerian Armed Forces. He was subsequently overthrown in coup led by the military top hierarchy of northern origin barely six (6) months into his regime in July 1966. The countercoup was seen as a payback to the first military coup led by South-Eastern soldiers of Igbo tribe that wiped out the political leaders that were of northern origin and spared those from the South-East. The July 29th, 1966 coup ushered in the regime of General Yakubu Gowon as the country's head of state. It was during his regime that Nigeria had a brutal civil war between 1967-1970. The notion of favouritism and injustice the killing of leaders of Northern extraction contributed to the civil war. After the bloody war, General Gowon would go on to change the regional tier of government to states. Twelve (12) states were created from the various regions. This was done to engender integration (George et al., 2012; Ihonvbere, 1991; Osoba, 1996).

On the 29th of July 1975, nine (9) years into his regime, General Gowon, while out of the country attending a summit was overthrown in a bloodless coup that brought in General Murtala Ramat Mohammed. In less than a year, General Mohammed was killed in an aborted coup on February 1976 and his second his command General Olusegun Obasanjo was made the head of state and commander in chief of the Armed Forces. General Obasanjo went on to initiate the holding of a successful general election and handover to a democratic elected civilian president, Alhaji Shehu Shagari on the 1st October 1979. Four years on, in 1984,

General Mohammudu Buhari became head of state after the military successfully overthrew the civilian government. As usual, the military alluded to corruption and indiscipline within government top echelon as a motivator for the coup. The government of General Buhari was ruthless and ruled with tyranny. He set in motion a war against indiscipline and corruption in which a lot of past government officials were tried by military tribunals and were convicted for offences and sentenced to outlandish jail terms of hundreds of years (Garba, 1987; George et al., 2012; Ihonvbere, 1996).

In August 1985, General Ibrahim Babangida led senior officers within the ruling group to a non-violent overthrow of the Buhari government. General Babangida government choose the nomenclature President instead of the usual head of state. The regime was the second longest after General Gowon's. In 1993, due to the enormous pressure from annulling one of the adjudged most credible elections in the country, General Babangida stepped aside and handed over to a self-appointed civilian Interim National Government (ING) headed by Chief Ernest Shonekan. In the same year, the ING was overthrown by General Sani Abacha in November 1993 (Osoba, 1996). General Abacha ruled till 1998 when he died in power and General Abdulsalam Abubakar took over governance and organised a transition the next year to an elected civilian government (George et al., 2012).

Former head of state, General Olusegun Obasanjo, who had retired from the military contested and was elected as a civilian president. He went on to govern for two successful tenures 1999-2007 were he engaged in critical reforms to engender development and growth. President Obasanjo handed over to another civilian elected President, Umaru Musa Yaradua. He died within his first tenure on the 5th of May 2010 and his then Vice-President Goodluck Jonathan assumed office as President (George et al., 2012). He went on to contest and win the presidential election in 2011. In 2015 however, he contested and lost to a former military ruler, turned democrat, General Muhammudu Buhari (The Economist, 2015).

Structurally, the country is divided into three federating units/tiers: Federal government; States; and Local governments. The current second tier of government, the states, is made up of thirty-six (36) states, the Federal Capital Territory (FCT) and they were created by different military governments (UNDP, 2017). In the year 1967, the four regions that existed then were carved into twelve (12) states by the government of General Yakubu Gowon through a military decree. Subsequently in 1976, seven (7) more states were created by General Obasanjo's government

bringing the states to a total of nineteen (19). General Ibrahim Babangida went on to create two (2) more states and the federal capital territory in Abuja in 1987. The same military regime created nine (9) more additional states in 1991 to become thirty (30) states. Finally, General Sani Abacha in 1996 decreed six (6) more states bring it to a total of thirty-six (36) states and the Federal Capital Territory, Abuja (Osoba, 1996).

Below is a diagram depicting the current map of states and the Federal Capital Territory.

Figure 2: Administrative Map of Nigeria showing the 36 States of the Federation and the Federal Capital Territory. Abuja.
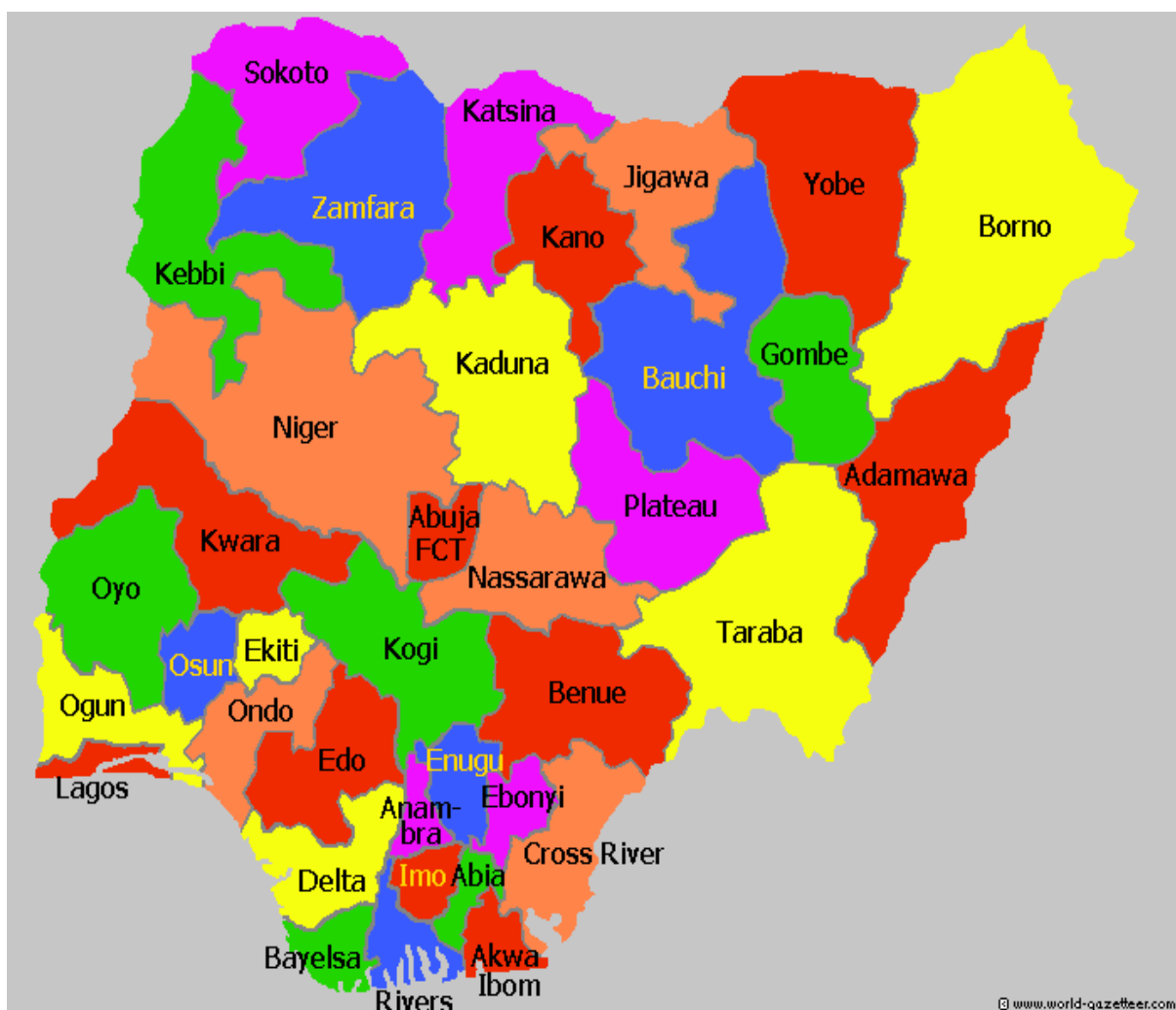
Source: National Bureau of Statistics (2012, p. 12).

The diagram above provides the geographical mapping and names of the 36 states and FCT Abuja, the second tier and federating unit. Having provided a background into the political

context within the country, it is key to also provide a contextual background to the economic environment of Nigeria.

3.5 **Economic Context**

3.5.1 Gross Domestic Product

Nigeria is categorised as a middle-income country that has a mixed economy, an emerging market with growing telecommunication, financial, service and entertainment sectors (World Bank, 2019). The country with the biggest Gross Domestic Product (GDP) in Africa is Nigeria, and thus, the largest economy in Africa after the global financial banks such as the International Monetary Fund (IMF), African Development Bank (ADB) and World Bank validated the GDP figures of roughly $510 billion United States Dollars in 2014 and $375 billion United States Dollars in 2017 (African Development Bank Group, 2013b; World Bank, 2019). Nigeria had surpassed South Africa in 2013 after a rebasing to emerge the African largest powerhouse. Therefore, it has placed it on the twenty-sixth (26th) position on the ranking of biggest economies in the world. Nigeria's GDP constitute 55% of the economy of West Africa, one of the biggest markets in the continent, and therefore, an important player within the region (African Development Bank Group, 2013b, p. 9).

The Nigerian economy is driven by oil production and agricultural activities. Agriculture accounts for 70% of the nation's working population and 40% sectorial contribution to the country's Gross Domestic Product (GDP). Nigerian GDP in 2015 witnessed a decrease in the growth rate as compared to years before present. An analysis of 2015 and preceding year 2014 shows that the rate of growth was higher in previous years in the various quarters than 2015. In Q4 2015 GDP growth rate was 3.2% as against the 6.23% in Q4 2014 (National Bureau Statistics, 2016). In the year 2013, the economic growth of the country averaged at 7%, while at 2013, the foreign reserves peaked to $43.61 billion. Out of the revenues earned from oil and gas trade, the States that produce these resources receive derivation of 13%, while the balance is distributed among the three Federating units. The three units, Federal, State and Local government receive 52.7%, 26.7% and 20.6% accordingly. With the structure of revenue formula, there is dependence on the federal allocation and no impetus to the other units to marshal its internal resources (African Development Bank Group, 2013b).

Recently, government marshalled out strategically developed plans for structural reforms for recapitalization, bank consolidation, and managerial overhaul. This has brought about an improved banking sector confidence within the financial sector. Microfinance has been an important element for improving access to financial services to micro-enterprises and those at the bottom of the economic pyramid. Such categories normally excluded from benefiting in financial services are due to requirements beyond their reach usually demanded by banks. The nature of collateral, identification cards, guarantors required by banks to access financial services are often not within the availability of the poor (African Development Bank Group, 2013b). Next section provides an overview on trade and investment within the economic setting in Nigeria.

3.5.2 Trade and Investment

Nigeria prevails as a favourite corporate investment location after South Africa despite its weak business environment in Africa; although in 2013 Nigeria came tops as a destination for Foreign Direct Investment (FDI) in Africa with over $7 billion dollars inflows. In terms of export trade, the National Bureau of Statistics (NBS) brings-to-fore the high rate, 87%, of Nigeria's exports to be on oil and gas-based trade. While these exports were largely to the developed world with Africa counting for 20% in 2015; exports to Africa was however, in 2013, 10.7% of its entire export, and import from African countries constituted 8%, while 1.3% from West African countries (African Development Bank Group, 2015). In 2018, in terms of export trade, Nigeria traded majorly with India (15.5%), Netherlands (6.5%), Spain (11.3%), South Africa (6.8%), France (9.9%), and United States (National Bureau of Statistics, 2019). In terms of import trade, China (25.1%), Netherlands (9.1%), Belgium (5.5%), India (6.5%), and United States (10.4%) were its major trading partners for 2018. The products traded were cashew nuts, Seamus seeds, raw coca, cocoa beans, and frozen shrimps and prawns (National Bureau of Statistics, 2019).

In providing a sectorial overview of recent trading values, merchandise trade in the second Quarter (Q2) of 2018 in Nigeria accounted for N6.569.98 billion in totality. This figure was a decline from Q1 2018 figure of N7.211.12 billion. The reduction in both imports and exports account for the decline in the overall value of foreign trade in Q2 (National Bureau of Statistics, 2018a). In Q2 2018, the overall value of imports was N2.106.7 billion, which is 16.3% lower than Q1 2018. Interestingly, there was an upward growth in Q2 2018 of 21.7% of the value of

agricultural goods imports which stood at N224.52 billion. However, a -8.3% decline was experienced in Q2 2018 on raw material imports. The value of imports of solid materials in Q2 2018 increased by 37.0% with a total value of N17.29 billion. Also, energy importation in Q2 was 202.6% higher than Q1 2018 with values of N198.17 million and N32.45 million respectively (National Bureau of Statistics, 2018a). Noteworthy is the decline in Q2 2018, N1.175.85 billion, of -1.2% as against Q1 2018, N1.189.97, of the total value of manufactured products that were imported. Also, the general imports of oil products were -49.5 decrease in Q2 from Q1 2018 figures of N427.80 billion and N846.31 billion respectively (National Bureau of Statistics, 2018a).

Exports amounted to an overall value of N4.463.3 billion Q2 2018 which is indicative of a -4.9% reduction from Q1 figures of N4.692.86 billion. In Q2 2018, the overall value of agricultural products export was N85.90 billion which represent a 17.3% growth in values from Q1 2018 value of N73.32 billion. In terms of raw materials, there was a downward trend in Q2 2018 (N31.72 billion) of -2.98% as compared to Q1 2018 value of N32.70 billion (National Bureau of Statistics, 2018a). The value of solid minerals exports in Q2 2018 were N19.93 billion. The export value of manufactured goods exported in Q2 2018 was N69.86 billion which was a large decline of -83.9% as compared to Q1. Crude oil exports value in Q2 2018 was N3.728 billion. This is a 4.2% increase than the value of Q1 2018 of N3.579 billion. The value of other oil products that were exported in Q2 2018 was N516.32 billion (National Bureau of Statistics, 2018a).

Having provided an overview of trade and investment, it is key to have an insight into tax compliance of revenue generating organisations within the environment.

3.5.3 Taxation Compliance

As a country, Nigeria has one of the highest rates of tax defiance globally within the developing nations. An estimated Seventy Percent (70%) of private organisations are estimated to defy the payment of taxes in Nigeria. Some of the reasons advanced for low commitment include multiple taxations, pervasiveness in issuance of tax waivers, weak institutional mechanisms that ensure compulsion or detrimental consequence for lack of compliance. The lack of cultivation/development of a tax culture or norm within the environment, and apathetic behaviour due to the lack of confidence in the judicious utilisation of taxes are also adduced for low tax compliance. Furthermore, poor documentation/record keeping of business

transactions have constituted a problem (African Development Bank Group, 2015, p.7). A National Tax Policy was developed in 2012. The tax policy underscores the key goals that are in Chapter 2 of the 1999 constitution of the Federal Republic of Nigeria that strengthen the importance of tax laws and organisational practices to engender economic development (FIRS, 2017). It provides an important framework for systematic development of the Nigerian tax system. The Federal and State ministry of finance have the key duty for articulation of policy and development of tax law proposals (FIRS, 2017). The Federal Inland Revenue Service (FIRS) collects federal tax on behalf of the country. The table below provides an overview of the target collection and tax collected in the 4th quarter (Q4) 2O18.

Table 3: Total Tax Revenue Collection (Oil and Non-Oil) For Q4, 2018

Category	Quarterly Target (Billions of Naira)	Actual Collection (Billions of Naira)	Percentage Contribution of the total Collection %
Petroleum Product Tax	666.5046	672.5694	46.95
Non-Oil Taxes	1,020.2540	760.0463	53.05
Total	1,686.7586	1,432,6157	100.00

Source: FIRS (2018, p. 1)

The table above provides statistics of the revenue collected from oil and non-oil taxes in the fourth quarter of 2018 in Nigeria. It also shows the quarterly target and actual amounts collected and the total percentage contributions. Moving forward, having provided a context to the taxation context, the next section provides insight into unemployment within the environment.

3.5.4 Unemployment

Nigeria has a double-digit national unemployment rate. Depending on the region and state, the rates differ. While in the North Eastern Region, where the Boko Haram menace has brought the economy to a low, it has a very high rate of 33%; Lagos State in the South Western Region of the country has one of the lowest rates of 8% in 2013 (African Development Bank Group, 2015). Overall, in 2018, while the economically engaged or working population aged between

15-64 years of age went up from 111.1 million in Q3 2017 to 115.5 million in Q3 2018; the number of individuals who are capable and desirous to engage in work went up from 75.94 million in Q3 2015 to 80.66 million in Q3 2016 to 85.1 million in Q3 2017 to 90.5 million in Q3 2018 (National Bureau of Statistics, 2018b, p.1). Whereas the aggregation of individuals in gainful employment increased from 68.4 million in Q3 2015 to 68.72 million in Q3 2016 to 69.09 million in Q3 2017 and 69.54 million in 2018; the entirety of individuals in full-time employment, at the minimum of 40 hours a week, went up by 51.1 million in Q3 2017 to 51.3 million in Q3 2018. Additionally, the total number of individuals in part-time employment or under-employed went down from 13.20 million in Q3 2015 to 11.9 million in Q3 2016 but increased to 18.02 million in Q3 2017 and to 18.21 million in Q3 2018 (National Bureau of Statistics, 2018b, p.1). It is worth noting the unemployment in Nigeria is attributed to affect majorly the youth population of the country. Reasons advanced include: one, population growth, with one-point-eight (1.8) million people yearly joining the labour market; high illiteracy rates; weak investment environment; and poorly developed policies that promote employment (National Bureau of Statistics, 2018b).

The miss-match between education syllabus and work-based skills are advanced to be one of the reasons for the high rate of graduate and youth unemployment in the country. There is a need for greater collaboration between educational institutions with the business sector to ensure entrepreneurial skills and professional career development knowledge are better integrated into the educational system that enables graduates to be better fits for the labour market (African Development Bank Group, 2015). The widespread prevalence of unemployment has contributed to the poverty levels within the society.

3.5.5 Poverty

Poverty is a global socio-economic challenge that is complex and has several dimensions (National Bureau of Statistics, 2019). Within the Nigerian environment, Anyanwu (2013) describes poverty according to six dimensions. First, study alludes to individual(s) under the poverty level and are unable to afford basic goods and services. Next, refers to individual(s) that do not have access to political leaders and support therefrom. Thirdly, those that lack basic infrastructure in remote rural areas. Fourthly, individuals(s) that are unable to meet nutritional needs. Fifthly, those that belong to ethnic minorities treated as insignificant or denied benefits that should accrue to them. Lastly, those who are out of jobs and idle.

Poverty in Nigeria can be described to be incremental as statistics reveal that from 28.1% in 1980, National poverty has peaked to 69% in 2010. Despite the high National poverty rate, rural poverty was determined as more widespread and prevalent than in urban areas. Poverty were seen to be influenced based on several factors, among which are marital status, house size hold, gender, education, age group, and occupation characteristics (Anyanwu, 2013). The incidence of poverty is high for bigger family units as Anyanwu (2013) study reveals, that family units of above seven (7) had higher prevalence of poverty. Whereas, the incidence of poverty was less among the females – 61.12%; as against 69.90% among the male group. Additionally, poverty was influenced by the level of education. In 2010, the level of poverty among those with no education was at 75.32% as against 56.46% among those with basic education. The statistics reveals the rate of poverty is higher with increase in age but tends to decline slightly from sixty-four (64) years of age. Another interesting outcome of the study is that the rate of poverty is higher amongst self-employed farmers than those who worked for government agencies.

Regional levels of poverty in the North is higher than the South. Evidence from the regions indicate the North-West was most affected by poverty as it was rated at 77.76% in 2010. Next is the North-East at 76.31%. The South-Western region was rated lowest at 59.12%. Across the thirty-six (36) and the Federal Capital Territory (FCT), the level of poverty went up in twenty-seven (27) of these states in the years between 2004-2010. Whereas Niger and Osun States had the lowest levels at 43.6% and 47.5% respectively; Sokoto witnessed the highest increase within that period from 76.81 to 86.4% (Anyanwu, 2013; National Bureau of Statistics, 2019).

With the socio-economic challenges caused by high levels and widespread of unemployment and poverty within the country, exposing a high population of the country to vulnerability, efforts have been made to provide cushion and solutions in contemporary times. The next section provides insights into this.

3.6 Social Welfare Interventions by government to address Socio-Economic Challenges

Social protection strategies have been introduced in most African countries, Nigeria inclusive, in response to the exacerbating level of poverty. There has been wide recognition for such initiatives that tackle poverty, yet it remains highly insufficient (Umukoro, 2013). In 2012, with

the unsettling situation that ensued in January 2012 as a result of government removal of subsidy on petroleum products, government initiated the Subsidy Reinvestment and Empowerment Programme (SURE-P). This was a massive government's effort, in contemporary times, at placating the society and as well, bringing about development to the Nation. The primary goal of SURE-P is to alleviate the effect of subsidy removal on the vulnerable and those at the bottom of the economic pyramid. Additionally, fast track funding on important infrastructural facilities and provide social security for does in dare need (Amakom, 2013).

Nigeria, like many developing environments, the likelihood of death during pregnancy or at birth is high. There is a prevalence of high maternal and infant mortality from avoidable circumstances and illness associated with pregnancy and delivery. Specialised care (midwives, nurses) and assistance goes a long way in ensuring pre and post pregnancy safety. Yet, these basic services are often not accessible. The inadequacies of midwives, health facilities, cost involved with healthcare and poor enlightenment on the importance of getting specialised assistance have militated against access to good healthcare. Over thirty-six thousand (36,000) women are lost in Nigeria yearly due to pregnancy, amounting to 13% of maternal mortality, globally. The figures above are significant improvements due to the fact that 1990-2008 Nigeria reduced its mortality (maternal and infant) by half (World Bank, 2016).

Between 2012 to 2014, the government of President Goodluck Jonathan implemented a SURE-P Maternal and child initiative developed to enhance health services for pregnant women and babies. This programme had two main elements: first, making better the availability of services; secondly, making better the utilisation of services available. Training of health workers and provision of better infrastructure and drugs were key to the initiatives. Furthermore, a Conditional Cash Transfer (CCT) system for those who utilised anti-natal and post-natal services to encourage use of services and ensure their overall safety was marshalled (World Bank, 2016). Within the health care industry, while the SURE-P initiative have made considerable impact, there is a need for more flexible and inclusive health security/protection in order to improve primary health care standards. The existing health insurance initiative needs to be expanded to carter for a larger population of the uncovered population (African Development Bank Group, 2015).

With the inauguration of a new progressive oriented styled government in 2015, social safety initiatives were key policies articulated by the political party at the helms of affairs during the electioneering. Therefore, the government advanced social welfare initiatives that focused on three areas – namely: primary school feeding and clothing initiative; public works initiative geared at creating employment; and the initial batch of a conditional monthly cash transfer stipend social safety payment to those at the bottom of the economic pyramid in Nigeria. The aforementioned social initiatives focus on social security, education and health, and are funded by resources of both the central (federal) government and the federating units (states) (African Development Bank Group, 2015).

One of the reasons adduced for failure of past government interventions is a sustainable funding and highlighting the need for any new initiative to consider. The development of social welfare initiative established under a financial sustainable structure is imperative for the achievement of the desired aim or result. This entails detailed price evaluation, combination of initiatives, and labour market interventions that promote the creation of jobs. This demand is obligated by the weak social standards indices in the country despite the notable growth rates within the last ten years. Inequality, poverty, and exposure to harm prevail within the Nigerian environment. Still, expenditures for social welfare/safety have remained low. No doubt the Nigerian economy is going through challenging times. Well thought-out strategies and policy plans are required to provide solutions to some of the difficulty (African Development Bank Group, 2015).

As a pathway to the challenge highlighted above, the notion of social alliance, Sakarya et al. (2012) advances as optional partnerships that involves social enterprise and business in providing solutions to social challenges that are normally complex for resolution by one organisation. Despite the limit to their ability for transformative change, results reveal the capacity of a series of additional impact of such alliance in changing the social trajectory in subsistence market places. Such alliances are prevalent within the Nigerian context. Examples of Multinational organisations that have collaborated with social organisations within the environment abound (Idemudia, 2007). Yet, A multi-stakeholder alliance that involves the government intervention, social enterprise and business would have been a panacea towards a more nuanced and sustainable social efforts within the society that helps against the pitfalls of past efforts. This view is supported by VanSandt and Sud (2012) study that investigated the role business and engaging in advantageous partnerships that are oriented toward poverty

alleviation. The paper suggests the involvement of government as they are an important element of the solution matrix. More so that in transition economies the large numbers of those within the poverty circle needs the efforts of all stakeholders within the institutions and most importantly, government, business and social initiatives to ensure sustainable outcomes. Contemporary governmental interventions in Nigeria have not created such avenues for alliance within its policy development. Rather, social enterprises and business have been left to create their separate paths toward providing solutions to social challenges. Greater synergy with various stakeholders will be of better benefit in developing and operationalising social welfare initiatives that will be more sustainable. The next section provides the concluding section.

3.7 **Conclusion**

This chapter presented a background to the context of study, Nigeria. The objective was to provide an insight to the environment for better understanding of the setting in which social enterprise develop and operate within. First, the geographical, social, economic and political background of Nigeria were highlighted. Next, the early historical background of the country was reviewed. In addition, the political and economic features of the country a discussed. Finally, contemporary social welfare interventions by government towards addressing some of the challenges within the environment are discussed.

It is important to highlight some of the features within the environment. First, the unique geographical location, vegetation of the country highlighted makes it a unique environment for agricultural activities, trading and mining activities. The unique endowments which consisted of both natural and human resources. It is worth noting that Nigeria is blessed with over 30 mineral resources of huge commercial value. While the country has a population of highly skilled labour that are lost to other countries with better living and working conditions. Nigeria was revealed to have the highest population in Africa and the largest economy in the continent. Therefore, the abundance of manpower and market for goods and services. Agriculture accounts majorly as a source of employment, while oil and gas revenues largely account for the revenue needs of the country.

The political environment is one of consolidation of the nascent democracy after a cumulative of over three decades of military interventions. The military regimes ruled by decrees and edits. Thus, the weak and evolving nature of public institutions and inculcation of democratic norms.

This is evident in the weak business environment occasioned by the culture of high tax avoidance, and weak regulatory systems. There is a high rate of unemployment, poverty and social insecurity, though the levels differ majorly across states, such social insecurity creates an environment of vulnerability. Hence, the contemporary interventions in social security initiated was reviewed, highlighting the need for more sustainable considerations/approaches.

Having provided a contextual background (Nigeria) of the study, the next chapter four (4) provides the methodological choices and procedures of this research.

Chapter 4: RESEARCH METHODOLOGY

4.1 Introduction

This chapter discusses the research methodology that has been employed to conduct the empirical part of the study. It therefore explains the procedure that was utilised to generate

pertinent data from different sources and how they were analysed to answer the research objectives and to achieve the aim of this study. The chapter assesses and provides justification for the choice of the research design therein. This chapter is presented in twelve sections.

The discussion in this chapter begins with an explanation of the philosophical position of this study, the application and rationalisation for the choice of interpretivist (social constructivism) as the suitable paradigm for this study. Next, the section discusses the research approach and explains the justification for the adoption of a qualitative approach to the study. Following this, an explanation for the choice of the multiple case study strategy is proffered. Subsequently, the use of semi-structured interviews as a method for collection of data for this study is explained and justified. Furthermore, the thematic analysis method of analysing data utilised by this study is explained, with a focus on its advantages and appropriateness for achieving reliability in this study. It is then followed by a discussion on the research trustworthiness and pilot study. Finally, brief descriptions of the research ethics, the research work and a conclusion are presented.

4.2 Research Paradigm

In the field of Social Entrepreneurship, like other management research, different methodologies have been used to conduct research: such as, **case study** (Short et al., 2009; Weerawardena and Mort, 2006), **action research** (Tasker, Westberg, and Seymour, 2010), **surveys** (Korosec and Berman, 2006), **ethnography** (Calas, 2009), and **participant-observation collection** (Anderson and Jack, 2010) among others. These exemplify the various strategies and views of researchers in social entrepreneurship, and the consideration of their theoretical traditions and distinct backgrounds in the adoption of approach. This study explores the influence of the Nigerian institutional environment on the development of social enterprise within the context by drawing on neo-institutional theory. According to theory, formal and informal elements such as norms of conduct, laws, rules, compulsion, trade unions, cultural directions, values, belief practices, and social thought processes and understandings are the pressures and elements intrinsic in the institutional environment that influence structure processes, conduct, and tactical decisions of organisations within a context. Therefore, to ensure understanding, the study would explore the individual experiences of the selected social enterprise through the use of semi-structured interviews of social enterprises and regulatory agencies to collect data that provides insights into their subjective reality.

The notion of research paradigm gained academic attention in 1962 with the work of American physicist, historian and academician, Thomas Kuhn – titled, ''the structure of Scientific Revolutions'' on research frameworks. The author refers to the concept as a set of viewpoints that guide actions in undertaking a study (Kuhn, 1962). The concept of research paradigm has been expressed as a ''loose collection of logically related assumptions, concepts or propositions that orient thinking and research'' (Mackenzie and Knipe, 2001, p. 2). With a broader view of the concept, Saunders et al., (2012, p. 130) definition describes the conception as the progress and nature of knowledge; the different outlooks of the world. Likewise, the view of research paradigm as considering the character and uniqueness of knowledge, its existence and the manner it is put across through articulation (Patton, 2002). Whereas, Collis and Hussey (2009, p. 55) in their definition of the concept of research paradigm, is stated as "the progress of scientific practice based on people's philosophies and assumptions about the world and the nature of knowledge; in this context, about how research should be conducted". This definition shows the variance in comprehension of the world by researchers. The difference can be linked to the ontological and epistemological assumptions which inform research paradigm. Ontology, Grix (2004, p. 59) opine, is the study of ''claims and assumptions that are made about the nature of social reality, claims about what exists, what it looks like, what units make it up and how these units interact with each other.'' Simply put, it is a view that seeks understanding of existence, one's view of reality and being. Epistemology, on the other hand, Crotty (1998, p. 3) explains as ''the theory of knowledge embedded in the theoretical perspective and thereby in the methodology.'' While ontology studies what we mean when we say something exist, epistemology study what we say we know something – how one acquires knowledge.

A good comprehension of research paradigm (ontology and epistemology) is key in identifying a viable research design among the available options for a particular study (Entman, 1993). It is averred the understanding of philosophical underpinnings that leads to the selection of research questions, methodology and methods, are important in conducting coherent research. Similarly, a good understanding of research paradigm promotes coherence of research design and the consistency in the use of research methods within the chosen paradigm in studies (Easterby-Smith et al., 2008). Thus, it can be said that a researcher's view of social reality and knowledge plays a key role in the researcher's outlook as to how to comprehend situations and social conducts in the society in research. While Crotty (1998) contends researchers can select

whatever step (ontology, epistemology methodology and methods) to begin research with, Grix (2004) argues, situating logically the connection of the researcher's ontological position (what he believes can be researched), epistemological position (linking it with what can be known about it), and researcher's methodological approach (how to go about acquiring it), enables a coherent understanding of the role your ontological position has on what and how you study. Therefore, it can be said that ontological position informs the epistemology, while epistemology informs the methodological choice, and the methodology informs the methods adopted. Also, the methods inform the data collection and analysis.

Having established the importance of philosophical assumptions (ontology and epistemology), its role in recognising objects and comprehending reality, and the need to identify research designs that suite paradigm's philosophical assumptions. For example, the researcher's notion on the nature of reality is associated with ontology (Kuhn, 2012; Creswell, 2013). There are two prevailing perspectives in trying to comprehend what are the actual facts on existence: One perspective suggests the existence of reality is based on occurrences that have left an impression on someone, whereas another perspective suggests the existence of reality is independent of experience of participants (Hatch and Cunliffe, 2006). The contrasting views of ontological assumptions, therefore, advance the argument for the right or ability to choose different research designs in research. Associated to the inquiry of what is reality, is that of the measurement of reality. This is the proposition of epistemology that how reality can be measured and what constitutes acceptable knowledge within an academic field (Shah and Corley, 2006). With epistemology describing what is achievable to comprehend, how to understand it, describe it, and the assessment on methods that produce suitable and consistent knowledge within a field, it's principles therefore determine the research design (Hatch and Cunliffe, 2006; Eriksson and Kovalainen, 2008). Thus, it can be inferred that understanding of this makes for a coherent research design.

With the fundamental difference between ontological and epistemological philosophical assumptions explained, a consideration of the diverse research paradigms becomes important as they determine the selection of research design. Collis and Hussey (2009); Saunders et al (2012); and Easterby-Smith et al (2008) highlight some of the key elements of some research paradigms; out of which this study presents three it compared in the table below.

Table 4: Presents a comparison between three main paradigms

		POSITIVISM	REALISM	SOCIAL CONSTRUCTIVISM
1	**ONTOLOGY** The nature of reality	External, objective and independent of social actors	Critical realism. Objective, exists independent of human thoughts and beliefs (realist) but interpretation is based on social conditioning	Subjective, Multiple local and specific constructed realities.
2	**EPISTLEMOLOGY** The role of researcher regarding what makes the acceptable knowledge	Only observable phenomena can provide credible data and facts. Focus on causality and law like generalisability	Observable phenomena provide credible data and facts. Objectivist Findings probably true	Subjective, Constructed findings that focus on details of the situation
3	**METHODOLOGY** What is the process of data collection?	Highly structured, large samples, measurement, primarily quantitative but can also be qualitative. Deductive logic	Chosen method must fit the subject matter; qualitative or quantitative. Triangulation, interpretation of research issues deductive or inductive logic	Small sample, in-depth investigation. Researcher is a passionate participant within the world being investigated. Inductive logic

Source: Cohen, Manion, and Morrison, (1994); Guba and Lincoln, (1994); Perry et al (1996); Easterby-Smith et al (2012).

Positivism, an idea credited to French philosopher August Comte, who held the position that reality can be observed. Comte's stance on the observability of reality has led the traditional principles of positivism that acknowledge, that all established knowledge is based on some

form of experience, and it is developed through observation and experiment (Coheen, Manion, and Morrison, 2007).   In essence, scientists are adduced to be viewers of an unbiased reality through the lens of positivism. In positivism research paradigm, it is key to understanding the singularity of reality as it accords prominence on scientific methods and statistical analysis of data. The reasoning of research through a positivist paradigm is to validate or invalidate propositions (Mack, 2010). Based on ontological view, it suggests the existence of a single reality that has the capability of being explored uninfluenced. It alludes to existence of reality not subject to the perceptions and understandings of individuals about them (Easterby-Smith et al., 2008). Similarly, Hudson and Ozanne, (1988) go along this view of positivism, explained in the belief of the world being external with a single objective reality that is independent of the researcher. With this view, it entails the researcher having an independent and passive role in the research with regards to their cultural, social, or beliefs and experiences (Thomas, 2010). Epistemologically, it emphasises the importance of systematic structure and inhibited relationship among components while allowing a methodical process through establishing a definite investigation subject and choosing an appropriate research methodology (Singh, 2007). The collective elements being researched are normally measured through an objective quantitative method (Easterby-Smith et al., 2008). The sciences engender the notion where the truth about an absolute reality is uncontested. Conventional systems of creating knowledge that utilise research methods in creating universally accepted standards such as those obtainable in the sciences are what positivism encompass.

Though management researchers have seldom adopted the positivist philosophy, belief in a single reality, majority of the cohort in the field hold the view of its inappropriateness and suitability for comprehending subjective reality in which management research explores (Kim 2003). Mack (2010, p. 7) ''questions the certainty that one can apply a methodology used to research a natural science to research a social science''. The study rejects the notion that positivist science makes available the most understandable ideal knowledge. Furthermore, it contends that even if positivist researcher invalidates propositions instead of validating it, it's still an assumption that the research has been objective and a reflection of the social reality. Whereas positivism's domineering influence on scientific research/application in the natural science is highlighted, particularly, due to its scientific procedural investigative ability to provide results that are almost real-world environment, which enables reliable forecasting. In social sciences, however, human beings' volition and variability make scientific procedural

investigations problematic and less dependable (Kaboub, 2008). In this regard, it is worth noting that theory serves different purposes in distinctive paradigms (positivism, realism critical theory, and interpretivism). Taking into consideration that with a positivist philosophy, theory is validated or corroborated, whereas the other paradigms goal is to usually to develop new or improve current theory (Thomas, 2003). Correspondingly, the objective of this research that is geared towards generating theory by advancing current understanding in a new context. With the realisation of the positivist paradigm as theory testing oriented, it is ruled out for this research that explores social enterprise in Nigeria, a context with limited research – with a purpose to contribute to theory.

Various research paradigms (critical theory, realism and interpretivism) are better suited to various categories of research.

Critical theory, a theoretical tradition developed by researchers in the Frankfurt school, influenced by the socio-economic climate post World War-I and the changing nature of Capitalism that encouraged injustice and subjugation (Kincheloe and McLaren, 2002). This research paradigm is pertinent and appropriate for research with the interest of evaluating and changing institutional values (political, social, economic values). Research studies which embrace this philosophy are usually longstanding and their presumptions are individual that makes knowledge to be value-dependent (McLaren, 1997; Agger 1998). Changing social enterprise values is not the objective of this study, but to comprehend actions, how environmental factors influences social enterprise. Consequently, critical theory paradigm is ruled out for this study.

Realism as an option to positivism and constructivism, is a prominent approach and position in philosophy to systematic investigation and assessment in the social sciences, especially, following the spilt within positivism (Maxwell and Mittapalli, 2010). Philips (1987, p. 205) defined realism as ''the view that entities exist independently of being perceived, or independently of our theories about them''. It is a position that believes an unconditional reality exists, but different perspectives of reality are needed to be validated for better understanding (Perry et al., 1999). Similarly, critical realism argues that reality exists independent of human minds, but interpretation is grounded on social conditioning (Creswell and Plano Clark, 2011). While positivists validate or invalidate propositions and connections by testing theory, realists suggest connections on the foundation of observations. This paradigm is usually used where the study involves comprehending the general reality of a system or organisation that is

individually operated (Maxwell, 2010), realism is ruled out for this research, as the study investigates development of social enterprise with in respect to how this happens, rather than how it should happen.

In **Interpretivism/Constructivism,** understanding the difference between human behaviours being the social actors is key to this philosophy (Lincoln and Guba, 2002). It believes social reality is constructed and reproduced through daily practices by human agents. Though this is central to the logic of social constructivism, it does not present a complete description. Therefore, it is key to define constructivism. Interpretivism is defined as "a theoretical point of view that advocates the study of direct experience taken at face value; and one which sees behaviour as determined by the phenomena of experience rather than by external, objective, and physically described reality" (Cohen et al 2007, p. 22). As multiple individual constructed reality exists that is rooted in individual experiences of the world. Epistemologically, it views reality as subjective, requiring the researcher to get into the social world and comprehend their world from their viewpoint (Creswel, 2013). From the ontological perspective, it recognises that reality is socially formed in the minds of human beings (Easterby-Smith et al., 2008). Hence, there is a need for the researcher to comprehend the knowledge in individual contexts and finding the dissimilarity in explanation of human experience. Likewise, Risse (2004) has put forward a social ontological perspective which argues that humans do not exist separate from their social environment and collectively shared cultural systems of meaning. The value culture and context are accorded in individual comprehension of what happens in the world and forming knowledge rooted on this comprehension (Derry, 1999; Kim, 2001).

Interpretivism focuses on the way individuals form understanding of the world and communicate their experiences (Easterby-Smith et al., 2008). Accordingly, individuals develop their world views and create significance of this realities. It underscores individuals, groups, persons jointly feel, reason, elucidate, and comprehend what is distinctive and individual as against what is widespread and general. The context we belong defines and determines character and discernment as social beings embedded in different useful social environment (Risse, 2004). In research were individual perceptions, understandings and actions constitute key reality; and are focused in presenting meanings and values that underlie people's experiences and conducts; it is asserted that this paradigm should be the most appropriate for adoption in such research. Also suitable to this paradigm, is social constructivism, if a research depends on insights through the interaction between the person conducting an academic or

scientific research and those taking part in the research. Hence, constructivist urge on an interactive form of social construction (Alder, 1997). This research fits into the views reviewed (Alder, 1997; Risse, 2004; Maxwell, 2010; Creswel, 2013) of social constructivism, that advances the view that reality has to do with experience of individuals due to numerous realities that is related to diverse groups, occurrence, and viewpoints, and not just a neutral fact with other paradigm often ignore. Consequently, initiating a personal communication is needed to comprehend individual's experiences, and the general methods to achieve it are qualitative methods and interviews. Thus, interpretivism is suitable when attempting to comprehend reality associated with individual's perception that are participants in a phenomenon.

In this study, a social phenomenon based, is concerned with influences, interaction, impressions, occurrences, and realities of social enterprise regarding the influence of the Nigerian institutional environment on its development - within the context, Nigeria. Especially, the way formal and informal elements such as norms of conduct, laws, regulations, compulsion, occupational bodies, cultural directions, values, belief practices, and social thought processes and understandings viewed to be pressures and elements inherent in the institutional environment that influence structure processes, conduct, and tactical decisions of organisations within a context have shaped social enterprise development in Nigeria. Therefore, to comprehend this, the study explores individual experiences of some selected social enterprise through the social constructivism paradigm which is appropriate for studies that seek understandings of reality that are individually held and constructed, and not generally held (Risse, 2004; Maxwell, 2010). Easterby-Smith et al. (2008) put forward the significance of the researcher developing communication and interaction with research participants (social entrepreneurs in this study) in a bid to understanding the interpretations and understandings of individual participants (social enterprise) on their reality (for this study, how their environment has influenced the development of their organisation); and consequently how the researcher interprets such understandings to inform knowledge.

As discussed earlier, a good comprehension of research paradigm plays a key role in the research design and reliability of results obtained (Entman, 1993). Recall Grix (2004) counsel reviewed earlier in this section regarding the research paradigm informing the methodology, and the methodology informing the methods, and subsequently the data collection. Having evaluated the diverse research philosophical paradigms and discussed the justification for the adoption of constructivism/interpretivism paradigm, the subsequent part discusses the adoption

of a qualitative research methodology, the inductive approach and its suitability/appropriateness for this research with the adopted paradigm.

4.3 Qualitative Research Methodology

The word methodology alludes to the manner that we approach situations and pursue solutions to problems. In this regard, the manner in which research is carried out is what methodology entails in the social sciences. The methodology we choose is determined by the researcher's beliefs, interest and motivations (Saldana, 2011; Taylor, Bogdan and Devault, 2015). The social science field has been influenced largely by two research paradigms: positivism, which attempts to find facts or cause of social situation; and constructivism/interpretivism, that is focused on understanding situations from the participant's viewpoint and exploring how the world is experienced (Creswell, 2012). Whereas research tends to designate research methodology on the account of the research paradigm adopted: with quantitative studies mainly identified with positivism; while qualitative studies are often associated with constructivism/interpretivism. There exists the quantitative research utilising social constructionism/interpretivism paradigm and vice-versa, with so many robust, credible, insightful and influential studies that have been produced rooted on qualitative and quantitative methodology (Taylor, Bogdan and Devault, 2015). The term qualitative methodology widely alludes to research that generates descriptive data, peoples oral and written words, and also, visible behaviour. With similarity of purpose, both the quantitative and qualitative approach go beyond just being a set of data generation methods. It is a mode of undertaking and approaching the empirical world (Creswell, 2012).

Table 5: Comparison between quantitative and qualitative Methodology

No:	Characteristics	Qualitative	Quantitative
1	Method	Interviews, document reviews, focus groups.	Questionnaires, Surveys
2	Approach	Inductive	Deductive
3	Ontology	Subjective	Objective
4	Data	Text	Numbers
5	Information	Few In-depth cases	Large less in-depth cases
6	Measurement	Non-statistical	Statistics

7	Evaluation	Authentic	Reliability
8	Generalisability	More	Less

Source: Bryman (2012)

Qualitative researchers are worried about the interpretation people ascribe to events in their daily lives. Key to this view is the comprehending of people from their own context of authority and experiencing reality in the manner they experienced it (Corbin and Strauss, 2008). Qualitative researchers' value and associate with study participants to enable them to acquire an authentic understanding of their outlook to events. Blumer (1969) citied in Taylor, Bogdan and Devault, (2015, p. 8) elucidate "to try to catch the interpretative process by remaining aloof as a so-called 'objective' observer and refusing to take the role of the acting unit is to risk the worst kind of subjectivism-the objective observer is likely to fill in the process of interpretation with his own surmises in place of catching the process as it occurs in the experience of the acting unit which uses it." The authors underscore the need for researchers to put aside their prejudices, views and experience, and focus on experiencing each occurrence anew with importance attached to details therein.

Qualitative research is commonly inductive, and therefore this study, a qualitative research adopts the inductive logic as it is theory generating (Cepeda and Martin, 2005). Rather than a focus on gathering evidence to evaluate preconceived theories, propositions, or models, as done in quantitative research, the qualitative research forms ideas, perceptions, and understandings from patterns in the facts and evidences. The objective of the inductive theorising approach is to develop theory that is premised on evidence itself (Taylor, Bogdan and Devault, 2015). Therefore, the inductive theorising is original and innate, as against the mechanical and impersonal deductive approach that is concerned with theory testing. The use of qualitative research allows for more flexibility, which allows the researcher to work forward and backward, and vice-versa in modifying the research design and process. Ritchie et al. (2013) argue that the inductive approach is not wholly perfect in its utilization of qualitative research. Researchers tend to pursue studies with prejudices, presumptions of the world, and often times, ideas of interest that influence and sway us. However, the authors reckon that overall, qualitative research enables us focus more on theory being compatible to data.

Table 6: Comparison between Inductive and Deductive Approach

Inductive Approach	Deductive Approach
Gaining an understanding of the meanings attach to events	Scientific principles
Moving from data to theory	Moving from theory to data
A close understanding of the research context	The need to explain casual relationships between variables
	The application of controls to ensure validity of data
The collection of qualitative data	The operationalization of concepts to ensure clarity of definition
A more flexible structure to permit changes of research emphasis as the research progresses	A highly structured approach
A realization that the researcher is part of the research process	Researcher's independence of what is being researched
Less concern with the need to generalise	The necessity to select samples of sufficient size in order to generalise conclusions

Source: Saunders *et al* (2009, p. 127)

Whereas in quantitative research people's words, acts, context and groups are reduced to variables, the qualitative methodology considers in entirety people and context in theorising. The qualitative approach advances the studying of people in the circumstances of their past and current reality (Yin, 2011). By so doing, the researcher gains the individual and collective depth and positions of their reality. Also, this procedure engenders personal awareness and experience of the reality of the research participants through interactive experience. Similarly, Burgess (1966, p. 4) citied in Taylor, Bogdan and Devault (2015) underscores the importance of the researcher understanding, "the inner life of the person, his moral struggles, his successes and failures in securing his destiny in a world too often at variance with the hopes and ideals." And this is best understood through a qualitative approach, that key to it are the thought processes and the actions that constitute their existence. Qualitative research is built on imitating real life (Miles and Huberman, 1994). This conveys that researchers adopt approaches similar to the routine actions of people daily: such as, and not limited to participant observations (were the researcher embeds themselves with the research environment); and interviews which are usually normal in-depth, interactive discussions ensuing from questions (Lincoln and Guba, 1985).

Another reason for the appropriateness of this methodology for this study is its focus on examining reality from different standpoints. Therefore, qualitative research does not give credence to perspectives of one stratum (Rich or poor, male, female or transgender, white or black, and culture, e.t.c) of the society over the other (Miles and Huberman, 1994; Taylor, Bogdan and Devault, 2015). This is a unique feature of this study of social enterprise in Nigeria, which is all embracing in seeking social enterprise experience irrespective of social, economic, or cultural strata of the Nigerian society. Irrespective of that, their views are all of equal importance to this research. Societies or those that normally ignore certain categories are given fair and equal participation as there is something to learn from all peoples and contexts (Taylor, Bogdan and Devault, 2015). Qualitative research communicates the importance of knowledge gained from the realities explored. In this case, social enterprises, and by interaction, observation, analysing documents, qualitative research produces original knowledge of social life. This research uses of semi-structured interviews and review of documents to collect data as it relates to institutional environment's influence on social enterprise development.

4.4 Research Strategy

Research strategy is referred to as a broad design of how the researcher intends to follow in providing answers to the research questions (Saunders et al., 2009). Similarly, Bryman and Bell (2007) describe research strategy as the comprehensive orientation that guides the direction of a research. The need for a research strategy is emphasised in research as it assists the researcher achieve its aims and objectives and provide answers to the research questions (Saunders et al., 2009). Its ability to help advance the research problem is key. Saunders et al. (2009, p. 14) state "your choice of research strategy will be guided by your research questions and objectives; the extent of existing knowledge, the amount of time and other resources you have available, as well as your own philosophical underpinnings.'' In addition, strategies are not always mutually exclusive. As an example, a case study could be utilised in a survey strategy. Therefore, they could be combined if appropriate (Saunders et al., 2009). The choice of a suitable strategy is dependent on the various conditions pertaining the research as presented in the table below.

Table 7: Characteristics of different research strategies

Strategy	For Research question	Required control over behavioural events	Focuses on contemporary events
Experiment	How, why	Yes	Yes
Archival analysis	Who, what, where, how many, how much	No	Yes/No
Survey	Who, what, where, how many, how much	No	Yes
Case study	How, why	No	Yes
History	How, why	No	No
Qualitative Research Interviewing	What, how, why	No	Yes

Source: Kvale (1994); Yin (2009, p. 8); Brinkmann and Kvale (2015, p. 51).

Based on the various situations highlighted above, studies could decide the appropriate research strategy that is suitable for their research from the various options itemised above. The research strategies, Kvale (1994); Collis and Hussey (2009);Yin (2009); and (Brinkmann and Kvale, 2015) state, are: survey, case study, grounded theory, experiment, action research, ethnography, archival research and qualitative research interviews. Recognising the considerations of the conditions enumerated above in the choice of research strategy, Saunders et al (2009) emphasised that even though several research strategies are available, they oftentimes extend over and overlap. Therefore, researchers are encouraged to utilise the strategy that best helps them to achieve their research aims, objectives and questions.

Having highlighted the characteristics of the various research strategies and conditions for consideration when choosing a strategy, this study selects the qualitative research interview strategy as the suitable strategy orientation for pursuing this research.

4.4.1 Qualitative Research Interviews

Qualitative research interviews make an effort to achieve comprehension of the world from the participants' perspective, to communicate the interpretation of occurrence/circumstance, to unveil their experience before methodical interpretation. Even though qualitative research

interviews have to do with the development of conversational skills that are common due to its usage in regular human interaction, yet, still challenging to develop. Conversations takes different forms: of every day, in literature and professional usage. Professional conversations include interviews. These prevailing classifications utilise different guideline and procedures (Brinkmann and Kvale, 2015).

Various forms of interviews perform distinct intends. The qualitative research interview is meant for creation of knowledge. The use of qualitative research interviews is not peculiar, as an interview is a discussion that is organised and methodical. It is geared towards gaining rigorously analysed knowledge. The strategy is growingly being utilised within the social sciences, with increased literature on research methodology discussing it (Kvale, 1994). A 1967 sociological study by Glaser and Strauss that was focused on the use of interviewing in hospitals advanced the research of qualitative research interviews. Since then, an upsurge in research output utilising this strategy is being recorded. Cultural, technical and philosophical explanations have been advanced for the increasing utilisation of qualitative research interviews. Technically, the trend of compact tape apparatus increased the efficiency and effectiveness of capturing interviews. The development of computer-based platforms for analyses and management of interview data advanced the qualitative research interviews process. The increased acceptance within the social sciences and humanities which has led to the utilisation of phenomenology, hermeneutics, conversational, narratives, and discursive. The trend in philosophy guiding contemporary social sciences highlight important features of knowledge pertinent to qualitative research interview; which has to do with the hermeneutic explanations of meaning of text, the phenomenological elucidations of awareness and the real world, and the contemporary prominence on the social construction of knowledge (Kvale, 1994). Qualitative research interviews highlight that procedures and phenomena should be explained first before theorising, comprehended before elucidating, and viewed in physical features before abstract features. The qualitative research interviews centres on the cultural, daily, human thoughts, learning, and manner of comprehending our individuality as against technical strategies of examining human life (Kvale, 1994; Brinkmann and Kvale, 2015).

To gain the desired knowledge, the selection of qualitative interview participants in a study is among some of the key issues to be determined in a research. It has to be logical and be able to provide a pathway in achieving the research aim and objectives. There are a number of rationales for the choice of social enterprise and regulatory agencies in Nigeria for this study.

For social enterprises, they are important organisations within the society that are oriented towards providing solutions to socio-economic problems within communities, while utilising business ethos in creatively developing sustainable, social value-oriented enterprise. These organisations have impacted positively in diverse communities, they have bridged gaps in various institutions due to the inadequacies of government, and they have integrated those excluded from the labour market and society in various societies (Defourny and Nyssens, 2012). The focus on social enterprise in Nigeria is based on the fact that the conception is influenced by the social, political, legal and cultural factors in different environments and yet, studies have focused on developed and emerging environments, and have thus come up with contextual understandings. Therefore, there is a need for enquiry and insights into these organisations in a developing context, like Nigeria. Especially that even with the importance of the conception, more importantly, to countries with developing institutions, there are sparse academic studies on social enterprise within the context (Rivers-Santos et al., 2015).

Furthermore, the choice of regulatory agencies with broad supervisory mandate on business organisations in Nigeria is key for understanding how formal regulations within the environment influence social enterprise. These governmental organisations play key roles to business organisations operating within the environment, and thus, social enterprises are expected to comply with the dictates of these regulatory agencies. Therefore, they are a significant part to providing answers to the aim and objectives of this study as they help give a more robust understanding and comparison to social enterprises.

Finally, the issues associated with gaining access within organisations were a factor in the selection qualitative interview participants. Gummesson (2000), in his study highlights the importance of consideration of the organisations chosen's ability to provide answers to the research aim and objectives, and importantly, accessibility issues. Accessibility is paramount in the research's ability to gain data. For this research, emails were first sent out to possible participants (social enterprise and regulatory agencies heads), those who responded and showed willingness were further sent a participation information sheet (see Appendix 1&2) for vetting and understanding all that entails regarding their participation. Other participants were co-opted through impromptu visits to their organisations and introducing the research, while majority of the participants were accessed through referrals by participants and key players within the industry.

4.5 Data Collection Methods

They are a set of procedures and instruments that are adopted in the collection of evidence for a study. Data collection methods differ along a continuum. At one extreme are qualitative methods and at the other extreme is quantitative methods of data collection (Creswell, 2012; Collis and Hussey, 2013). Quantitative data collection methods depend on random sampling (Seawright and Gerring, 2008), constructed data collection tools that suit different experience into predetermined outcome classifications (Collis and Hussey, 2013). The outcomes of quantitative data are easy to compare and generalise. While qualitative data collection methods serve fundamental functions in the analysis of understandings, experiences and individual interpretations by making available data beneficial in comprehending the procedure that inform observed findings (Miles and Huberman, 1994; Creswell, 2012). Taking into account that this study is a qualitative one that aims to explore and understand social enterprise and regulatory agencies interpretations on the roles the institutional and organisational environment play in social enterprise evolvement and development, qualitative data collection methods were adopted. As a consequence of this choice, data were generated from different sources primary and secondary sources. While the review of literature served as a secondary source of data, semi-structured interviews were the key primary sources of data used, with analysis of data from published documents supplementing.

There are various ways of generating information for case studies – amongst which are: archival records, direct observations, interviews, documentation, participant observation and physical artefacts (Yin, 2009, p. 102). The choice of source of data is determined by the kind of study and the capability of the source to provide the relevant findings; these sources of data can be implemented individually or as a group (Collins and Hussey, 2013). However, the use of multiple data collection methods reduces the bias usually alluded to with the usage of a single method. This study utilises different data methods that help provide a more robust comprehension and insights to the aim and objective of the study. The advantages and limitations of the major data sources are succinctly presented in the table below:

Table 8: Advantages and Limitation of Data Sources

Data Sources	Advantages	Limitation

Interviews (Unstructured/Semi-structured/Structured)	▪ Direct: targeted on case studies ▪ Perceptive: insightful inferences	▪ Open to response bias ▪ Skewed response due to poorly constructed questions
Observation	▪ Covers occurrence in real time ▪ Covers context of occurrence	▪ Reflexivity ▪ Selectivity
Documentation	▪ Well organised ▪ Specific ▪ unobtrusive	▪ Skewed and selective Reportage ▪ Access
Archival records	▪ Exactness ▪ Well organised ▪ unobtrusive	▪ Access ▪ Skewed and selective Reportage
Physical artefacts	▪ In-depth information to cultural attributes ▪ Knowledgeable in specialised actions	▪ Availability concerns

Source: Yin (2009, p. 102)

4.5.1 Semi-Structured Interviews and their Advantages for this Study

An interview is a discussion between two or more people that is purposefully used as a means to gather descriptive data of the interviewee's interpretation of the meaning to their world and their lives. Interviews have the advantage of assisting a research gather reasonable and consistent data that are cogent to the research aim and objectives (Saunders et al., 2009). Interview is a source of rich data on the subject of study, it is broadly recognised within the social sciences as a type of inquiry because of its ability to scrutinize and gain in-depth information and results (Sandelowski, 2000). In simple terms, Kvale (2008, p. 1) observes, that human beings talk with each other, converse to get to understand individuals' worlds, perception and experiences. In the research interview conversation, "the researcher asks about, and listens to, what people themselves tell about their lived world, about their dreams, fears and hopes, hears their views and opinions in their own words, and learns about their school and work situation, their families and social life. The research interview is where knowledge is constructed in the interaction between the interviewer and the interviewee" (Kvale, 2008, p. 1), and it is an important of gathering data.

Interview can be categorised as unstructured, semi-structured and structured depending on how it is operationalised. Unstructured interviews are non-formal and normally used to explore deeply broad subjects of curiosity. A semi-structured interview follows a prepared guide of

themes and questions that enables flexibility depending on the researcher's evaluation of the context and what would enhance the process. While structured interviews are based on identical set of questions that are rigidly adhered to during the course of interview (Saunders et al., 2009). Structured (standardised) interviews are usually utilised to generate data that will be analysed quantitatively. On the other divide, semi-structure or unstructured (non-standardised) interviews are usually utilised to generate data that will be analysed qualitatively (Saunders et al., 2009).

With the use of semi-structured interview being advantageous to qualitative study that have elements of exploration (Cooper and Schindler, 2008), it is appropriate for this study, with an aim to explore insights into a phenomenon that has previously been unexplored. In the understudied context, to adopt such a form of an interview is suitable. In using this form of interview, it allows for some flexibility in in-depth exploration of insights of interviewees. In operationalising semi-structured interviews, Saunders et al. (2009) advance the researcher's use of a prepared guide that contains list of themes and questions to be covered in the cause of the interview. It allows for flexibility in the order of themes and questions asked during the interview. The process allows for the researcher to assess the situation and ask additional follow up or probing questions that originally was not part of the prepared guide to help gain in-depth insights. The themes and questions were developed from the literature, as suggested by Yin (2011, p. 134) of the need to develop the framework of study questions that could vary depending on the participants and contexts. This, the researcher found profound as during the course of interview, assessing the responses being given by interviewee, the interviewer had to vary the order of questions and probe for further clarifications. (See Appendix 3&4 for Interview guide for social enterprise and regulatory agencies)

With importance increasingly being attached to personal contact between the interviewer and interviewee, especially due to the sensitivity of participants, and the need to enhance the credibility of this study by gaining the required access to obtain the needed information (needed) (Easterby-Smith et al., 2008); this study adopted the use of semi-structured interviews to achieve the purpose of putting the participants at ease, and addressing their concerns. In establishing face to face acquaintance, it enabled them to feel comfortable answering questions in a not overtly constricted manner and yet, covering areas of research interest, a benefit that semi-structured interviews allow. Finally, the researcher attended trainings in the University on conducting interviews, which involved practical sessions and was made aware as to take

cognisant of how the skills of the interviewer impacted on the quality of data gathered – which is a common drawback of such interviews. Therefore, the interview's knowledge helped to mitigate this limitation.

4.5.2 Interviewees

The interviewees chosen were thirty-one and interviews with social entrepreneurs in addition to two interviews with regulatory agency executives were conducted. Thus, they were the individuals that the participation information sheet (see Appendix 1&2) and consent form (Appendix 5&6) were in some instances, emailed and others physically presented for endorsement and participation. Some of these organisations were emailed by the researcher but received very few responses. Not until when contacts were made by phone calls to introduce the research or got through their offices in different parts of the country physically, was attention given.

The focus on executive heads of these organisations was firstly, based on literature, in which the conception highlights in no uncertain terms the characteristics and role of the social entrepreneur, the head of the social enterprise in the conceptualisation. Secondly, relying on Seawright and Gerring (2008) perspective on the advantages of purposive sampling in case studies for better collection of relevant data, the chosen category was considered appropriate to have an overall overview of the roles institutional and organisational environment factors play in influencing their development – the overall aim of the study. These organisational heads were of benefit to this study in referring the researcher to their colleagues in other organisations, and it played an important role in securing more research participants for this study. This technique is referred to as a snowballing technique (Saunders et al., 2009). Finally, it is worth noting that the heads of social enterprises and regulatory agencies were determined adequate source of interviewees for the required information sought.

4.5.3 Conducting Interviews

This received clearance from the ethics panel on the 22dnd of February 2016 (see Appendix 7&8). The interviews carried out for this study were done from April to July 2016 with the formal endorsed consent of the interviewees, usually at their expediency. These interviews held in the offices of the organisations in different states of Nigeria. It involved travelling to 12 (including the Federal Capital Territory, Abuja) states out of the 36 states in Nigeria where

thirty-one interviews were conducted with social entrepreneurs in addition to two interviews with regulatory agency executives in Nigeria. The researcher met the executive heads and to obtain consent to conduct this research by presenting the ethical approval, participant information sheet and consent forms that detailed the aim and objectives of the research. While some social enterprise and regulatory agencies had previously given consent to participate in this study, some had to be processed before coming to an agreement with the researcher on modalities for participation. Two of the interviewees requested for the interview guide prior to the conduct of interviews, and the researcher did oblige these organisations request. Also, some of the organisations that indicated willingness to participate in the study later opted out without giving any reasons for their actions. Interacting with these organisational executive heads to schedule interviews facilitated and provided introductory and consent documents made for a more comfortable interview process.

These interviews were recorded with the permission of the interviewees and were all conducted in English language. The anonymity of participants was guaranteed, and the researcher ensured this by coding the names of these organisations. Also, the researcher made it clear to participants they could withdraw their participation at any time they felt like and were encouraged to reach out to the researcher with any additional information that was thought relevant to the study. Some organisations sent documents regarding their activities, while some presented these documents during the physical visits. Furthermore, the researcher also had cause to send transcribes of interviews to the participants for confirmation as agreed with participants. Interviews were planned to be hold for 45 to 60 minutes, which most did, however, three lasted below this time frame as the interviewees had little subject insights despite reframing questions in-case they did not understand initial questions.

Table 9: Mitigating the Limitation of Data Collection Method

Data Source	Limitations	Mitigating Limitation by Researcher
Semi-Structured Interviews	▪ Open to response bias ▪ Skewed response due to poorly constructed questions ▪ Errors due to loss in recollection ▪ Interviewees providing responses that they feel the interviewer wants to hear	▪ Interview questions were developed from the literature review with the aim and objectives in consideration. Questions were discussed with supervisor, pilot tested on colleagues and a social enterprise via telephone. The ethical panel granted approval to these questions.

		▪ The researcher took notes during the interview of important points to make sure all points were noted. Also, some of the responses from social enterprises were cross checked from responses provided by regulatory agencies data as a source of triangulation.

4.6 Data Analysis

The central aim to the data analysis is the utilisation of collated data findings reasonably to produce logical deductions (Yin, 2009). This qualitative analytical technique searches and identify for themes or patterns, for the purpose of interpretation. Similarly, Green et al. (2007) refer to the data analysis as a key procedure of scrutinizing the information gathered and changing it to a logical explanation of findings. Through this path, research conclusion is advanced. Therefore, this process requires unambiguous and complete explanation of the process of data analysis. Whereas in Saunders et al. (2009), the authors maintain the lack of clear or acknowledged methods or guidelines concerning evaluating qualitative data; Green et al. (2009) argue that depending on the study design, a thematic, narrative, discourse analysis could be used. Similarly, Braun and Clarke (2006) in their study, highlight the content and thematic analysis as suitable procedure in analysing qualitative data. Researchers often make use of thematic analysis and content analysis techniques in descriptive studies, as the boundaries between both analysis approach are inadequately set and frequently appropriated interchangeably. The lack of clarity on the homogeneous and contrasting elements between both techniques, and what determines a choice of one against the other remains unclear (Braun and Clarke, 2006; Sandelowski and Leeman, 2012). Overall, of importance is being able to comprehend the subject through the chosen analysis technique (Green et al., 2007). This study adopts a thematic analysis in analysing data with justifications for the use of this technique, provided.

Thematic analysis can be defined as "a method for identifying, analysing and reporting themes within data" (Braun and Clarke, 2006, p. 79). This is a descriptive form of pure qualitative analysis, often referred to as trustworthy, and suitable for analysis of subjective data set

(Neuman, 2006). Thematic analysis is advanced as a flexible technique that generates intricate and comprehensive narrative of the data through the search for understanding of prevailing theme from a data set or sets (Braun and Clarke, 2006).

Table 10: Thematic Analysis Phases and Description.

Thematic Analysis Phases and Description	Action Carried out
Familiarisation with Data	Audio recordings were listened to over and over again in order to transcribe the interviews. After completion of the transcription, the researcher read through several times, made notes and meaning of points being conveyed in different passages of the transcripts.
Creating initial codes	This involved the sub-categorisation of interesting pertinent sections of the data and assembling data to prospective categories. (see appendix 9). It involved a lot of reading of transcripts and note-taking.
Searching for themes	This involved collating categories into potential themes and assembling data to prospective themes (see appendix 10). There was a lot of back and forth here in condensing some categories and making sense of them.
Reviewing themes	This involved determining if the generated themes fitted with the categorised excerpts and data groups. There was a lot of back and forth here in condensing some themes and making sense of them. Some categories were subsumed (see appendix 11).
Defining and naming themes	This involved clarifying, tweaking, and making meaning of the themes for developing a coherent account of data.
Producing a narrative	The final evaluation of the themes and data from interview. Excerpts from data that provide good insights and reinforce the narratives are chosen. The narrative is written (see chapter five the report).

Source: Braun and Clarke (2006, p. 87)

4.7 The Coding Process

This section explains the coding process as it pertains the categorisation of interview statements. During coding, the researcher began by first reading through the interview

transcripts. In doing so, the researcher began identifying relevant pages, segments and sections, and assigning codes to textual material. The coding involved assigning key words to relevant pages, segments and sections that best represented the pertinent information. The generated codes (sub-categories) collated are attached in appendix 9. The codes were then re-examined with the alternative of recoding or combining codes due to similarities or differences. Based on the broad meanings developed from statements (from relevant pages, segments and sections) that the generated codes conveyed, codes (sub-categories) were categorised. Appendix 10 provides categorisation. The sub-categories were then re-examined with the alternative of subsuming or combining them within categories. The final stage of categorisation was the development of themes from the categories. The sub-categories were classified under categories and categories under themes. Appendix 11 provides the classification of themes. These steps are consistent with those highlighted by Brinksmann and Kvale (2015) on the coding process for qualitative research interviews. In this process, it was data driven. The codes emerged from the data rather than preconceived from literature.

4.8 Research Reliability

The reliability of research procedures, results and conclusions are important considerations in qualitative research that are determined by the researcher's awareness and understanding. The value of qualitative study is evaluated on the basis of certain benchmarks: such as, trustworthiness, integrity, generalizability and conformability (Denzin and Lincoln, 2000).

4.8.1 Auditability

This refers to the role of dependability of a study. The aim is to check that the procedures the study followed were methodical, detailed and coherent (Denzin and Lincoln (2000). One of the concerns of reliability is if things were done with care (Miles and Huberman, 1994). The reliability of this study was improved through the following:

- Interview questions were developed from literature.
- Data transcripts were continually reviewed for errors.
- Ensured conceptualisation, categorising data based on themes, and interpretation was logically consistent, and data led.
- Ethical considerations were evaluated and approved
- All activities, recordings, notes, transcripts, consent forms, communications pertaining study were all documented.

- Field findings were compared and checked.
- The use of colleagues to test data collection instruments improved it before pilot testing on a social enterprise.

4.8.2 Objectivity

This denotes the idea of conformability in the process of explaining the data and ensuring they were explained in a coherent way that agrees with study findings. It is concerned relative neutrality in ensuring that research biases are noted and do not overall influence the conclusions, rather than the subjects and participants of study (Miles and Huberman, 1994). To ensure the objectivity and conformability of the processes followed through, the procedures this study adopted were explained in the data analysis section and supported with (appendix 9,10, and 11) evidence showing the process of generating sub-categories, categories, themes, analysing and describing the data. Furthermore, interviews from regulatory agencies executives were utilised in validating data obtained from social enterprise to confirm some of the evidence from interviews with social enterprises.

4.8.3 Authenticity

This has to do with the quality of the outcome of the study in regard to sense making and dependability. It focuses on the internal validity of a study through various steps over the course of research (Miles and Huberman, 1994). Creswell (2009) elucidates that qualitative rationality guarantees the correctness in findings from the academic, partaker or the readers. The integrity of this study was improved through the following:

- The researcher has provided a comprehensive account of the study context, methodological approaches, justification for choices and data setting.
- Triangulation was advanced through the complementary data source. Triangulation is often used by researchers to explain and ascertain validity by scrutinizing research objectives from different sources in a study (Saunders et al. 2009). The researcher interviewed different sources, social enterprises and regulatory agencies, which constituted data triangulation (Easterby-Smith et al. 2008).
- The study adopted the use of excerpts from data that provided good insights into individual social enterprise perceptions and which have reinforced the narratives from the results. This is done to provide more credence to study and highlight the evidences.

4.8.4 Generalisability

This has to do with the roles of external validity of research. It has to do with the extent the conclusions are applicable to another context (Lincoln and Guba, 1985). This study aims at understanding of how institutional factors (regulations, public policies, laws, socio-cultural understandings and processes) influence the conception and development of social enterprise in Nigeria. Therefore, it is focused on providing in-depth understanding of the uniqueness of the case studies within the context of study, which are adequately discussed in the results. The development of interview questions from literature improved on the generalisability of this study. Additionally, the use of interviews from regulatory agency executives within the context to compare and support data from social enterprises enhanced the validity of outcomes on the conceptualisation within the context.

4.9 Pilot Study

The terminology, "pilot study" is often used to denote a mini design for a full-scale study – also referred to as a viability study. It has to do with the pre-trial of study instruments such as interview guide and questionnaire (Van Teijlingen and Hundley, 2001, p. 1). Lessons learnt from pilot studies can provide insights that are pertinent towards improving the overall quality of data collection tools and overall, the study. For this study, pilot study was used to refine interview schedule in a way that was logical, and respondents had no problems in comprehending questions and providing answers, a technique De Vaus (2013) suggests as a way of mitigating response bias.

In this study, interview questions were discussed with supervisor after developing them from the literature. Supervisors made suggestions to ensure all relevant conceptual and theoretical topics were covered in the interview schedule to enable robust relevant information gathering. Next, interview schedule was tested on three colleagues to determine the clarity of questions and their logic. During such sessions, researcher noted difficulty of participants in comprehending some questions and suggestions were made on how to better structure and simplify questions to ensure there was no ambiguity. With relevant observations from colleagues, the instrument was modified. The researcher then went ahead to conduct an interview via telephone with one of the social entrepreneurs to ensure questions were

understandable. During this interview, the researcher noted the need for the addition of some introductory questions, reordering the sequences of questions 4-8 on the interview schedule for a better flow of discussion, and also, rewriting some questions. Therefore, some questions were added, rewritten and sequence changed for better clarity.

The importance of insights drawn by the researcher from conducting a feasibility study cannot be overemphasised. It is important to note that pilot testing played an important role in the quality of data collected. The feedback of others as regards the clarity, structure and ordering of questions asked from data collection tool helped in giving the researcher useful criticisms that gave impetus for strengthening the quality of the interview schedule before the field work commenced.   Overall, the observations from these testing improved the study design and helped in guaranteeing the chances of success of the main study.

4.10 **Research Ethics**

Research ethics describe the "norms or standards of behaviour that guide moral choices about our behaviour and our relationships with others" (Cooper and Schindler, 2008: 34). Research ethics in business is a key issue that requires consideration. This is due to its importance in making sure consideration is given to ensure research participants don't get harmed, discomfort, embarrassment, pain or loss of privacy. In conducting research across the business field, authors such as Randall and Gibson (1990) and Ghauri and Gronhaug (2002) highlight key ethical considerations that are important. In the table below, this study highlights these ethical standards, and states its implication to this study and how it has adhered to these stands Finally, this study obtained an ethical approval on the 22dnd of February 2016 after submission of ethical forms, consent forms, participant information sheet, interview schedule and other needed relevant information to the University Business School panel for consideration (see appendix 1-7).

Table 11: Research Ethics Considerations.

Ethical Standards	Description	Implications for this study
Integrity	The researcher has conducted the	The researcher has attempted to demonstrate

	research as stated	uprightness and fairness in proposing, conducting and presenting research
Do no Harm	Consideration to ensure no harm is brought by the design or conduct of this research	This research received the consideration and approval of the University Ethics Panel for its conduct. This means they were satisfied there was no danger.
Power	Evaluate the involvement of researcher with the study	Researcher remained aware of the ethics of data collected and make the participants aware of being able to withdraw consent or participation if they wished
Plagiarism	Make sure work is referenced and somebody's work aren't presented as the researcher's	Through workshops on plagiarism during the programme, the researcher remained conscious and developed skill that helped in proper referencing
Transparency	Ensure action is taken to avoid harm in the study	The researcher provided detailed information on the research aim and objectives, implication of participation in study to research participants before securing their endorsed consent.
Validity	The research is valid, logical, reasonable and meaningful	The data collected are logically discussed in chapter six (6)
Confidentiality	Ensure certain sensitive information are not disclosed	The researcher is the only one in possession of sensitive information as assured to the participants
Anonymity	Free from identification	The participants are not identified directly in the research
Informed Consent	Endorsed agreement to participate in Study	Participants were made aware of the details of the study and provided endorsed consent forms
Affiliation and Conflict of Interest	Declaring affiliation of research with an organisation	All affiliations were declared, and the researcher made clear his affiliation to the University of Huddersfield and the purpose of the study.

4.11 **Reflection**

During the course of the research, the researcher faced up to a lot of situations: some were good experiences, while others were not good; however, the researcher was able to surmount

challenges, and made the best of memories and experiences from both. Good lessons were learnt overall.

The researcher visited several social enterprises and regulatory agencies to introduce his research and seek for permission. Unfortunately, some of these organisations rejected participation, others offered strange excuses, and a few remained not forthcoming in their response. Though the researcher exhibited patience and was consistent in trying to co-ordinate scheduling, some were unsuccessful. These visits involved a lot of travelling across different regions and states of Nigeria. Unfortunately, it was at a time that the Nigerian government through a policy intervention had terminated payments of subsidy it used to pay to petroleum importers. This ensued a strike action from importers that resulted in sky rocketing prices of petroleum products. Therefore, travel prices became more expensive than initially planned. Thanks to the support of family, this challenge was mitigated. Another low during the research process was the poor knowledge exhibited by some of the rural based social enterprises regarding their environment. Through follow-up questions, the researcher was able to get more insights into their enterprise.

Of benefit to this research was the kindness of some research participants whom went out of their way to help facilitate the recruitment of their colleagues to participate in this study. Through letters, emails, telephone calls, name suggestions, these individuals helped in the collection of data. The research participants were kind enough to provide personal and official contacts in case I needed to reach them – which I did to send across transcribed data for verification. I also provided them with my Nigeria and UK contact details. Overall, it was a challenging time, yet very rewarding experience learning more about the Nigeria environment.

4.12 Conclusion

This chapter has discussed the research methodology adopted for this study. The chapter begins with an explanation of the philosophical standpoint of this study, the adoption and justification for the choice of interpretivism as the suitable philosophical position for this research. Next, the section discusses the research approach and explains the justification for the adoption of a qualitative approach to this study. Subsequently, the use of semi-structured interviews as a method of collection of data for this study is explained and justified. Next, the manual application of the thematic analysis method of data for this study is explained, with a focus on its advantages and appropriateness in achieving reliability in this study. It is followed by a

discussion on the research trustworthiness and pilot study. Finally, a brief description of the research ethics, and a reflection of the research work and field experience are presented.

The next chapter, chapter five (5) presents the analysis of data and findings of the study.

Chapter 5: INTERVIEW FINDINGS AND ANALYSIS

5.1 Introduction

This chapter presents results of analysis of data collated from Social Enterprise (SE) and Regulatory Agencies in Nigeria. Data were gathered from semi-structured interview transcripts, while the generation of sub-categories, categories and themes used in analysing and presenting evidences were data led. The interviews that were conducted for this study in Nigeria lasted within a period of four months, between April-July 2016.

5.2 Participant Representation

The table summarises the details of interviews conducted with 31 Social Enterprise and 2 Regulatory Agencies Executives.

Table 12: Social Enterprises and Regulatory Agencies Respondent Composition.

Category	Number Interviewed	Coding: SE	Coding: RA
Social Entrepreneurs	**31**	**SE1-SE31**	
Executive Heads of Regulatory Agencies	**2**		**RA1, RA2**

** **SE**/**RA**- Respondents

5.3 Findings Objective One - Institutional Elements
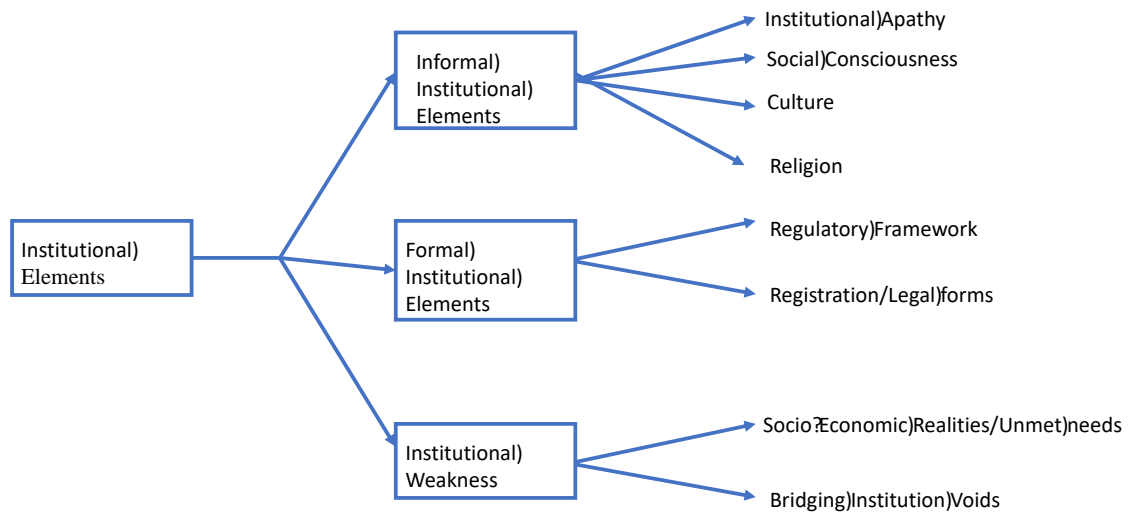
Figure 3 Theme, Categories and Sub-Categories from First Findings

5.3.1 Informal Institutional Elements

This section examines and discusses the Informal institutional elements, emerging from the data analysis, such as institutional apathy, social consciousness, culture and religious influences are explored.

5.3.1.1 Institutional Apathy

The analysed data suggests that within the Nigerian institutional environment, there have been an indifference by citizenry, caused by the lack of citizen's interest, and faith in government at the local, state and federal levels. There is an unwillingness to engage constructively on rights and responsibilities of citizens, and those obligations owed them by the government as enshrined in the Nigerian constitution.

''…. Often times, citizens are not interested to engage government, they have lost hope in their country, they are trying to rekindle that hope that has been lost and they have a lot to do'' (SE, 12).

Analysis of data, attributes, years of military rule in Nigeria has majorly accounted for the state of apathy in the environment. As the curtailing of citizens' rights and freedoms, human right abuses, and the arbitrariness that has occasioned military rule (interventions in the polity) has created difficulty for citizens and state actors to comprehend democratic norms of conduct.

''If you realise during the military regimes, aspects of the constitution were suspended, and we were being ruled by decrees and edits which to an extent curtailed the fundamental rights of Nigerians'' (SE, 8).

More so, that over the years of military dictatorship, negative character attributes were alleged to have been developed in the Nigerian environment. The data suggests prevalence of corrupt and sharp practices, lack of transparency, public and civil service misconduct, which are widely attributed to years of military rule. The governmental bureaucracy has found it challenging to adjust to democratic dictates, due process and accountability requirements of the current democratic climate. All the aforementioned disconnect has led to resistance to effect desired change from state actors, as those benefitting from the negative trends resist the implementation of reforms. With citizens increasingly becoming disillusioned by the lack of punitive consequences to unabated vices, negative perception is embedded by citizenry as acceptable behaviour, and thus, the indifference to governmental actions.

''The level of corruption in the society, misconduct in public or civil service and all is very much a vital factor to get into this enterprise to see what we can do to reach out to people to change people's behaviour in the society…… reach out to young people to change their mind-set and motivate them towards good goals in the society'' (SE, 13).

The need to enlighten, advocate, and re-orientate the citizenry towards positive goals that create social and economic benefits to them and the society in Nigeria's nascent democracy has led to the development of social enterprise. In accordance, the establishment and evolvement of social enterprises, is as a result of the apathetic behaviours in the environment. Social enterprises are bridging voids between government and people by impacting positive knowledge and mediating between the government and the governed.

''We bridge the gap between the government and those who are being governed especially within the government and the populace... A lot of people are not aware of the provisions of the constitution, a lot of people are not aware of their rights to live in a secure environment, a lot of people go through sexual abuse sometimes from family members, sometimes from police officers, sometimes in work places and all those things so what we do is to catalyse the fact that these are rights enshrined by the constitution and it's the primary responsibility of the government to provide for the safety and security of the members of the public and if government is not doing that we have them accountable'' (SE, 8).

Institutional apathy has had both positive and negative bearing on Social enterprises. While it has created opportunities in the society in which social enterprise have drawn upon to fill the gap. The condition of apathy within the environment has also exposed SEs as targets of

negative policies by government to curtail or intimidate them from performing their functions. As in the recent past, social organisations engaging in advocacy against the military government were viewed as opposition political organisations. In the environment's nascent democracy, a social media regulatory bill at the Senate of the National Assembly is an example to government's attempt to stifle advocacy platforms in which some social enterprises rely on in their operations. However, the wide public outcry that the bill ensued, through active mass mobilisation by social enterprises, amongst others, necessitated the suspension of consideration of the bill by the upper legislative chambers of the Nigerian parliament.

Despite the negative influence towards limiting the effectiveness of social enterprises, they have helped in creating a rebirth in social consciousness.

5.3.1.2 Social Consciousness

The analysed data indicates that within the Nigerian institutional environment, there is a resurgence and emerging awareness, with interests in socioeconomic issues by individuals and organisations, and the larger society. Social enterprises are influenced and have influenced awareness in the environment. They are purposefully bridging the communication gap between government and citizens by promoting and facilitating civic education, public transparency and accountability, rule of law, and alternative developmental solutions. Social enterprises' social initiatives are being carried out through mediation, advocacy, training, counselling, engaging, and interfacing with governmental agencies and target groups. Of all the thirty-one SEs analysed, it is noteworthy, that all thirty-one, have an educational advocacy or enlightening component.

Data suggest emerging awareness, personal experiences, recognition, and response to social issues in the Nigerian environment have accounted for the establishment, and orientation of goal(s) being purveyed by social enterprise. The social issues being tackled have ranged from: information communication technology, English language literacy, fact-based information dissemination, counterfeiting, maternity enlightenment and support, law enforcement, human rights, electoral reforms, prostitution, poverty, basic infrastructural facilities, and unemployment. Furthermore, those issues that relate to the character and conduct of people in the society in terms of morality, accountability and transparency issues, public service misconduct and corruption, and arbitrariness and impunity by state actors, have served as a motivator for the development and evolvement of social enterprise. The need for solutions

(services) did engender initiatives, and thus, provided a justification for the purpose and values purveyed by such SEs within the Nigerian context: Exemplified by the following quotes;

''We respond to social issues and these social issues are tied to public accountability, democracy, rule of law, you know that now the society we live in as a result of expedition of the democratic process, ...the moral difference it makes to our society'' (SE, 12).

Another organization engendered by the need for civic awareness and public accountability in utilisation of public finance. Such influence encouraged the development of advocacy efforts within the society through the nature of initiatives developed.

''The goal is to make sure that every Nigerian has access to the public budget and they can agitate for proper implementation of the budget within their environment....to demand accountability for use of public funds'' (SE, 1).

While other initiatives were influenced by the scourge of counterfeiting with the environment and thus their emergence and the kind of social value provided by social enterprise.

''At the core of what we do is fighting counterfeiting which is becoming a major problem for regulators in this part of the world. So, it's creating solutions that will ensure that people can have confidence in the product that they are buying'' (SE, 5).

As highlighted, the range of social challenges that influenced the development of social enterprise varied. It includes the lack of adequate access to digital skills education and facilities to a large population of youths, especially within higher education. This is reflected in the orientation of social enterprise that were driven by such challenge within the environment.

''Our vision is to connect undeserved youths with ICT and every opportunities'' (SE, 4).

Social consciousness has led social enterprises to evolve and set organisational goals that postures them as civic hubs, promoters of participatory democracy, public accountability, education, and capacity development, research, mediators, and public policy promoters. SEs have advanced social initiatives that reach out to target groups such as the less privileged, vulnerable, unskilled, young people, unemployed, and the general citizenry. They counsel, provide reorientation and motivate them towards positive goals, virtues and values that assuredly impact them and the society. Also, data analysis indicates, SEs have helped in building the character and conduct of people in the society, aided in making children useful and understand life better through education, sensitizing rural dwellers on the benefits of savings through financial advisory services. They have also provided knowledge and support for pregnant women through pre-natal and post-natal periods. SEs have also promoted the focus on facts dissemination to the general public and, helped in curbing the exploitation of fault lines within our environment (such as religious, political, ethnic, and economic sensitivities),

while ensuing a focus on access to information and demand for public accountability especially of public funds. They have engendered greater interest and engagement by citizenry to contribute to the change process they desire. Doing so have influenced the nature and character of social enterprises operational and influenced their evolution.

''There is greater recognition by the regulatory bodies on the voids being filled by their activities'' (RA 1).

The data analysed highlights the important roles democracy has played in assisting SE development. With the advent of the democratic era, it is much easier for people to engage in the creative nuances and contribute to the change they desire in the society, unhindered. This freedom would not have been guaranteed under the military era. Democracy has raised consciousness and provided freedom for conversations on transparency and participatory governance. SEs are playing roles that promote the consolidation of the democratic process and institutions, carrying citizens with knowledge and skills to engage the democratic process. With government's resurging desire and drive for an ethical re-orientation in the society, SEs have found partners in government in their organisational activities. Various levels of government, federal, state, and local government, and agencies have partnered in activities of SE to further governmental interest in areas they found to be expedient. The nation's law enforcement agencies have partnered with human rights advocacy, SE to promote its activities, while local government have partnered with orphanages in Kaduna state, for example, to carter for homeless and orphaned kids. Also, government has partnered in capacity building activities of SEs.

'' the recognition by security agencies that they can also work with non-profits to amplify their activities because before the advent of democracy Non-governmental organisations (NGOs) were seen as opposition. NGOs were seen as only fighting for democracy but once democracy came in, there was a move of a kind of reversal of roles government wanted to communicate more with the people. The people were still not satisfied with the way government is communicating so NGOs like ours stand in the gap to serve as a bridge between the people and government……. realisation that we play a critical role in informing the public in helping the public understand the dynamics of the security situation in the country…… something that the police has come to realize'' (SE, 8).

While some SEs have found partners in government in their organisational activities, others have not been that fortunate. Governmental regulations have hindered the progress and development of SEs, especially as regards the uncertainty in terms of the lack of coherent regulatory body and regulations for SE. Existing financial regulations have stifled revenue

generation, while the flux nature of regulations in different sectors of the economy that SEs operate have affected the ability of SE to plan for the future.

With the coming of the Democratic dispensation, there has been a better willingness by international organisations to engage with SEs in Nigeria. The awareness, recognition and desire of international organisations to finance and support SEs towards the development of their organisational capacities, outreach, and to bring about social change in the communities they operate, have been positive. International development partners such as Department for International Development (DFID), UK, Christian Aid Organization, Schwab, and Ashoka amongst others, have provided financial and material support to SEs over the years in promoting their social agenda. However, contemporary global economic situation has seen the scaling down, and the winding down of international funding to SE. The awareness of, and the urgent need to acquire alternative means of funding to ensure sustainability of SEs, have led to the shift towards development of commercial component to their activities. By commercialise operations, it enables them generate revenue to sustain their social goals. The prevalent restructuring of operations trends, which was highlighted in SEs examined, was acknowledged as an indicator for the future of SEs in Nigeria to ensure their sustainability. The views below of SEs highlight this situation.

''We think that with time and its already happening, donor funding is going to stop……. It's time to begin to think independently on how to raise funds from our projects…….. To begin to think on fee for service activities…… There is no law that stops you from doing fee for services'' (SE, 17).

While the SEs highlight the awareness of the need to generate income, it is worth noting that the reasons expressed were similar between the SEs that expressed the dwindling in donor funding as the motivation for such efforts.

''These days since the global melt down, a lot of funding are no longer coming to some NGOs. So, most NGOs kind of metamorphose into being a SE which means you charge for service or you make a way of generating income for the purpose of sustaining your business'' (SE, 2).

Interestingly, other SEs were motivated by the awareness of underlying need to be able to continually fund their operations and have a sustainable financial stream that supports their social dimensions.

''….You need to find ways of making money and begin sustainability and that means how can you generate money from your vision…'' (SE, 3).

Other SEs expressed similar opinions as to motivation for income generation. While some SEs have commenced the process of developing an income generation component to their initiative, others were yet to operationalise such ideas.

''At the moment we are working towards starting a school that will help us to generate funds to run the ministry'' (SE, 13).

Similarly expressed,

''What we would do in the future time is to go into some other venture that would support the work basically that is what we are doing now. Something that will support the work to make us go far as we intend to go'' (SE, 31).

The personal experiences of social entrepreneurs are another important factor that shaped SE in the Nigerian context. The self-discovery of awareness through formal and informal educational opportunities shaped social entrepreneurs understanding of their activities better. Social entrepreneurs through life events, personal search for awareness, participation in international social entrepreneurship training events, personal experiences in the public sector, interactions, created and evolved their overview of the conception.

''In 2006, I had travelled to Social Enterprise Alliance, I think August in Atlanta to speak about Social Enterprise in Africa, ask me what I mean by social enterprise, I had no idea, and I did some research and I realised….'' (SE, 4).

Data analysis suggest that personal enlightenment of social entrepreneurs led to the evolvement in the usage of the nomenclature Non-governmental organisation (NGO) or Non-Profits/Not-For-Profit or foundation, to the usage of the term social enterprise. Especially so, as the changes were a strategic step for those SEs, with conscious efforts made in modelling organisations to that they had learned through personal enlightenment at international fora and online media. Interestingly, the regulatory organisation for small and medium scale enterprises in Nigeria acknowledges the understanding of NGOs as SE.

''We see more of NGOs in Nigeria as social enterprises…'' (RA, 1).

This understanding did have a profound influence on the understanding and operations within the Nigerian context. While personal experience played key roles in the evolvement of SE, it was also a motivation for individuals in establishing SEs. Analysis of data reveals happening and occurrences in the lives of social entrepreneurs influenced and played pivotal roles in their desire to establish social enterprise.

''I think the Organisation was established in 1956, one key thing was the fact that the founder of the Organisation had an accident and he became blind and he felt that when he

founded the Organisation, he will be able to help support other blind people in the Common Wealth Countries'' (SE, 14).

As highlighted above, the motivation to establish SE solving different issues were based on the personal experiences social entrepreneurs faced; some by virtue of disability, or being denied a service, while others due to witnessing the afflictions of others.

5.3.1.3 Culture

The analysed data suggests that within the Nigerian institutional environment, culture plays an important role, both positive and negative, in its influence on the nature, character, and development of SE. Nigeria is a culturally sensitive heterogeneous nation, SEs operational within this environment have had to contend and adapt with, the cultures of the diverse populace they serve in their activities. Cultural diversity was considered in the design of medical, financial, educational programmes, advisory and outreach programmes. Cultural factors such as the mode of dressing in multi-ethnic Nigerian environment did influence the way SEs staff have had to dress in the various communities they operate.

''It depends on where we operate, when we operate in ..... If you go to the north for work, our dressing has to change .... We also appreciate the value that we all have as a country. When you are in Abuja, you can dress the way you want, when you are to go see traditional or religious leaders, you know how to dress'' (SE, 17).

The cultural sensitivity, in terms of attires worn by staff in performance of their operations played a role in how the communities perceived and accepted their solutions. Also, cultural sensitivity to the multitude of cultural dialects within the society played a role in the development and communication of solutions in the environment. Especially, given that some individuals were discovered to be more conversant with their local dialect in various communities SE operated, the need to take cognisance of this, was deemed important. Notably, however, English, the official language used in communication within the Nigerian environment assisted SE operations as it is widely understood and used within the environment. It is noteworthy that culture was seen as a motivator to engage in SE, as such SE viewed the African culture, especially, the moral values inherent as a good influence on society and something they believed was worth inculcating and promoting.

''Culture Influences significantly how our projects are delivered, so we take cognisance of cultural diversity '' (SE, 14).

It is noteworthy the acknowledgement by SEs on the role culture played in driving and shaping their initiatives. Their conduct was not left out by such influence, as highlighted below SEs took cognisance in their operations:

''When we go to the communities, we have to be sensitive to the cultural values of the community we are working in. There are certain norms the communities have and therefore you reach them you have to check your approach to meet with their cultural values'' (SE, 15).

SEs were confronted with some cultural influences which were viewed negatively: firstly, the fallacy that the customer was never wrong and always in the right in his actions; secondly, the erroneous notion of microcredit loans are individuals' share of funds from the national purse. The existence of an organisational culture of ''the customer is always right'' featured, widely. This predisposed view influenced the nature and character of SEs, especially, in how staff relate with customers, as the customer, was viewed never to be wrong, even if they were. Such a fallacy was noted, as a widespread business culture that created a sense of inherent prejudice on SE, especially, when their staff related with their clients. The negative ramifications of such culture to organisational character, SEs relayed, it exposed their operations to, but were determined to continue as long as it keeps their clients happy and satisfied with the services offered.

''We are a service-oriented company, so whatever it is you do, we do meet people coming in and shouting I will close my account, I will do this, I will do that and you find yourselves begging because the customer is always right. So, I think we too are keeping the part of the culture of business the customer is always right'' (SE, 24).

Another alarming culture being reported by SEs in the micro-credit sector, was the erroneous believe that micro-credit loans given were their share of funds from the government's purse, ''their share of the national cake''. This view was said not to be restricted to the microcredit sector alone, but as it pertains public funds in general. These erroneous beliefs have created a sense of indifference and default culture to repayment of micro-credit loans given by SEs. The beneficiaries of such initiatives tend to be swayed by the narrative of such funds being a government intervention, and an opportunity to collect without repayment what they deem their entitlements from the government treasury. SEs are actively providing enlightenment to counter such existing institutional cultural beliefs that has hindered the progress of SEs that offer micro-credit facilities.

'' When it comes to cultural values one of the problems we have is that generally our people believe that eh when there is an establishment, it is government outfit and government is out

for social welfare so any money that comes through us they feel its government money and they take it and they feel it's their share of the national cake'' (SE, 21).

Additionally, the cultural notion of empowering the male gender instead of the female sibling has been a challenge to the activities of SE. It was noted that educating male offspring were viewed with more importance than their female contemporaries. Some cultures still place greater premium on the male children and, confer greater rights, privileges, and importance to them in the society, than the female gender. This influences their preference to educate and empower the male gender given the opportunity, albeit before considering their female counterparts. Also, the female gender was perceived not eligible to engage in trading activities in some cultures, as it is considered the role of male gender. This perceptions, practices, and stereotypes constitute a challenge to SE operating where such notions are held, needing greater advocacy and awareness to change deeply entrenched cultures.

''... you know people wanting to send more of men, the boys, the youth instead of girls, you know and our main objective we realize that there is a lot of consideration on empowering men, it is very difficult trying to convince families, fathers, husbands to let their wives come for a better future, empower them''(SE, 10).

Overall, culture was an institutional factor influencing the nature and character of SE.

5.3.1.4 Religious Influence

The data analysed suggest that religion plays an influential role on SE development and evolution in the environment. In Nigeria, while Christianity and Islam are accounted as the two major and dominant religions in the country and play key roles on the entire facets of human endeavour within the environment. It is also referred to as a major fault line in the environment, requiring conscious pro-activeness of SEs to the religious sensitivities in the communities they operate. The desire to inculcate values to the society are influenced by the dominant religious prescriptions in the Nigerian society. SEs advancing ethical re-orientation have done so drawing on and advancing religious prescription. With faith-based SE on the rise, with religious groups' affiliations, the results indicate faith-based SE remain unregulated.

'' People don't think these are making a lot of difference and they still see a lot of division around ethnic lines, religious lines, political lines'' (SE, 4).

SE reported consideration of religious issues in the design of medical programmes, financial services, educational and outreach initiatives. Examples are given of the beliefs of a religious group, Islam, as regards financial services, such as interest free banking, not investing or

benefitting from proceeds that have to do with alcohol, gambling, and prostitution services. Hence, SEs that provided financial services in such an environment, these considerations were factored into the type of services offered. Also, for SEs in the medical field, such religious sensitivities were recorded in medical procedures, and vaccination issues, particularly, in the Northern part of Nigeria, where religious prescriptions were inappropriately appropriated as a reason for rejecting vaccination.

'' Those issues that have to do with religious issues that say don't borrow and another form of religion tells you even if you borrow no interest, don't pay interest on that. Those things also affect'' (SE, 22).

Another perspective emerging from data analysis indicates the support from religious bodies promoted the social goals purveyed. SE Partnered with Churches (widows, wives of pastors) in distributing item, cash gifts to members in the performance of their social aims. Also, through the instrumentality of religious organisations, SE have been assisted in the understudied context in terms of funding. The regular donations from churches to SE, has been a source of income and, an institutional factor that has assisted in the sustainability of their organisation. Also, the international Christian Aid Mission has assisted in funding SE which played a key role in advancing the reach of their solutions within the environment. Such religious factors have influenced the development of SE. Religious influence accounted for the establishment of SE, as divine knowledge from God was relayed as the motivator to engage in social enterprise.

''why we found out that the home like this is needed, it's because of the problem the lord opened our eyes to see, children in need (Organisation 30)''

The Christian and Islamic religions did influence and shape the kind of virtues and moral formation inculcated in the trainees. Especially, as the religious prescriptions were predominantly relied upon by faith-based SE, while those that were not faith based still drew the foundation of moral and ethical values being purveyed from religious beliefs.

5.3.2 Formal Institutional Elements

This section examines and discusses the formal institutional elements, emerging from the data analysis, such as regulatory framework and registration/legal forms are explored in this section.

5.3.2.1 Regulatory Framework

The analysis of data suggests the absence of a coherent institutional delineation, structure, support, and knowledge of SE. This is informed by the lack of a comprehensive regulatory framework, bureaucracy, and laws with a purview primarily on SE within the Nigerian environment. The law does not formally recognise SE, as the Company and Allied Matters Act (CAMA) 1990 that deals with the registration of all legal entities within the environment, only recognises generic legal forms in which some SE choose to encompass: such as, Limited Liability Companies, and Incorporated Trustees (widely considered as NGOs). Therefore, the absence of a coherent framework that provides for legal forms primarily meant for SE, hinders their ability to operate within the complete context of a SE. And thus, exempts them of the attendant benefits of such coherence in the SE field. A regulatory agency, Small and Medium Enterprise Development Agency (SMEDAN), charged with the responsibility of regulating and supporting small and medium scale enterprise, states, within the Nigerian environment, NGOs are SEs. This view is widely held by some of the SEs.

'Incorporated trusteeship (the legal of this particular SE) in Nigeria basically means NGO'' (SE, 4)

This understanding did have a profound influence on the understanding and operations within the Nigerian context.

''The fact that we don't have a clear regulative framework for social enterprises is a major problem and so even if you go to the corporate affairs commission registry, there is no recognition of a social enterprise, so you still have people registering as limited liability company or registering as NGO that are wanting to function as social enterprise. I think that major hindrance to our social enterprise I think hindrance to our social enterprises, as you claim to be a social enterprise, but the law does not recognise you'' (SE, 16).

The results suggest the lack of informed distinction and clarity between a SE, NGO, and Non-profit. While some social entrepreneurs held the view of SE as a revolution of traditional NGOs, some others held that, Non-profits are charities. Other SE believe there is a thin line separating SE and NGOs, particularly related to, their business mind-set and revenue generation modes.

These organisations, Non-Profits, Non-Governmental Development Organisations, Non-Governmental Organisations, all considered themselves Social Enterprise. Are they SE? The lack of institutional guidance has not helped. As SEs have resorted to self-discovery in their

development and evolution. More so, as they have evolved unhindered, with no institutional prescriptions or guidance.

''There is no organisation regulating Non-profits in Nigeria'' (SE, 4).

The lack of a coherent institutional framework to help inform distinction and clarity on the conception via validated institutional prescription has created a lot of uncertainty for SEs.

''I did not even call PIN a social enterprise, until 2010 when we were called social enterprise. I called us a non-profit, I called us an NGO, in Yoruba it means stupid, or they call it NGO and I laughed about it. It was 2007 April when someone told me actually, I can't remember his name now, incidentally the Vice-Chancellor of one of the new Universities in Nigeria, he had said to you know there is a social enterprise kind of thing in US at that time he already knew a lot about social enterprises and all that, and that was the first time I heard about the phrase, oh sorry, the second time. I did research on it. In 2008, I went for a course….in 2010…..I was formally baptised into the social enterprise space at Slovenia University. Then I banned my staff from the word NGO and began to buy into the social enterprise (SE, 4).

Despite the absence of a government bureaucracy, law, and regulatory framework that articulates a coherent SE policy, the governmental bureaucracy in the various sectors that SEs function have played positive but yet, limited regulatory roles. The laws, regulations, and public policies that govern various sectors of the economy have influenced organisations operating within such organisational field, and SE are no exemption to conform to such formal institutional dictates. In the Food and Drug sector, the existence of a proactive bureaucracy, the National Agency for Food and Drug Administration and Control (NAFDAC), have taken an active role in regulating, partnering with, and promoting SEs solutions to social issues that are within their purview. In the microcredit sector, the Central Bank of Nigeria and National Deposit Insurance Corporation (NDIC) played key policy, regulatory, and supervisory roles in their operations. Yet, overall, the lack of institutional support is a reoccurring issue for SEs that has hampered their development. The bureaucracy's lack of foresight, capacity and creativity to keep up with the dynamic environment has left SE to carve their parts with minimal government's support. Consequently, SEs are viewed as playing a self-regulatory role in shaping the matters than pertain to them in environment.

''I would say the non-support from government, both Federal, State and Local government'' (SE, 15)

5.3.2.2 Registration/ Legal Form

The data analysed suggest that all entities operating in Nigeria are statutorily required by law to be registered with the Corporate Affairs Commission (CAC). The Company and Allied Matters Act (CAMA) 1990, is a law that provides for the incorporation and registration of legal entities. Results indicates there are three parts to the aforementioned law, Part A, Part B, Part C. Organisations with charitable social purposes were categorised under the Part C, 'Incorporated Trustees'. There is no specific registration for SE in Nigeria. The law does not formally recognise SE, as the Company and Allied Matters Act (CAMA) 1990 that deals with the registration of all legal entities only recognises generic legal forms (such as Non-Governmental Organisations) in which SEs choose to encompass. Of all the thirty-one SE interviewed, only one was not registered with the CAC. For the one SE not registered with the CAC, data analysis indicates a conscious act of refusal to register due to what was suggested as high cost of registration. However, the SE registered in New Zealand, but operates in Nigeria. This situation was deemed uniquely odd. While information is available on diverse legal forms that social organisations could encompass within the environment, it was interesting to note the view of respondents of social enterprises being non-governmental organisations, albeit innovative forms.

''We see more of NGOs in Nigeria as social enterprises…'' (RA, 1).

The view of the regulatory agency brings to fore the lack of regulatory clarity within the field. However, it highlights the prevailing understanding within the environment:

''SE is kind of revolutionising the traditional NGOs'' (SE, 2).

With the differing legal and organisational forms utilised by SE in the environment, they ranged from, Non-Profits, Non-Governmental Development Organisations, Non-Governmental Organisations, Charities, Foundations, Incorporated trusteeship, Limited by guarantee, International Development Organisation and Limited Liability company. SEs referred to these various legal and non-legal forms as what they were registered. These articulations, the diverging views of legal forms provide insight into their different understanding of SE. Interestingly, one of the legal forms, Limited by guarantee, was noted as allowed SE trade, and was the legal form utilised by some of the more recognised SEs. This legal form was considered and approved by the highest legal head, the Attorney General of the Federation, after the CAC process, to confer such status (legal form – limited by guarantee). Analysed data indicates this process normally took a long time and it was cumbersome. While the ability to trade was a prominent feature of the limited by guarantee legal form, other SEs who acknowledged a

differing legal form, and maintained there was no law guiding or restricting them from performing commercial activities.

''Limited by guarantees are companies that are able to engage in business and to an extent because the law permits them to do, and the procedure is quite vigorous……you need the ascent of the Attorney General of the Federation and sometimes it takes three to six months before the application is approved'' (SE, 12).

A prominent feature in the analysis of data indicates, the various specialised sectors or communities in which SEs operate, there were professional governmental agencies they needed to register with. Among these agencies include the Economic and Financial Crimes Commission (EFCC), Standards Organisation of Nigeria (SON), Central Bank of Nigeria (CBN), Ministry of Women Affairs, and Nigerian Police Force. For International SEs, three were termed Non-Governmental Development Organisations, NGDOs, with headquarters in the United Kingdom and United States of America. They indicate that such international SEs were meant to register with the National Planning Commission (NPC), which they all complied with. The NPC registers and regulates NGDO in Nigeria. They regularly submit annual reports of their activities and audited financial books. Examples were given of inspection of project sites by NPC staff of the NGDOs. Therefore, when it comes to regulations, different SE tend to have different regulations to comply with.

''Legally speaking, the only law that regulate are CAMA, then FIRS your taxes, and then possibly it is a professional organisation that you need to pay some professional taxes'' (SE, 17).

Depending on the sector in which these organisations operated, different governmental agencies had requirements and purview on their activities. An SE involved in the health sector noted:

'' Mainly the ministry of health, the planning commission they are the key regulatory bodies…. We are involved in health activities ...'' (SE, 15).

5.3.3 Institutional Weakness Elements

This section examines and discusses Institutional weakness elements emerging from the data analysis that provide insights into the socio-economic realities in the environment that depicts the existent voids, and their roles, are explored.

5.3.3.1 Socio-Economic Realties/ Unmet Needs

The data analysed indicate the prevalence of widespread economic downturn within the environment, characterised with people barely able to feed, house, cloth, and meet up with their basic needs in the society. As findings suggests, the reality of economic hardships and extensive poverty within the society, with individuals and families living below the United Nations accepted standards in the society are evidences of such realities. Also, there was an indication as to a high level of unemployment, as SEs complained of the availability of capable and willing individuals wanting gainful employment, but then, the vacancies were limited or non-existent to carter for the huge numbers. The lack of regular electricity supply by the power distributors, necessitating the utilisation of alternative sources (generating set, solar panels, and inverters) at higher cost to SEs operations, was relayed by SEs as another circumstance they faced. Furthermore, the recent surge in transportation cost due to the dwindling oil prices was a limiting factor to SEs within the society. Staff of SEs were affected with such higher costs that necessitated the augmentation or provision of palliatives to cushion such effects, while at higher cost to SE. Some of these economic challenges SEs suggested were caused by the recent global financial crisis. It was perceived to be a major factor that created a downturn in the environment, and for SE development. These factors have impacted both positively and negatively on SE. Positively, in the sense that these negative economic realities account for the services being provided by SEs, as these negative social issues have created opportunities to be explored that have helped SE to thrive. Conversely, however, some of these issues bare on SEs in increased running cost, and therefore, with the poor state of the economy, makes it more difficult for SEs to achieve profitability and sustainability in its operations.

''...This week we are gonna have to pay some money to staff for the difference in their transportation cost because in the last few days and weeks it was expensive getting to work'' (SE, 4).

While the SEs highlighted here were impacted by higher operating cost, SE 4 reveal the were specifically impacted by higher transport, and SE 24 were impacted by the lack of electricity.

''...We having been running on generators from morning, till we close ... The day a customer walks in even if its just one, its like a hotel, if there is one customer you most run the generator 24hrs'' (SE, 24).

Beyond limiting the findings on the adverse economic outlook, the analysis of data suggests policy challenges within the environment that militate against SE development. Firstly, the incidence of multiple taxation, which SEs had complaints of and the stifling and constraining

nature of such tax payments to their operations and developments. SEs did indicate the Federal Inland Revenue Service (FIRS), the regulatory agency charged with the collection of federal taxes, while states within which SEs operate do have a separate tax agency and system that organisations are expected to comply. Analysis suggests the existence of divergent views as to whether SE are taxed or not. On one side was the view that SEs were not being taxed, on the other side, was the acknowledgement of being taxed. Secondly, the prevalence and expanding culture of corruption within governance institutions and beyond have been a drawback to SE operations. With corrupt practices bewildering business processes, governmental activities and beyond, SEs are confronted with this dire challenge in the environment. More so, it has casted a negative perception of the environment, limiting the willingness of international organisations to donate, partner, and collaborate on activities of mutual benefit. Therefore, SEs were alluded to increasingly engage in advocacy roles, that provide and advance institutional mechanisms and solutions that can help towards limiting and curbing the corruption scourge.

*''The character and conduct of people in our society, the level of corruption in the society, misconduct in public or civil service and all that is very much a vital factor to get into this enterprise to see what we can do to reach out to people to change people's behaviour in the society'' (*SE, 13).

The need for civic reorientation, especially on the need for probity within the public service space were reflected in the initiatives engaged by these SEs. Reasons were alluded for such lack of probity within public service.

*''Years of military rule unfortunately makes it difficult for some government agencies and all politicians to understand that under democratic government the people have power and so when a person rig themselves into election there is a lot of corruption and it affects service delivery. So realise that people who go into power to rule don't really have the interest of the people so they are there for economic gains, in fact politics is seen as an opportunity for you to get rich and everybody wants to be a politician because it is the easiest way returns can be made on investment if you understand'' (*SE, 8).

The precarious security situation in the environment was another finding emanating from the data analysis to be an influence on SE. They alluded to the challenges in the country, over the past couple of years to have had a profound influence on their activities. The effect of the Boko Haram insurgency and the Niger-Delta militancy situation were profound. This influence could be viewed in the positive and negative. Negatively, it has hampered activities of SE in such areas as they have lost staff and valuables to the terror group's dreaded activities. Also, millions have lost their sources of shelter and livelihood (farming) from the carnage of terror. Thereby

discouraging staff from engaging in activities there, living million homeless, orphaned, destitute, and in despair. Whilst the situation has affected SE negatively, it has also created an opportunity for them to thrive in providing solutions to these locally embedded problems brought about by the activities of the Boko Haram terrorist group. The security challenges in the Niger-Delta caused by the unrest from militant groups' activities in the region were noted, the rampant cases of kidnapping, arm robbery were also security challenges that were highlighted more prominently as hindering the activities of SE.

''There are problems most especially like this Boko haram for instance, nobody wants to establish a company where there are problems, but in Nigeria they try to control us to see that …we move out in stages to meet up our people's desire that's what we've been doing'' (SE, 20).

5.3.3.2 Bridging Institutional Voids

The analysed data suggests to the provision of social services, protection of life and property, and governance to be the primary responsibility of government in the society. Findings reveal these are what the society expects and demands from its government. However, due to the inability of government to meet the needs of the environment, SEs are complimenting governmental roles in provision of social services, protection of life and property, and governance. SE playing roles traditionally performed by governmental institutions. The need to reach out to people un-catered for by the government, due to the inadequacies within the developing environment, has necessitated SE to play roles geared towards bridging intuitional gaps.

''In a country like ours, developing, you can rely on the impact of social enterprises, because there are a lot of voids in the system, you know there lots of gaps in the institution that we have, and social enterprises are going to play significant role'' (SE, 5).

SEs have contributed in activities ranging from bridging the communication and awareness gap between the government and citizens, to carrying citizens with knowledge and skills to engage the democratic process. Others are making contributions in terms of infrastructural facilities, social and economic empowerment in health, education, security, general wellbeing, and human capital development.

'' …Ordinarily in a big country especially Nigeria, social services are supposed to be provided by the government, but we find ourselves as NGOs providing some of those social services'' (SE, 17).

In the health sector, an example is given of how the scourge and high incidence of counterfeiting has eluded governmental efforts to combat, especially as regards malaria drugs. SE has keyed into this void and provided solutions to the scourge that had eluded authorities.

*''Social enterprise basically helps in plugging in gap where ….in an ideal country you know certain things that the government should do but that is not doing, so that were most social enterprises come in they help to filling that gap that exist and were government is not providing us that service'' (*SE, 6).

Furthermore, SEs are purposefully filling gaps unmet by government on maternal health: they have provided a platform and community of pregnant women whom they support through pregnancy and post-delivery. Also, medical services have been provided to those faced with tropical diseases and eyes challenges in poor communities, neglected by the government that puts them at a disadvantage, and thus, providing them with a path to their better participation in the society - socially and economically.

*''If you think of an NGO, so you think of it as an NGO these days because you are doing things in which the government should have done, that they are unable to do. These days, we should be honest that the government alone cannot solve all our problem. We as individuals in the society we are thinking of creative ways of solving our challenges. So, SE, my SE is solving problem of education mostly, others are in health care, whatever, agriculture and the rest.'' (*SE, 2).

Similar views expressed reinforces the intervention roles of SE within the environment at performing, hitherto, exclusive governmental roles.

''For a country like ours, developing, you can rely on the impact of social enterprises you know because there are lots of voids in the system you know there are lot of gaps in the institution that we have so social enterprises are going to play significant roles'' (SE, 5).

While SE in the health sector have contributed to bridging institutional gaps and weakness in the environment, results indicate the key roles played by micro-credit in providing SEs in economically empowering the rural farmers and traders through micro-financing and saving platforms. More so, SEs in the microcredit field are providing flexible financial services to those who hitherto had no access to such in their environment.

*''We discovered that our people make money and they keep it under their pillows in place that are vulnerable to thieves …. The nearest location which use to be about 30 minutes travel, and, in the process, they were waylaid by robbers….'' (*SE, 21).

The inability of government to carter for rural farmers, petty traders, and those at the bottom of the economic pyramid has engendered SEs to devise creative means of alleviating poverty in various rural communities.

*'' The goals are to primarily reach the unbanked and underbanked within Jos'' (*SE, 23*).*

The need to carter for the social and financial needs of the people in providing services and platforms that engender the alleviation of poverty accounted for the efforts of these SEs as reflected below.

*''...Empowering the economically active poor so that will reduce poverty and empower their livelihood'' (*SE, 22*).*

Other than the interventions of SE in providing financial services and poverty alleviation, analysis indicate SEs have provided services aimed at protecting the vulnerable in the society. These group of people include prostitutes, destitute, and orphans that have mostly been abandoned by the government. Thus, necessitating SE stepping in with creative platforms that reform those vulnerable individuals in need, inculcating moral values in them, impacting vocational skills and formal education that enables them to become responsible members of the society that are able to add value to themselves and impact on the larger society.

*''Making those children useful, making those children know what is called life, letting them have a mother which they never had, giving them a hope which they never have and of cause letting them go to school ...'' (*SE, 29*).*

Overall, despite the lacklustre institutional support by governmental institutions SEs are purposefully, and creatively tackling social issues in the understudied environment in information communication technology, English language literacy, fact-based information dissemination, counterfeiting, maternity enlightenment and support, law enforcement, human rights, electoral reforms, prostitution, poverty, basic infrastructural facilities, and unemployment. Furthermore, those issues that relate to the character and conduct of people in the society in terms of morality, accountability and transparency issues, public service misconduct and corruption, and arbitrariness and impunity by state actors and agencies are being tackled by institutions like SE in Nigeria.

5.4 **Findings Objective Two - Organisational Value**
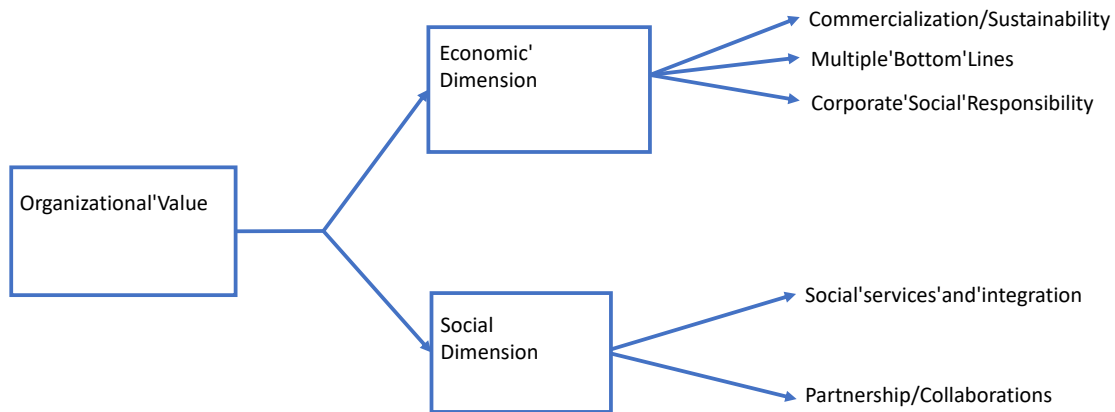
Figure 4 Theme, Categories and Sub-Categories from Second Findings

5.4.1 Economic Dimension

This section examines and discusses the economic dimension emerging from the data analysis, such as commercialisation/sustainability, multiple bottom line, and corporate social responsibility are explored.

5.4.1.1 Commercialisation/Sustainability**:**

In the pursuance of the aforementioned primary objectives of SE, the consideration for the need to pay attention on the need to generate revenue through commercialisation of its operations to provide funding for its activities are underscored. SE examined have shown a high reliance on donations from donor agencies and the benevolence of individuals, philanthropist to provide funding for their activities. Some of these organisations had international funding in which regulatory organisations focused on anti-money laundering required them submitting audited accounts and reports of their activities.

"our organisation has received hundreds of thousands of dollars from our development partners over the last 7 years……lately the amount we have been receiving has been on the steady decline from what we are used to"

(SE, 16).

However, there is an awareness of the dwindling of grants and donations that were hitherto relied upon by SE as a major source of revenue. This has led to a focus on developing a trading component in SE structure that enables it generate revenue and attain profitability to ensure its continuous operation. SEs are charging fees for services rendered to generate revenue, and also, engaging in other business concerns that provide funds to support their social activities. Social entrepreneurs acknowledge the drive towards self-reliance as becoming an important agenda the organisational field's reality have necessitated.

"...one of the things that we do to generate revenue as an organisation is ahm......we write publications, we do research".

(SE, 3).

Although SEs expressed awareness, there was no evidence to suggest that most SEs have developed this dimension of the desire for self-sufficiency to a large extent. A few have begun to explore such.

"we engage in consultancy services, rent our office space to generate revenue that are reinvested in our social course"

(SE, 8).

Interestingly, some SE were already operationalising their income generation awareness, a sustainability model from the onset of their initiative, as described below.

"I wasn't interested in being a business man to beg money to money, you know it is not a sustainable model"

(SE, 4).

5.4.1.2 Multiple Bottom lines

The analysed data suggests within the SE organisational environment, there is an emerging awareness and movement towards the attainment of multiple bottom lines in the organisations. Not only are SE concerned about advancing socio-economic benefits to a target group, there is an emerging awareness and emphasis towards generating revenue, ensuring profitability, and environmentally friendly behaviour in the course of their activities, which enables the sustainability of SE's operations. Within the SE organisational environment, there is an awareness of the dwindling of grants and donations that were hitherto relied upon by SE as a major source of revenue. Thus, necessitating the desire to develop their organisational capacities, and the ability to earn income that would ensures their continuous existence and

fulfilment of their core social aims, are relayed to have majorly led to SEs purveying multiple bottom lines.

Another reason for the value purveyed by SE, data analysis indicates, is the emerging awareness and exchange of knowledge within the SE organisational field. The experiences of social entrepreneurs in organisational field overtime in their operations, through research, participation in SE fora, membership of international SE bodies such as Schwab, Yunus Centre, and Ashoka have been a source of knowledge that have impacted on their understanding of the concept. These gained understandings in the organisational field, analysis suggests have invariably influenced the promotion of the achievement of various bottom lines as a value, simultaneously by SE.

Analysis informs, not only are SE concerned about the revenue generation to support their existence overtime, the moderation of the impact of their activities on the environment simultaneously is also underscored. These socio-economic value driven organisations are concerned with responsible business practises that ensures their activities are conducted in eco-friendly manner. This concern ensures activities are not hazardous to the environment, and the world is left in a better state for the future generations. This mind set, and ethic are reflected in the code of practice a leading SE in the organisational environment developed and adopted as a manual for its activities and is widely being referred to in the organisational field. As noble and social a cause as it might seem, such ethics adoption was carried out to ensure such organisations met up with requirements of donor agencies.

5.4.1.3 Corporate social responsibility:

There is an awareness within the organisational environment that SE is increasingly used by Multinational Corporation as an outlet to advance their corporate social responsibility. These social enterprises have added value to educational, health services within the country through scholarships, and renovation of structures, provision of supplies Although the endeavour is noble, it is not altruistic and thus, undertaken for economic gains. As increasingly, the populace has demanded that multinational organisations provide more benefits to the communities in which they operate. In doing so, these organisations are able to gain acceptance within the environment, as there has been cases of frictions, agitations and sabotage in communities against multinational corporations operational within their environment

"An emerging trend has been big companies such as Dangote, MTN establishing social enterprises to pursue their CSR initiatives in various communities they operate....They are operating in large scale with a lot of publicity to what they are doing in the country. "

(SE, 30).

5.4.2 Social Dimension

This section examines and discusses the social dimension emerging from the data analysis, such as social services and integration, and partnerships and collaborations.

5.4.2.1 Social services and Integration:

Data analysis indicate pertinent social goals being advanced by SE and providing solutions to multitudes of problems. These values converge around social and economic values. They range from creativity, empowerment, poverty alleviation, furthering of public enlightenment, engagement in conflict mediation, promotion of inclusion, advancing of economic productivity, to community development, strengthening institutional systems, promoting social responsibility and environmental rights, and promotion of cultural and ethical values.

''Making those children useful, making those children know what is called life, letting them have a mother which they never had, giving them a hope which they never have and of cause letting them go to school ...'' (SE, 29).

The analysed data indicate within the SE organisational field, there is an urge and movement by SE towards facilitating activities that provide economic inclusion in the society. Rightly so, as analysis suggest SE provide solutions to embedded contextual problems, and with the apprehension on the growing numbers of the economically disadvantaged and excluded within the society.

"It behoves that SE organisational field are concerned about advancing socio-economic benefits to such a target group, those in the bottom of the economic pyramid".

(SE, 16).

SE provide vocational training opportunities that equip individuals with skills that enables them impact positively on their lives and those of their family in improved living standards. SE in the Agricultural sector have provided training to local farmers on contemporary farming practices. Those in the education sector have provided computer trainings and English language communication application that enables individuals improve their capacities and be better

positioned for gainful employment in the society. The health sector focused SE have contributed towards providing pregnant women with the right knowledge that enables them to have safe pre and post-natal periods. Also, services are provided to those with eye problems to ensure that a panacea to their sight issues are made available to ensure they do not lose their sources of livelihood and excluded from economic viable activities.

''….Empowering the economically active poor so that will reduce poverty and empower their livelihood'' (SE, 22).

SEs in the financial sector have provided micro-credit to small and medium scale farmers and businesses in the local communities that have provided an economic boast to economic activities in the rural society. Furthermore, the financial information provided by these micro-credit providers has helped rural dwellers in managing their financial concerns and advanced their economic inclusion.

5.4.2.2 Partnerships/collaborations:

At the organisational level, SE have attested to their awareness of their strength in coming together, collectively to challenge the system and demand for good policies, governance and citizenship rights in the polity.

"……the bill to that was introduced to stifle social organisations by the national assembly, we had to mobilise against it"

(SE, 1).

 In doing so, they were able to mobilise a massive campaign against governmental policies that were deemed unfavourable to the society. Through the use of their collective advocacy platforms, these firms have been able to translate their power to an influential block that plays significant roles in legislative and governance process in the polity.

"we mobilised the populace in Lagos and Abuja for one of the biggest mass resistances during the unfair hike in the price of oil products during the Jonathan administration"

(SE, 4).

SEs acknowledge that without partnership and collaborations, they would not have been able to achieve as much as they have done so far on its mandate. As the cultural and religious diversity in the country makes it imperative for them to lean and partner on fellow SEs especially when engaging in unfamiliar contexts. Also, these organisations collaborate with local, state, and national government.

5.5 Findings Objectives Three – Conceptualisation of Social Enterprise

5.5.1 Institutional Environment

In conceptualising the influence of the institutional environment on the role of social enterprises in contemporary Nigeria, various elements were discovered to play key roles and they were categorised into three broad categories: First, the informal institutional elements such as institutional apathy, social consciousness, culture, and religious influence; Secondly, Formal institutional elements such regulatory framework, and registration/legal framework; and thirdly, Institutional weakness elements such socio-economic realities/unmet needs, and bridging institutional voids. All these elements within the institutional environment of Nigeria played roles as motivators, drivers, enablers, constraints and shapers of social enterprise. They influence social enterprise behaviour, activities, structure and development. Subsequent sections will provide an overview.

5.5.1.1 Informal Arrangements/Elements

The findings of this study reveal a heterogeneous cultural environment. Culture played a prominent role within the society. The positive and negative cultural attributes influence social enterprise. Social enterprise had to contend and adapt to cultural diversity in their activities. It was considered in design of medical, financial, educational programmes, and advisory and outreach programmes. Also, the mode of cultural dressing and dialect influenced dressing depending on where they operated and how social enterprise design activities. On the other spectrum, social enterprises were challenged by negative widespread business culture of ''the consumer is always right''. Another negative culture was that micro-credit was a free share of government's wealth. Finally, the cultural view that give more premium to male offspring's than their female contemporaries challenged social enterprises. All the aforementioned created an inherent prejudice in their interface and engagements within the environment.

The deeply religious environment is another finding emanating. The entrenched religious proclivities require proactivity and sensitivity by social enterprise in behaviour, design and structure of initiatives. Christianity and Islam played key roles in the facet of every human endeavour. Social enterprises advancing reorientation have drawn from religious prescription in the kind of virtues, morals and ethical values inculcated in their activities. Religious factors informed the delivery of initiatives and motivated the roles performed by social enterprise.

The influence of Institutional apathy due to institutional weakness was a motivation that underlies the development of social enterprise. Indifference by citizens caused by lack of interest and faith in government and negative character attributes that are attributed to years of military rule majorly accounted for the state of apathy in the environment. Also, the lack of probity within public service were noted. The need to enlighten, advocate, and re-orientate citizenry towards positive goals that create social and economic progress to them and society in Nigeria's nascent democracy led to the development of social enterprises. It created opportunities in the society in which social enterprises have drawn to fill the gap. It has exposed them as targets of negative policies of government to curtail their reach.

The emergence in social consciousness on the apathetic behaviour in the environment on the need to inculcate moral values and civic rights and responsibilities influenced social enterprise. The social consciousness was achieved through the personal experiences of different social entrepreneurs in life. This awareness was achieved through personal tragedy, formal and informal learning platforms, and other negative and positive experiences. Democracy and the renewed value ensued to an environment formerly used to military governance helped in bringing about awareness. Also, the awareness on dwindling funding streams shaped action. Overall, all the elements noted above have been motivators for the development and drivers of the role social enterprise play.

5.5.1.2 Formal Arrangements/Elements

The absence of a coherent institutional delineation, structure, support, and knowledge of social enterprise are key findings emanating. This is informed by the lack of a comprehensive regulatory framework, bureaucracy, and laws with a purview primarily for social enterprise within the Nigerian environment. Regulations remain basic, within various governmental agencies playing limited roles depending on the sector such social enterprises operated. There is a lack of informed distinction of the different social economy conception within the regulatory realm. The state of these formal elements hampered social enterprises.

5.5.1.3 Institutional Weakness Elements

The findings of this study reveal plethora of socio-economic realties/unmet needs within the environment. The prevalence of widespread economic downturn, economic hardships and

extensive poverty within the society. The levels of unemployment are high; the state of infrastructure is poor. While some of these challenges add to the operating cost of social enterprises, they majorly accounted for the establishment of social enterprises and the roles they played within the environment. It is noteworthy that the multiple incidence of taxation, corruption within the system limited the activities of social enterprises buy yet, motivated the roles engaged by others. Whereas the precarious security challenges within the country occasioned by Boko-Haram insurgency and militancy in the Niger-Delta have also hampered the activities of social enterprise, it is also created social challenges and been a motivator for the development of social enterprises that provide solutions to such challenges.

The need to bridge the institutional gaps/voids were important drivers for the emergence of social enterprises. The provision of social services, security and governance were suggested as primary functions of government expected by the citizenry. The need to provide for the un-catered by government, due to inadequacies within the developing environment, has necessitated social enterprise play roles geared towards bridging institutional gaps. Social enterprises have contributed in activities ranging from bridging the communication and awareness gap between the government and citizens, to carrying citizens with knowledge and skills to engage the democratic process. Others are making contributions in terms of infrastructural facilities, social and economic empowerment in health, education, security, general wellbeing, human capital development, and financial inclusion.

It is important to note that despite the weak state and basic nature of formal arrangements (regulatory framework and knowledge) in the environment, the informal institutional elements have influenced the nature and character of social enterprise and remain strong elements and forces shaping the initiatives within contemporary Nigeria. While the institutional weakness elements have provided a motivation for social enterprises.

5.5.2 Organisational Environment

In conceptualising the influence of the organisational environment on the role of social enterprises within the wider institutional environment, various elements were discovered to play key roles and they were categorised into two broad categories: First, the economic value/dimension/character such as commercialisation/sustainability, multiple bottom lines, and

corporate social responsibility; and Secondly, social value/dimension/character such as social services and integration, and partnerships and collaborations. All these elements within the social enterprise organisational environment of Nigeria played roles as motivators, drivers, enablers, constraints and shapers of social enterprise. They influence social enterprise behaviour, activities, structure and development. Subsequent sections will provide an overview.

5.5.2.1 Economic Value/Dimension/Character

The findings of this study underscore the high reliance on donations from donor agencies and benevolence of individuals, philanthropist and donor agencies to provide funding for their activities. However, the realisation of dwindling grants – led to greater attention to economic dimension and development of commercial component. This has led to a focus on developing a trading component in social enterprise structure that enables it generate revenue and attain profitability to ensure it continuous operation. While within the field of practice some social enterprises are already generating their revenue, others are yet to operationalise their awareness and desire for self-sufficiency.

Within the organisational environment there is an awareness and movement towards attainment of multiple bottom lines by social enterprises. Not only are social enterprises concerned about advancing socio-economic benefits to a target group, there is an emerging awareness and emphasis towards generating revenue, ensuring profitability, and environmentally friendly behaviour in the course of their activities, which enables the sustainability of operations – multiple bottom lines!

Study findings reveal an awareness within the organisational environment of the adoption of the social enterprise concept by multinational corporations for their corporate social responsibility. While the social alliance here are noble, they are not altruistic, they are done for economic benefit. These organisational knowledge have influenced social enterprises.

5.5.2.2 Social Value/Dimension/Character

Results underscore the primacy of social value/dimension/character of social enterprise.

Pertinent social goals being advanced by social enterprise and providing solutions to multitudes of problems. These values/dimension/character converge around social and economic values/dimension/character. They range from creativity, empowerment, poverty alleviation, furthering of public enlightenment, engagement in conflict mediation, promotion of inclusion, advancing of economic productivity, to community development, strengthening institutional systems, promoting social responsibility and environmental rights, financial advisory, and promotion of cultural and ethical values. Within the organisational field, there is an urge and movement by social enterprise towards facilitating activities that provide economic inclusion in the society. Rightly so, as analysis suggest social enterprise provide solutions to embedded contextual problems, and with the apprehension on the growing numbers of economically disadvantaged and excluded within the society.

At the organisational level, social enterprise has attested to their awareness of their strength in coming together, collectively to challenge the system and demand for good policies, governance and citizenship rights in the polity. In creating strategic partnerships these organisations have been able to achieve uniformity and demand for their collective good. They have brought structure within the field. The awareness within the organisational environment has influenced the institutional environment and likewise.

5.6 Conclusion

This chapter presents results of analysis of data collated from Social Enterprise (SE) and Regulatory Agencies in Nigeria. Data were gathered from semi-structured interview. The generation of sub-categories, categories and themes used in analysing and presenting evidences were data led. Analyses of the data were then presented under the themes, categories and sub-categories generated. Results are extensively discussed.

The next chapter, chapter six (6) presents the discussion of the study.

Chapter 6: DISCUSSION

6.1 **Introduction**

In this chapter, discussion of the data findings of this study is advanced in the context of relevant literature and in relation to the three study objectives:

- To investigate and examine the role(s) the external/macro institutional environment play in the development and evolution of social enterprises in Nigeria.
- To examine the role(s) internal/micro organisational environment play in the character/values purveyed by social enterprise (SE) in Nigeria.
- To conceptualise the role of Social Enterprise in contemporary Nigeria.

6.2 **Findings Objective One - Institutional Elements**

6.2.1 Informal Institutional Elements

6.2.1.1 Institutional Apathy

Institutional environments are distinguished by the level of formal or informal arrangements that characterize the environment. "Transition economies are often characterized by underdeveloped formal institutions, often resulting in an unstable environment and creating a void usually filled by informal ones. Entrepreneurs in transition environments thus face more uncertainty and risk than those in more developed economies" (Puffer et al., 2010, p. 441). It is within such a developing context that social enterprises operate, as data suggests that in the Nigerian institutional environment, there is an indifference by citizenry, caused by the lack of citizen's interest, and faith in government at the local, state and federal levels. There is an unwillingness to engage constructively on rights and responsibilities of citizens, and those obligations owed them by the government as enshrined in the Nigerian constitution. Analysis of data, attributes, years of military rule in Nigeria has majorly accounted for the state of apathy in the environment. As the curtailing of citizens' rights and freedoms, human right abuses, and the arbitrariness that has occasioned military rule (interventions in the polity) has created difficulty for citizens and state actors to comprehend democratic norms of conduct. The arbitrary and authoritarian nature of military regimes were also witnessed in countries like

Spain, Portugal and Italy in the 70s when the military regimes in those countries felt threatened by the rise of co-operative movements which were gaining significant influence and thus their activities were curtailed (Borzaga and Spear, 2004; Ferrera, 2005).

In Nigeria, over the years of military dictatorship, negative character attributes were alleged to have been developed in the Nigerian environment. The data suggests prevalence of corrupt and sharp practices, lack of transparency, public and civil service misconduct, which are widely attributed to years of military rule. The governmental bureaucracy has found it challenging to adjust to democratic dictates, due process and accountability requirements of the current democratic climate. All the aforementioned disconnect has led to resistance to effect desired change from state actors, as those benefitting from the negative trends resist the implementation of reforms. With citizens increasingly becoming disillusioned by the lack of punitive consequences to unabated vices, negative perception is embedded by citizenry as acceptable behaviour, and thus, the indifference to governmental actions. As organisations are products of their environments, the challenges and elements within informs organisational behaviour (Immergut, 1998), as conformity with such confers acceptance by the society (Aguilera et al., 2007). However, rather than conforming to the disillusionment and disconnect within the society, social enterprises have aligned with the need to enlighten, advocate, and re-orientate the citizenry towards positive goals that create social and economic benefits to them and the society in Nigeria's nascent democracy. This has led to the development of social enterprise. In accordance, the establishment and evolvement of social enterprises, is as a result of the apathetic behaviours in the environment. Social enterprises are bridging voids between government and people by impacting positive knowledge and mediating between the government and the governed – similarly to puffer et al. (2010); Rivers-Santos et al. (2015); and Littlewood and Holt, (2018).

Institutional apathy has had both positive and negative bearing on social enterprises. While it has created opportunities in the society in which social enterprise have drawn upon to fill the gap. The condition of apathy within the environment has also exposed social enterprises as targets of negative policies by government to curtail or intimidate them from performing their functions. As in the recent past, social organisations engaging in advocacy against the military government were viewed as opposition political organisations. In the environment's nascent democracy, a social media regulatory bill at the Senate of the National Assembly is an example to government's attempt to stifle advocacy platforms in which some social enterprises rely on in their operations. However, the wide public outcry that the bill ensued, through active mass

mobilisation by social enterprises, amongst others, necessitated the suspension of consideration of the bill by the upper legislative chambers of the Nigerian parliament.

Despite the negative influence towards limiting the effectiveness of social enterprises, they have helped in creating a rebirth in social consciousness. Ntim and Soobaroyen (2013) suggest on the sense of responsibility held by organisations to assume and perform roles that bear no instant and evident gain to them, is perhaps based on the importance organisational players attach to moral values, and thus introduce such to organisations they operate within.

6.2.1.2 Social Consciousness

Social consciousness is referred to as the awareness shared by individuals and groups in a society, usually the mindfulness of the challenges in a community is inextricable from the self-consciousness (Cooley, 1907, p. 676). The analysed data indicates that within the Nigerian institutional environment, there is a resurgence and emerging awareness, with interests in socioeconomic issues by individuals and organisations, and the larger society. Social enterprises are influenced and have influenced awareness in the environment. They are purposefully bridging the communication gap between government and citizens by promoting and facilitating civic education, public transparency and accountability, rule of law, and alternative developmental solutions. Social enterprises' social initiatives are being carried out through mediation, advocacy, training, counselling, engaging, and interfacing with governmental agencies and target groups. Of all the thirty-one social enterprises analysed, it is noteworthy, that all thirty-one, have an educational advocacy or enlightening component.

Data suggest emerging awareness, personal experiences, recognition, and response to social issues in the Nigerian environment have accounted for the establishment, and orientation of goal(s) being purveyed by social enterprise. The social issues being tackled have ranged from: information communication technology, English language literacy, fact-based information dissemination, counterfeiting, maternity enlightenment and support, law enforcement, human rights, electoral reforms, prostitution, poverty, basic infrastructural facilities, and unemployment. Furthermore, those issues that relate to the character and conduct of people in the society in terms of morality, accountability and transparency issues, public service misconduct and corruption, and arbitrariness and impunity by state actors, have served as a motivator for the development and evolvement of social enterprise. The need for solutions (services) did engender initiatives, and thus, provided a justification for the purpose and values purveyed by such social enterprise within the Nigerian context. This understanding can be

situated within the wider understanding of social enterprises to provide a panacea to societies most embedded problems: such as inequalities, unemployment, and integrating some of the disadvantaged members of the society; while also providing clarity (Dees, 1998; Alter, 2007; Defourny, 2009; Defourny and Nyssens, 2008; Teasdale, 2010).

Social consciousness has led social enterprises to evolve and set organisational goals that postures them as civic hubs, promoters of participatory democracy, public accountability, education, and capacity development, research, mediators, and public policy promoters. Social enterprises have advanced social initiatives that reach out to target groups such as the less privileged, vulnerable, unskilled, young people, unemployed, and the general citizenry. They counsel, provide reorientation and motivate them towards positive goals, virtues and values that assuredly impact them and the society.

Also, data analysis indicates, social enterprises have helped in building the character and conduct of people in the society, aided in making children useful and understand life better through education, sensitizing rural dwellers on the benefits of savings through financial advisory services. They have also provided knowledge and support for pregnant women through pre-natal and post-natal periods. social enterprises have also promoted the focus on facts dissemination to the general public and, helped in curbing the exploitation of fault lines within our environment (such as religious, political, ethnic, and economic sensitivities), while ensuing a focus on access to information and demand for public accountability especially of public funds. They have engendered greater interest and engagement by citizenry to contribute to the change process they desire. Doing so have influenced the nature and character of social enterprises operational and influenced their evolution. The orientation of the initiatives of social enterprises, ranging from education to health, micro-credit and advocacy roles can be referred to as consistent with the overriding integrative initiatives reviewed in studies (Kramer, 2000; Kerlin, 2006; Teasdale, 2012; Littlewood and Holt, 2015).

The findings highlight the important roles democracy has played in assisting social enterprise development. With the advent of the democratic era, it is much easier for people to engage in the creative nuances and contribute to the change they desire in the society, unhindered. This freedom would not have been guaranteed under the military era. As stated earlier, organisations are products of their environments, the challenges and elements within informs organisational behaviour (Immergut, 1998). Therefore, with the advent of democracy in Nigeria, its raised consciousness and provided freedom for conversations on transparency and participatory

governance. Social enterprises are playing roles that promote the consolidation of the democratic process and institutions, carrying citizens with knowledge and skills to engage the democratic process. With government's resurging desire and drive for an ethical re-orientation in the society, social enterprises have found partners in government in their organisational activities. Various levels of government, federal, state, and local government, and agencies have partnered in activities of social enterprise to further governmental interest in areas they found to be expedient. The nation's law enforcement agencies have partnered with human rights advocacy, social enterprise to promote its activities, while local government have partnered with orphanages in Kaduna state, for example, to carter for homeless and orphaned kids. Also, government has partnered in capacity building activities of social enterprises. These partnerships can be seen in the perspective of the government being an actor within the institutional environment and the social enterprise an actor within the organisational environment. Thus, through these partnerships, the institutional environment (government) exerts its control on the organisational environment (social enterprise), while the organisational environment gain legitimacy (Scotts, 2004). While some SEs have found partners in government in their organisational activities, others have not been that fortunate. Governmental regulations have hindered the progress and development of social enterprises, especially as regards the uncertainty in terms of the lack of coherent regulatory body and regulations for social enterprise. Existing financial regulations have stifled revenue generation, while the flux nature of regulations in different sectors of the economy that social enterprises operate have affected the ability of social enterprise to plan for the future.

With the coming of the Democratic dispensation, there has been a better willingness by international organisations to engage with social enterprises in Nigeria. The awareness, recognition and desire of international organisations to finance and support social enterprises towards the development of their organisational capacities, outreach, and to bring about social change in the communities they operate, have been positive. International development partners such as Department for International Development (DFID), UK, Christian Aid Organization, Schwab, and Ashoka amongst others, have provided financial and material support to social enterprises over the years in promoting their social agenda. However, contemporary global economic situation has seen the scaling down, and the winding down of international funding to social enterprise. The awareness of, and the urgent need to acquire alternative means of funding to ensure sustainability of social enterprises, have led to the shift towards development of commercial component to their activities. By commercialise

operations, it enables them generate revenue to sustain their social goals. The prevalent restructuring of operations trends, which was highlighted in social enterprises examined, was acknowledged as an indicator for the future of social enterprises in Nigeria to ensure their sustainability. The realisation of the need for social enterprise to generate their income from their activities to reinforce their social mission is in line with the literature, which provides insights as to how changes in public and private sector funding led to the embrace of varying levels of economic dimension (values and character) and its influence on the definitions and evolvement of social enterprises conception (Defourny and Nyssens, 2010). With the evolvement of the economic dimension of social enterprise, it differs from the traditional understanding of the non-profit organisation in terms of strategy, structure, norms, and values – they represent a radical innovation in the social economy (Dart, 2004).

The personal experiences of social entrepreneurs are another important factor that shaped social enterprise in the Nigerian context. The self-discovery of awareness through formal and informal educational opportunities shaped social entrepreneurs understanding of their activities better. Social entrepreneurs through life events, personal search for awareness, participation in international social entrepreneurship training events, personal experiences in the public sector, interactions, created and evolved their overview of the conception. In situating this finding within the wider social enterprise discourse, especially from the American perspectives where the personal entrepreneurial traits of the social entrepreneur tend to be emphasised, Drayton and MacDonald (1973) highlight the focus of the characteristics of individual, the entrepreneur, the acumen, the emphasis on entrepreneurial characteristics and dimension in the conception of social enterprise. Similarly, the social entrepreneur is viewed in terms of a person, or group of persons who utilize entrepreneurial traits and methods in providing solutions to identified societal challenges, and as well, achieving social and economic value (Bull, 2008; Brouard and Larivet, 2010, p. 45). Major organisations promoting the concept such as Ashoka tend to focus on the entrepreneurial activities of a social entrepreneur in solving societal problems through an initiative, social entrepreneurship (Nicholls, 2006). Data Findings suggest that personal enlightenment of social entrepreneurs led to the evolvement in the usage of the nomenclature Non-governmental organisation (NGO) or Non-Profits/Not-For-Profit or foundation, to the usage of the term social enterprise. Especially so, as the changes were a strategic step for those social enterprises, with conscious efforts made in modelling organisations to that they had learned through personal enlightenment at international fora and online media. Interestingly, the regulatory organisation for small and medium scale enterprises in Nigeria acknowledges

the understanding of NGOs as social enterprise. This understanding did have a profound influence on the understanding and operations within the Nigerian context.

While personal experience played key roles in the evolvement of social enterprise, it was also a motivation for individuals in establishing social enterprises. Analysis of data reveals happening and occurrences in the lives of social entrepreneurs influenced and played pivotal roles in their desire to establish social enterprise. The motivation to establish social enterprise solving different issues were based on the personal experiences social entrepreneurs faced by virtue of disability, being denied a service, or witnessing the afflictions of others, similar to the social entrepreneurial traits and behaviours –the entrepreneurial motivations in creating a social enterprise (Dees, 1996).

6.2.1.3 Culture

By definition, social enterprise is product of locally embedded social factors, and it is regularly influenced by particular culture of the community it operates within (Defourny and Develtere, 2009). The influence of culture on conceptions are suggested to be a prominent feature in developing countries where various initiatives of the social economy are designed with context to the social and cultural setting of the participants (Defourny and Develtere, 2009, p. 10). Similarly, the findings suggest that within the Nigerian institutional environment, culture plays an important role, both positive and negative, in its influence on the nature, character, and development of social enterprise. Nigeria is a culturally sensitive heterogeneous nation, social enterprises operational within this environment have had to contend and adapt with, the cultures of the diverse populace they serve in their activities, this aligns with Rivera-Santos et al. (2015) recent findings on the South African context. Cultural diversity was considered in the design of medical, financial, educational programmes, advisory and outreach programmes. Cultural factors such as the mode of dressing in multi-ethnic Nigerian environment did influence the way social enterprises staff have had to dress in the various communities they operate. It is held that different institutional environments have varying compositions and manifestations of norms, conventions, customs and understandings that are informal arrangements that determine behaviour in an environment. Thus, informal institutional arrangement such as culture is a mode in guiding relations within a nation-state (Meyer and Rowan, 1977). The importance attached to the features such as culture, laws, customs differs

within different environments (Zucker, 1987). Within the Nigerian environment, findings indicate the important role culture plays.

Cultural sensitivity in terms of attires worn by staff in performance of their operations played a role in how the communities perceived and accepted social enterprises' solutions. Also, cultural sensitivity to the multitude of cultural dialects within the society played a role in the development and communication of solutions in the environment. Especially, given that some individuals were discovered to be more conversant with their local dialect in various communities' social enterprise operated, the need to take cognisance of this, was deemed important. Notably, however, English, the official language used in communication within the Nigerian environment assisted social enterprise operations as it is widely understood and used within the environment. It is noteworthy that culture was seen as a motivator to engage in social enterprise, as such social enterprise viewed the African culture, especially, the moral values inherent as a good influence on society and something they believed was worth inculcating and promoting. In Ntim and Soobaroyen (2013), the article advances the notion on the sense of responsibility held by organisations to assume and perform roles that bear no instant and evident gain to them, is perhaps based on the importance organisational players attach to moral values, and culture, and thus introduce such to organizations they operate within. These cultural value system within the society provide legitimation for organisations that conform to such understandings Ntim and Soobaroyen (2013). Interestingly, social enterprises were confronted with some cultural influences which were viewed negatively: firstly, the fallacy that the customer was never wrong and always in the right in his actions; secondly, the erroneous notion of microcredit loans are individuals' share of funds from the national purse. The existence of an organisational culture of ''the customer is always right'' featured, widely. This predisposed view influenced the nature and character of social enterprises, especially, in how staff relate with customers, as the customer, was viewed never to be wrong, even if they were. Such a fallacy was noted, as a widespread business culture that created a sense of inherent prejudice on social enterprise, especially, when their staff related with their clients. The negative ramifications of such culture to organisational character, social enterprises relayed, it exposed their operations to, but were determined to continue as long as it keeps their clients happy and satisfied with the services offered. Another alarming culture being reported by social enterprises in the micro-credit sector, was the erroneous believe that micro-credit loans given were their share of funds from the government's purse, ''their share of the national cake''. This view was said not to be restricted to the microcredit sector alone, but as it pertains public funds

in general. This erroneous belief has created a sense of indifference and default culture to repayment of micro-credit loans given by social enterprises. The beneficiaries of such initiatives tend to be swayed by the narrative of such funds being a government intervention, and an opportunity to collect without repayment what they deem their entitlements from the government treasury. Social enterprises are actively providing enlightenment to counter such existing institutional cultural beliefs that has hindered the progress of social enterprises that offer micro-credit facilities.

Additionally, the cultural notion of empowering the male gender instead of the female sibling has been a challenge to the activities of social enterprise. It was noted that educating male offspring were viewed with more importance than their female contemporaries. Some cultures still place greater premium on the male children and, confer greater rights, privileges, and importance to them in the society, than the female gender. This influences their preference to educate and empower the male gender given the opportunity, albeit before considering their female counterparts. Also, the female gender was perceived not eligible to engage in trading activities in some cultures, as it is considered the role of male gender. This perceptions, practices, and stereotypes constitute a challenge to social enterprise operating where such notions are held, needing greater advocacy and awareness to change deeply entrenched cultures. It worth highlighting how such stereotypes are being challenged through social business initiatives like the Grameen Bank model in Bangladesh were women are given preference in services and workforce as a means of empowerment and integration (Yunus 2007).

Overall, culture was an institutional factor influencing the nature and character of social enterprise.

6.2.1.4 Religious Influence

In some welfare-oriented countries such as Portugal, Spain, and Italy, social economy organisations were largely religious inclined due to the prominent role religion plays in such environments. They complimented in the financing of social services within the system and the church played important roles in the provision of social services, which gained them popularity amongst and acceptance the people (Borzaga and Santuari, 1998; Chaves, 2008). Within the study environment, findings suggest that religion plays an influential role on social enterprise development and evolution in the environment. In Nigeria, while Christianity and Islam are

accounted as the two major and dominant religions in the country and play key roles on the entire facets of human endeavour within the environment. It is also referred to as a major fault line in the environment, requiring conscious pro-activeness of social enterprises to the religious sensitivities in the communities they operate. The desire to inculcate values to the society are influenced by the dominant religious prescriptions in the Nigerian society. social enterprises advancing ethical re-orientation have done so drawing on and advancing religious prescription. With faith based social enterprise on the rise, with religious groups affiliations, the results indicate faith based social enterprise remain loosely regulated.

Social enterprise reported consideration of religious issues in the design of medical programmes, financial services, educational and outreach initiatives. Examples are given of the beliefs of a religious group, Islam, as regards financial services, such as interest free banking, not investing or benefitting from proceeds that have to do with alcohol, gambling, and prostitution services. These findings are consistent with Defourny and Develtere (2009, p. 5-6) study wherein a range of religious influences along the Christian and Islamic religions shaping social economy organisations; the Grameen Bank in Bangladesh provides an insight to the role of Islamic religion in shaping its development of interest free banking and investments in activities that are not viewed negatively by the religion. Study findings indicate social enterprises that provided financial services in such an environment had to consider these religious factors into the type of services and how they were offered. Also, for social enterprises in the medical field, such religious sensitivities were recorded in medical procedures, and vaccination issues, particularly, in the Northern part of Nigeria, where religious prescriptions were inappropriately appropriated as a reason for rejecting vaccination.

Another perspective emerging from findings indicates the support from religious bodies promoted the social goals purveyed. Social enterprise Partnered with Churches (widows, wives of pastors) in distributing item, cash gifts to members in the performance of their social aims. Also, through the instrumentality of religious organisations, social enterprise has been assisted in the understudied context in terms of funding. The normative influence of religious organisations (DiMaggio and Powell, 1983) are brought to bear in raising funds for social causes. The regular donations from churches to social enterprise, has been a source of income and, an institutional factor that has assisted in the sustainability of their organisation. Also, the international Christian Aid Mission has assisted in funding social enterprise which played a key role in advancing the reach of their solutions within the environment. Such religious factors have influenced the development of social enterprise. Religious influence accounted for

the establishment of social enterprise, as divine knowledge from God was relayed as the motivator to engage in social enterprise.

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The Christian and Islamic religions did influence and shape the kind of virtues and moral formation inculcated in the trainees. Especially, as the religious prescriptions were predominantly relied upon by faith based social enterprise, while those that were not faith based still drew the foundation of moral and ethical values being purveyed from religious beliefs. Therefore, conforming to the notion of organisations being a product of their environment and influenced by informal pressures such as the cultural and religious understandings (Meyer and Rowan, 1977), social enterprises are being actively influenced by these elements within the environment in their evolvement and development.

6.2.2 Formal Institutional Elements

6.2.2.1 Regulatory Framework

Institutional environments are distinguished by the level of formal or informal arrangements that characterize the environment (Scott, 1995). Formal arrangements are associated with documented state policies, laws, regulations, constitutional configuration, electoral forms, economic exchange systems, and compliance systems (North, 1990; Van Assche et al., 2012). Within the developed and emerging environments, social enterprise studies put forward the need to first delineate social enterprise by the categorisation of the main legal and institutional status within which such creativities can encompass (Defourny and Develtere, 2009). Positioning the aforementioned to this study findings, the analysis of data suggests the absence of a coherent institutional delineation, structure, support, and knowledge of social enterprise. This is informed by the lack of a comprehensive regulatory framework, bureaucracy, and laws with a purview primarily on social enterprise within the Nigerian environment. The law does not formally recognise social enterprise, as the Company and Allied Matters Act (CAMA) 1990 that deals with the registration of all legal entities within the environment, only recognises generic legal forms in which some social enterprise chooses to encompass: such as, Limited Liability Companies, and Incorporated Trustees (widely considered as NGOs). Therefore, the absence of a coherent framework that provides for legal forms primarily meant for social enterprise, hinders their ability to operate within the complete context of a social enterprise. And thus, exempts them of the attendant benefits of such coherence in the social enterprise field. As institutions are important in enabling opportunities or limiting social enterprises, and

with research suggesting diversity in contextual knowledge, the existence of a coherent formal regulative arrangement will be of practical value in advancing organisational development (Austin, 2006). A regulatory agency, Small and Medium Enterprise Development Agency (SMEDAN), charged with the responsibility of regulating and supporting small and medium scale enterprise, states, within the Nigerian environment, NGOs are social enterprises. This view is widely held by some of the social enterprises. This understanding did have a profound influence on the understanding and operations within the Nigerian context.

With the advancement overtime in organisational forms in Europe, a detailed consistent legal framework for social enterprises has evolved, creating a new legal classification in Italy and the United Kingdom amongst others that defines social enterprise and the characteristics and expectations from such an enterprise (Borgaza and Tortia, 2008, p.3). However, within the studied environment results suggest the lack of informed distinction and clarity between a social enterprise, NGO, and Non-profit. While some social entrepreneurs held the view of social enterprise as a revolution of traditional Non-Governmental Organisations (NGOs), some others held that, Non-profits are charities. Other social enterprise believes there is a thin line separating social enterprise and NGOs, particularly related to, their business mind-set and revenue generation modes. Teasdale (2011) study identifies the wide types of organisational forms that claim the label social enterprise, with diverse definitions and explanations for the emergence, owing to the contextual nature of social enterprise. The article identifies the background of the concept of the cooperative and mutual models of enterprise and how other concepts adopted the language to benefit from public policy support in the sector. Yet, such organisations such as non-governmental organisations, non-profits and social enterprise can refer to belong to the social economy (Borgaza and Defourny, 2001). Yet findings reveal these organisations, Non-Profits, Non-Governmental Development Organisations, Non-Governmental Organisations, all considered themselves Social Enterprise. Are they social enterprise? The lack of institutional guidance has not helped. As social enterprises have resorted to self-discovery in their development and evolution. More so, as they have evolved unhindered, with no institutional prescriptions or guidance. The lack of informed distinction and clarity on the conception via validated institutional prescription has created a lot of uncertainty for social enterprises. By the contemporary European legal definitions of social enterprises, as implemented in various countries (Borgaza and Tortia, 2008, p. 4), having such institutional delineation would go a long way in creating structure. The efforts of these social enterprise groups led to the development of public policies and programmes that recognised

them, and passing of laws on legal forms in different European countries that were more appropriate for social enterprise (Defourny and Nyssens, 2010). Since then, government policies have been at the centre of social enterprises.

While a coherent regulatory legal format and policy agenda that suits the peculiarities of social value required, with sensitivities to the prevalent socio-economic factors in countries are being promoted in developed environments (Spear and Bidet, 2003). Yet, even with the absence of a government bureaucracy, law, and regulatory framework that articulates a coherent social enterprise policy, the governmental bureaucracy in the various sectors that social enterprises function has played positive but yet, limited regulatory roles. The laws, regulations, and public policies that govern various sectors of the economy have influenced organisations operating within such organisational field, and social enterprise are no exemption to conform to such formal institutional dictates. In the Food and Drug sector, the existence of a proactive bureaucracy, the National Agency for Food and Drug Administration and Control (NAFDAC), have taken an active role in regulating, partnering with, and promoting social enterprises solutions to social issues that are within their purview. In the microcredit sector, the Central Bank of Nigeria and National Deposit Insurance Corporation (NDIC) played key policy, regulatory, and supervisory roles in their operations. Yet, overall, the lack of institutional support is a reoccurring issue for social enterprises that has hampered their development. The bureaucracy's lack of foresight, capacity and creativity to keep up with the dynamic environment has left social enterprise to carve their parts with minimal government's support. Consequently, social enterprises are viewed as playing a self-regulatory role in shaping the core matters than pertain to them in environment. Interestingly different from the data findings, Borgaza and Tortia, (2008, p. 19) suggest given the creative nature of social enterprises and their roles in fostering economic development, unambiguous policy interventions and legislation are important in the development of social enterprises, and they should emphasis the particular business feature of social enterprises that enables coherence.

6.2.2.2 Registration/ Legal Form

The data analysed suggest that all entities operating in Nigeria are statutorily required by law to be registered with the Corporate Affairs Commission (CAC). The Company and Allied Matters Act (CAMA) 1990, is a law that provides for the incorporation and registration of legal entities. Results indicates there are three parts to the aforementioned law, Part A, Part B, Part

C. Organisations with charitable social purposes were categorised under the Part C, 'Incorporated Trustees'. Defourny and Develtere (2009) suggests the first approach to delineating social enterprise comprise the categorisation of the main legal and institutional status within which such creativities can encompass. While in contemporary times, some European countries have followed the trend within the European Union with passing of legislation that guide the legal forms and sectors in which social enterprise encompass and operate (Gruber, 2003). These legal formats that suits the peculiarities of social value required, with sensitivities to the prevalent socio-economic factors in such countries (Spear and Bidet, 2003). There is no specific registration for social enterprise in Nigeria. The law does not formally recognise social enterprise, as the Company and Allied Matters Act (CAMA) 1990 that deals with the registration of all legal entities only recognises generic legal forms (such as Non-Governmental Organisations) in which social enterprises choose to encompass. Of all the thirty-one social enterprise interviewed, only one was not registered with the CAC. For the one social enterprise not registered with the CAC, data analysis indicates a conscious act of refusal to register due to what was suggested as high cost of registration. However, the social enterprise registered in New Zealand, but operates in Nigeria. This situation was deemed uniquely odd as all legal entities operating within the environment are supposed to register with the Corporate Affairs Commission. While information is available on diverse legal forms that social organisations could encompass within the environment, it was interesting to note the view of respondents of social enterprises being non-governmental organisations, albeit innovative forms.

With the differing legal and organisational forms utilised by social enterprise in the environment, they ranged from, Non-Profits, Non-Governmental Development Organisations, Non-Governmental Organisations, Charities, Foundations, Incorporated trusteeship, Limited by guarantee, International Development Organisation and Limited Liability company. Social enterprises referred to these various legal and non-legal forms as what they were registered. These articulations, the diverging views of multitudes of legal forms used within the environment provide insight into their different understanding of social enterprise, and the lacking of formal institutional prescription. Available literatures on social enterprise, particularly in Europe have shown the use of similar legal forms (Defourny and Borzaga 2001; Gruber 2003), albeit each utilised in individual country. These legal forms vary from Social Cooperatives, Community Interest Company, Collective Interest Cooperative Society, to Limited Liability Cooperative Society. Interestingly, these legal definitions and characteristics

varied across the countries adopted, with implications to their finance generation capability, governance, the structure, sector, and scope which practice the conception (Defourny and Nyssens, 2008; Peattie and Morley, 2008; Mswaka and Aluko, 2004). Also, legal formats that suits the peculiarities of social value requirement, with sensitivity to the prevalent socio-economic and regulative factors in the countries are defining (Spear and Bidet, 2003). Interestingly, study findings reveal one of the legal forms, Limited by Guarantee, was noted as allowed social enterprise trade, and was the legal form utilised by some of the more recognised social enterprises. This legal form was considered and approved by the highest legal head, the Attorney General of the Federation, after the CAC process, to confer such status (legal form – limited by guarantee). Analysed data indicates this process normally took a long time and it was cumbersome. While the ability to trade was a prominent feature of the limited by guarantee legal form, other social enterprises who acknowledged a differing legal form, and maintained there was no law guiding or restricting them from performing commercial activities. And organizations that were interested in providing such solutions and operational within the specifications of the law had to observe a caveat in the law which prohibits distribution of profit among stakeholders

A prominent feature in the analysis of data indicates, the various specialised sectors or communities in which social enterprises operate, there were professional governmental agencies they needed to register with. Among these agencies include the Economic and Financial Crimes Commission (EFCC), Standards Organisation of Nigeria (SON), Central Bank of Nigeria (CBN), Ministry of Women Affairs, and Nigerian Police Force. For International social enterprises, three were termed Non-Governmental Development Organisations, NGDOs, with headquarters in the United Kingdom and United States of America. They indicate that such international social enterprises were meant to register with the National Planning Commission (NPC), which they all complied with. The NPC registers and regulates NGDO in Nigeria. They regularly submit annual reports of their activities and audited financial books. Examples were given of inspection of project sites by NPC staff of the NGDOs. Therefore, when it comes to regulations, different social enterprise tends to have different regulations to comply with that enables eligibility to grant and ability to operate. The findings are suggestive of the coercive process in an institutional environment and is exemplified by legal arrangements that prescribe templates for eligibility of organisations to benefit from contract processes. Such templates require organisations to provide annual audited accounts, and be of particular forms, hence coercing organisations towards conformity to

participate in such processes (DiMaggio and Powell, 1983). The diverse indirect methods used by coercive pressure is achieved in the institutional environment and the organisational field. For example, an innovator that does not comply with licensing rules will not be able to benefit from the legal coverage extended to innovators that comply with laws regarding registering of innovations (Zucker, 1987). Also, organisations that lack in acceptance by the society do not enjoy benefits of the enterprise the institutional environment have to offer them. This suggestion provides indication to the indirect coercion of organisations into compliance to a particular general norm and standard expected in the institutional environment. Supporting the notion, Meyer and Scott (1983) suggest organisations that are uncertified are unlikely to be appealing to highly rated workers or customers, and as well gain access to state funds due to their uncertified status. Thus, highlighting how indirectly organisations are coerced into compliance with the organisational sphere and institutional sphere dictates.

6.2.3 Institutional Weakness Elements

6.2.3.1 Socio-Economic Realties/ Unmet Needs

In Africa, social economy based practices have been wholly and broadly utilised as a poverty alleviation strategy (Nega and Schneider, 2014). Though a commendable effort, its ability to achieve the desired change from poverty is challenged. With extreme poverty levels reported in some African and developing countries (Littlewood and Holt, 2015), the conception of microfinance has gained attention as alternative means to bringing about transformation in the society (Nega and Schneider, 2014). This conforms to the notion of social organisations developing due to unmet needs by the government and markets in a society, and also, taking into cognisance the peculiarities of the environment in conceptualisation (Spear and Bidet, 2003; Nega and Schneider, 2014; Littlewood and Holt, 2015). Due to the inability of government and markets alone to meet up with the pressures to cater for the socio-economic needs of the populace (Defourny and Borzaga, 2001; Teasdale, 2011), the third sector organisations emerged, and lead in efforts to bridge diverse gaps in different institutional environments (Teague, 2007). The findings of this study are situated within these literatures that indicate the prevalence of widespread economic downturn within the environment, characterised with people barely able to feed, house, cloth, and meet up with their basic needs in the society. As findings suggests, the reality of economic hardships and extensive poverty within the society, with individuals and families living below the United Nations accepted

standards in the society are evidences of such realities. Also, there was an indication as to a high level of unemployment, as social enterprises complained of the availability of capable and willing individuals wanting gainful employment, but then, the vacancies were limited or non-existent to carter for the huge numbers. The lack of regular electricity supply by the power distributors, necessitating the utilisation of alternative sources (generating set, solar panels, and inverters) at higher cost to social enterprises operations, was relayed by social enterprises as another circumstance they faced. Furthermore, the recent surge in transportation cost due to the dwindling oil prices was a limiting factor to social enterprises within the society. Staff of social enterprises were affected with such higher costs that necessitated the augmentation or provision of palliatives to cushion such effects, while at higher cost to social enterprise. Some of these economic challenges social enterprises suggested were caused by the recent global financial crisis. It was perceived to be a major factor that created a downturn in the environment, and for social enterprise development. These factors have impacted both positively and negatively on social enterprise. Positively, in the sense that these negative economic realities account for the services being provided by social enterprises, as these negative social issues have created opportunities to be explored that have helped social enterprise to thrive. Conversely, however, some of these issues bare on social enterprises in increased running cost, and therefore, with the poor state of the economy, makes it more difficult for social enterprises to achieve profitability and sustainability in its operations.

Beyond limiting the findings on the adverse economic outlook, the analysis of data suggests policy challenges within the environment that militate against social enterprise development. Firstly, the incidence of multiple taxation, which social enterprises had complaints of and the stifling and constraining nature of such tax payments to their operations and developments. Social enterprises did indicate the Federal Inland Revenue Service (FIRS), the regulatory agency charged with the collection of federal taxes, while states within which social enterprises operate do have a separate tax agency and system that organisations are expected to comply. Analysis suggests the existence of divergent views as to whether social enterprises are taxed or not. On one side was the view that social enterprises were not being taxed, on the other side, was the acknowledgement of being taxed. Secondly, the prevalence and expanding culture of corruption within governance institutions and beyond have been a drawback to social enterprise operations. With corrupt practices bewildering business processes, governmental activities and beyond, social enterprises are confronted with this dire challenge in the environment. More so, it has casted a negative perception of the environment, limiting the willingness of international

organisations to donate, partner, and collaborate on activities of mutual benefit. Therefore, social enterprises were alluded to increasingly engage in advocacy roles, that provide and advance institutional mechanisms and solutions that can help towards limiting and curbing the corruption scourge.

The precarious security situation in the environment was another finding emanating from the data analysis to be an influence on social enterprise. They alluded to the challenges in the country, over the past couple of years to have had a profound influence on their activities. The effect of the Boko Haram insurgency and the Niger-Delta militancy situation were profound. This influence could be viewed in the positive and negative. Negatively, it has hampered activities of social enterprise in such areas as they have lost staff and valuables to the terror group's dreaded activities. Also, millions have lost their sources of shelter and livelihood (farming) from the carnage of terror. Thereby discouraging staff from engaging in activities there, living million homeless, orphaned, destitute, and in despair. Whilst the situation has affected social enterprise negatively, it has also created an opportunity for them to thrive in providing solutions to these locally embedded problems brought about by the activities of the Boko Haram terrorist group. The security challenges in the Niger-Delta caused by the unrest from militant groups' activities in the region were noted, the rampant cases of kidnapping, arm robbery were also security challenges that were highlighted more prominently as hindering the activities of social enterprise.

6.2.3.2 Bridging Institutional Voids

Social enterprises have increasingly played strategic roles in addressing social problems in sub-Saharan Africa, with informal institution being established leadership platforms, social organisations have keyed into these voids turned opportunities in advancing social agendas (Thorgren and Omorede, 2015). It is argued that the informal institution is playing greater roles in the social enterprise sphere, within developing environments. Puffer et al. (2010) highlight the weak and underdeveloped formal arrangements, poor infrastructure and social services social and lack of fulfilment of governmental roles often ensuing unstable environment that characterise developing environments allows for that the informal sector fill these inadequacies. While findings note the provision of social services, protection of life and property, and governance to be the primary responsibility of government in the society. These are what the society expects and demands from its government. However, due to the inability

of government to meet the needs of the environment, social enterprises are complimenting governmental roles in provision of social services, protection of life and property, and governance. Social enterprise playing roles traditionally performed by governmental institutions. The need to reach out to people un-catered for by the government, due to the inadequacies within the developing environment, has necessitated social enterprise to play roles geared towards bridging intuitional gaps. Social enterprises have contributed in activities ranging from bridging the communication and awareness gap between the government and citizens, to carrying citizens with knowledge and skills to engage the democratic process. Others are making contributions in terms of infrastructural facilities, social and economic empowerment in health, education, security, general wellbeing, and human capital development. These integrative efforts can be seen in initiatives of social enterprise in Greece, (Borzaga and Defourny, 2004). Such a classification targeted disabled individuals and aimed at providing them employment opportunities for individuals with behavioural health limitations through the activities of social enterprise (Defourny, 2004). In Spain, social enterprise provided a platform for a wide range of work integration of socially disadvantaged people (Kerlin, 2006; Vidal and Claver, 2007). Therefore, social enterprise has complimented in governmental roles in creating platforms for the fulfilment of unfulfilled needs within such environments.

Results highlight the impact social enterprise within the health sector are making. An example is given of how the scourge and high incidence of counterfeiting has eluded governmental efforts to combat, especially as regards malaria drugs. Social enterprise has keyed into this void and provided solutions to the scourge that had eluded authorities. Furthermore, social enterprises are purposefully filling gaps unmet by government on maternal health: they have provided a platform and community of pregnant women whom they support through pregnancy and post-delivery. Also, medical services have been provided to those faced with tropical diseases and eyes challenges in poor communities, neglected by the government that puts them at a disadvantage, and thus, providing them with a path to their better participation in the society - socially and economically.

While social enterprise in the health sector have contributed to bridging institutional gaps and weakness in the environment, results indicate the key roles played by micro-credit in providing social enterprises in economically empowering the rural farmers and traders through micro-financing and saving platforms. More so, social enterprises in the microcredit field are providing flexible financial services to those who hitherto had no access to such in their

environment. The inability of government to carter for rural farmers, petty traders, and those at the bottom of the economic pyramid has engendered social enterprises to devise creative means of alleviating poverty in various rural communities. The need to carter for the social and financial needs of the people in alleviating them from poverty accounted for the efforts of these social enterprises. This is consistent with the role micro-credit social enterprises in developing environments play (Rivera-Santos et al., 2015), and their wide acceptance as being bankers to those at the bottom of the pyramid- the economically disadvantaged (Yunus, 2007).

Other than the interventions of social enterprise in providing financial services and poverty alleviation, analysis indicate social enterprises have provided services aimed at protecting the vulnerable in the society. These group of people include prostitutes, destitute, and orphans that have mostly been abandoned by the government. Thus, necessitating social enterprise stepping in with creative platforms that reform those vulnerable individuals in need, inculcating moral values in them, impacting vocational skills and formal education that enables them to become responsible members of the society that are able to add value to themselves and impact on the larger society.

Overall, despite the lacklustre institutional support by governmental institutions social enterprises are purposefully, and creatively tackling social issues in the understudied environment in information communication technology, English language literacy, fact-based information dissemination, counterfeiting, maternity enlightenment and support, law enforcement, human rights, electoral reforms, prostitution, poverty, basic infrastructural facilities, and unemployment. Furthermore, those issues that relate to the character and conduct of people in the society in terms of morality, accountability and transparency issues, public service misconduct and corruption, and arbitrariness and impunity by state actors and agencies are being tackled by institutions like social enterprise in Nigeria. Similarly, with social enterprises referred to, in their role of providing a panacea to societies most embedded problems: such as inequalities, unemployment, and integrating some of the disadvantaged members of the society;(Dees, 1998; Alter, 2007; Defourny, 2009; Defourny and Nyssens, 2008; Teasdale, 2010); it positions study findings within consistent understandings of roles performed by social enterprise.

6.3 **Findings Two (Organisational Value)**

6.3.1 Economic Dimension

6.3.1.1 Commercialisation/Sustainability:

Spear and Bidet (2003, p. 8) study has identified criteria that reflect the economic and entrepreneurial dimension (values/character); A sustained commercial activity of producing and trading goods and services, degree of independence, degree of economic risk and engaging in a minimum level of reimbursed work are reflective of the economic values. Social enterprise literature provides insights as to how changes in public (governmental) funding led to the embrace of varying levels of economic dimension (values and character) from the traditional primary social dimension (of non-profits), and its influence on the definitions and evolvement of social enterprises (Defourny and Nyssens, 2010). Social enterprise differs from the traditional understanding of the non-profit organisation in terms of strategy, structure, norms, and values – they represent a radical innovation in the social economy (Dart, 2004). In the pursuance of the primary objectives of social enterprise, the consideration for the need to pay attention on the need to generate revenue through commercialisation of its operations to provide funding for its activities are underscored. Social enterprise examined have shown a high reliance on donations from donor agencies and the benevolence of individuals, philanthropist to provide funding for their activities. Available literatures on social enterprise allude to the incorporation of enterprise to reinforce their social aims in legal forms adopted of social enterprise in Europe (Kerlin, 2006). Germany can be seen as a peculiar case - though the economy has embraced the social market economy, with non-profits adopting entrepreneurial dimensions, this sector is not distinct to social based organisations alone, but all business concerns and government within the German economy (Defourny and Nyssens, 2008).

However, there is an awareness of the dwindling of grants and donations that were hitherto relied upon by social enterprise as a major source of revenue. This has led to a focus on developing a trading component in social enterprise structure that enables it generate revenue and attain profitability to ensure its continuous operation. Social enterprises are charging fees for services rendered to generate revenue, and also, engaging in other business concerns that provide funds to support their social activities. Social entrepreneurs acknowledge the drive towards self-reliance as becoming an important agenda the organisational field's reality have necessitated. The awareness of, and the urgent need to acquire alternative means of funding to

ensure sustainability of social enterprises, have led to the shift towards development of commercial component to their activities. By commercialise operations, it enables them generate revenue to sustain their social goals. The prevalent restructuring of operations trends, which was highlighted in social enterprises examined, was acknowledged as an indicator for the future of social enterprises in Nigeria to ensure their sustainability. In Europe, with the negative economic outlook in the 1970s and 80s, occasioned by sustained jobs losses due to industrial re-organisation, high unemployment rates, the drop in public finances, expenditures were beyond revenues, and failure of social policies to provide solutions the mass unemployment, therefore, necessitated changes towards commercialisation (Spear et al., 2001, Nyssens, 2006). Doing so enables them to advance the interest of the populace, and achieve sustainability strategies (Seanor et al., 2007).

Although social enterprises expressed awareness, there was no evidence to suggest that most social enterprises have developed this dimension of the desire for self-sufficiency to a large extent. A few have begun to explore such.

6.3.1.2 Multiple Bottom lines:

Various ways exist of defining social enterprises in academic literature. The inclinations vary along different themes and perspectives: the organizational and legal forms (Paton, 2003); multiple bottom line perspective (Dart, 2004, Reid; Griffith, 2006; Alter, 2007; Bacq and Janssen, 2011), innovation perspective and sustainability perspective (Thompson and Doherty, 2006; Weerawardena and Mort, 2006; Kerlin, 2010). All these reflect the focus on the social and economic values, character and dimension of the organisation in the emergence, development and evolvement of the conception (Dees and Anderson, 2006).

The findings suggest within the social enterprise organisational environment, there is an emerging awareness and movement towards the attainment of multiple bottom lines in the organisations. Not only are social enterprise concerned about advancing socio-economic benefits to a target group, there is an emerging awareness and emphasis towards generating revenue, ensuring profitability, and environmentally friendly behaviour in the course of their activities, which enables the sustainability of social enterprise's operations. Within the social enterprise organisational environment, there is an awareness of the dwindling of grants and donations that were hitherto relied upon by social enterprise as a major source of revenue. Thus, necessitating the desire to develop their organisational capacities, and the ability to earn income

that would ensures their continuous existence and fulfilment of their core social aims, are relayed to have majorly led to social enterprises purveying multiple bottom lines. This finding can be contextualised to the definition of social enterprise by Smith et al. (2013, p. 408) referred to "as an organisation that seeks to solve problems through business ventures. They combine the efficiency, innovation, and resources of a traditional for-profit firm with the passion, values and mission of not-for-profit organisation."

Another reason for the value purveyed by social enterprise, data analysis indicates, is the emerging awareness and exchange of knowledge within the social enterprise organisational field. The experiences of social entrepreneurs in organisational field overtime in their operations, through research, participation in social enterprise fora, membership of international social enterprise bodies such as Schwab, Yunus Centre, and Ashoka have been a source of knowledge that have impacted on their understanding of the concept. These gained understandings in the organisational field, analysis suggests have invariably influenced the promotion of the achievement of various bottom lines as a value, simultaneously by social enterprise

Analysis informs, not only are social enterprise concerned about the revenue generation to support their existence overtime, the moderation of the impact of their activities on the environment simultaneously is also underscored. These socio-economic value driven organisations are concerned with responsible business practises that ensures their activities are conducted in eco-friendly manner. This concern ensures activities are not hazardous to the environment, and the world is left in a better state for the future generations. This mind set, and ethic are reflected in the code of practice a leading social enterprise in the organisational environment developed and adopted as a manual for its activities and is widely being referred to in the organisational field. As noble and social a cause as it might seem, such ethics adoption was carried out to ensure such organisations met up with requirements of donor agencies. The adoption of this manual to enable the benefit in grants can be viewed as a form of coercive isomorphic pressure in which organisations are influenced towards similarity through such requirements (Carpenter and Feroz, 2001). Similarly, the referral of the ethics code by other social enterprise within the field could be seen as a form of mimetic isomorphic pressure in which successful organisations are imitated by others within the organisational environment (Mason, 2012; Greenwood and Meyer, 2018). Through these pressures towards similarity, these organisational behaviours are explained via the interpretation of new institutionalism.

6.3.1.3 Corporate social responsibility:

Apart from the informal sector, the private sector plays important roles in the social economy in Nigeria (Ite, 2004). They have sought to advance their corporate social responsibility strategy through the notion of social organisations. Multinational corporations have partnered with community cooperatives to provide social services and infrastructure in the Niger-Delta region (Idemudia, 2007). Furthermore, they have explored the social enterprise idea by establishing foundations that autonomously drive the social value creation in solving some of societal challenges in the environments they operate (Mordi et al., 2012; Meghani et al., 2015). Multinational corporations like MTN Nigeria communications limited, Dangote group, T.Y Danjuma Foundation are examples of organisations that have established foundations. These foundations drive their corporate social responsibility initiatives to the society (Mordi et al., 2012; Anyansi-Archibong and Anyansi, 2014). So far, they have engaged in renovating of schools, hospitals, scholarships, sponsored competitions and tournament, and provided micro credit (Mordi et al., 2012; Meghani et al., 2015). The activities of such foundations have remained largely philanthropic and loosely regulated by general laws, which are non-specific on social enterprise activities.

There is an awareness within the organisational environment that social enterprise is increasingly used by Multinational Corporation as an outlet to advance their corporate social responsibility. These social enterprises have added value to educational, health services within the country through scholarships, and renovation of structures, provision of supplies Although the endeavour is noble, it is not altruistic and thus, undertaken for economic gains. As increasingly, the populace has demanded that multinational organisations provide more benefits to the communities in which they operate.

In doing so, these organisations are able to gain acceptance within the environment (Meyer and Rowan, 1977), as there has been cases of frictions, agitations and sabotage in communities against multinational corporations operational within their environment

6.3.2 Social Dimension

6.3.2.1 Social services and Integration:

Spear and Bidet (2003) study has identified criteria that reflect the social dimension (values/character). A clearly stated objective that profits the community, initiative that is created with a participatory nature, and a limitation of profit redistribution – are criteria the study reflects to denote a social dimension (Spear and Bidet, 2003, p. 8). In social enterprise discourse, the primacy of the social goals, character, values and character of social enterprise is the only uncontested component of the conception (Peattie and Morley, 2008; Teasdale, 2011; Kerlin, 2012; Rivera-Santos et al., 2015).

Data analysis indicate pertinent social goals being advanced by social enterprise and providing solutions to multitudes of problems. These values converge around social and economic values. They range from creativity, empowerment, poverty alleviation, furthering of public enlightenment, engagement in conflict mediation, promotion of inclusion, advancing of economic productivity, to community development, strengthening institutional systems, promoting social responsibility and environmental rights, and promotion of cultural and ethical values. Similarly, from literature explanations (Dees, 1998; Alter, 2007; Defourny and Nyssens, 2008; Defourny, 2009; Teasdale, 2010), social enterprises to provide a panacea to societies most embedded problems: such as inequalities, unemployment, and integrating some of the disadvantaged members of the communities where they operate.

The analysed data indicate within the social enterprise organisational field, there is an urge and movement by SE towards facilitating activities that provide economic inclusion in the society. Rightly so, as analysis suggest social enterprise provide solutions to contextual problems, and with the apprehension on the growing numbers of the economically disadvantaged and excluded within the society. Social enterprises have increasingly played strategic roles in addressing social problems in sub-Saharan Africa, with informal institution being established leadership platforms, social organisations have keyed into these voids turned opportunities in advancing social agendas (Thorgren and Omorede, 2015). Though social enterprises operate within a wide range of activities in Europe, yet the main focus at inception was work inclusion and social services provision (Nyessens, 2006; Kerlin, 2006). These social enterprises were focused on providing gainful working opportunities to the vulnerable, those with modest qualifications, and thus, being edged out of the competitive labour market (Spear and Bidet, 2005, Vidal, 2005). The work integration programmes were popular and synonymous to social enterprise in Europe, as through them, programmes were developed to provide solutions to the employment issues (Spear and Bidet, 2005).

Social enterprise provides vocational training opportunities that equip individuals with skills that enables them impact positively on their lives and those of their family in improved living standards. Social Enterprise in the Agricultural sector have provided training to local farmers on contemporary farming practices. Those in the education sector have provided computer trainings and English language communication application that enables individuals improve their capacities and be better positioned for gainful employment in the society. The health sector focused social enterprise have contributed towards providing pregnant women with the right knowledge that enables them to have safe pre and post-natal periods. Also, services are provided to those with eye problems to ensure that a panacea to their sight issues are made available to ensure they do not lose their sources of livelihood and excluded from economic viable activities.

Social enterprises in the financial sector have provided micro-credit to small and medium scale farmers and businesses in the local communities that have provided an economic boast to economic activities in the rural society. Furthermore, the financial information provided by these micro-credit providers has helped rural dwellers in managing their financial concerns and advanced their economic inclusion. These social services and integrations initiatives of social enterprise within the understudied environment can be viewed in comparison with some European nations have created laws delineating a legal form that encompasses the nature of social enterprise interventions needed in the environment. Portugal in 1997, passed a law that created 'social solidarity cooperative' (Kerlin, 2006). This legal form was geared at providing employment for physically challenged unemployed citizens. Stakeholders, who wish to engage in the social solidarity cooperatives form of social enterprise, are prohibited by benefiting from profit (Borzaga and Defourny, 2004, Office of the third sector, 2006). In Greece, a classification was created in 1999, called limited liability social cooperative (Borzaga and Defourny, 2004). Such a classification targeted disabled individuals and aimed at providing them employment opportunities for individuals with behavioural health limitations through the activities of social enterprise activities (Defourny, 2004).
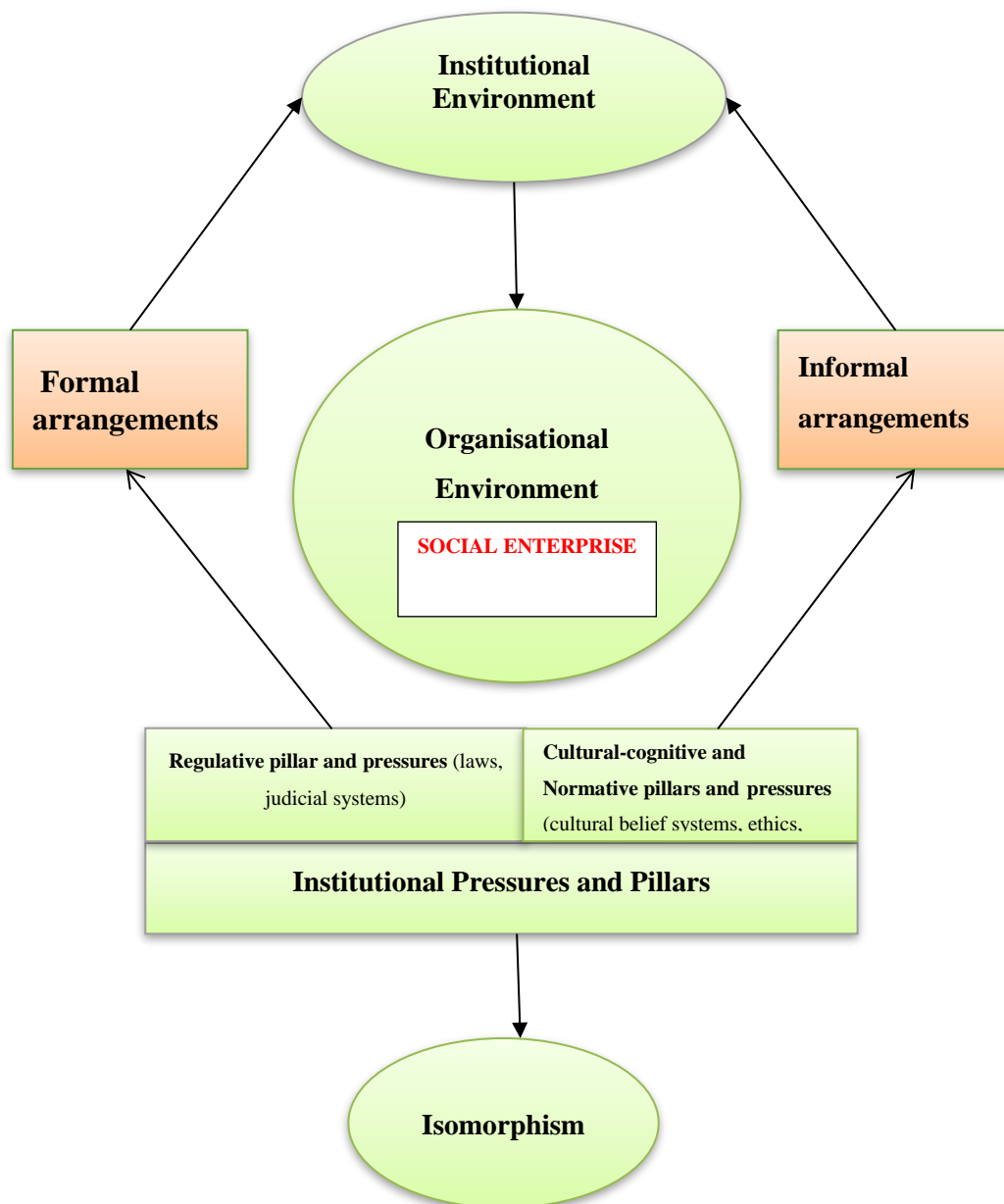

6.3.2.2 Partnerships/collaborations:

At the organisational level, social enterprise has attested to their awareness of their strength in coming together, collectively to challenge the system and demand for good policies, governance and citizenship rights in the polity. Such partnerships have aided in the transfer of

expertise in accounting, information technology and other areas within the voluntary sector (Nwankwo et al., 2007). Through collaborations, social enterprise was able to mobilise a massive campaign against governmental policies that were deemed unfavourable to the society. Through the use of their collective advocacy platforms, these firms have been able to translate their power to an influential block that plays significant roles in legislative and governance process and social services in the polity. The socio-economic model operated in some welfare oriented developed environments emphasises a partnership between the market and the state in their operations towards the common goal of economic development of the society. Thus, a socio-economic partnership that provides an environment of collaboration in tackling socio-economic matters was firmly in place. This blurs the lines and makes it difficult for social enterprise to carve a dedicated space for itself, as such space already exist, and it's for all organisations (Defourny and Nyssens, 2010).

Social Enterprises acknowledge that without partnership and collaborations, they would not have been able to achieve as much as they have done so far on its mandate. As the cultural and religious diversity in the country makes it imperative for them to lean and partner on fellow social enterprises especially when engaging in unfamiliar contexts. Also, these organisations collaborate with local, state, and national government. Such partnerships can be referred to in the European context due to the inability of government to meet up to its obligations. Through the introduction of a policies in it opened up the economy for private sector intervention in roles hitherto exclusively performed by the government. These policies encouraged non-profits to engage in areas that could help provide solutions to social problems, create employment in the process, and decrease government expenditures in this front (Keane, 1984; Offe, 2000). With the collaborative relationship between government and non-profits for the provision of social services, government depended to a large extent on non-profits for advancement of its policies as regards the labour market (Offe, 2000). These labour welfare friendly social enterprises that were operating in partnership with the governments, benefitted from contracts and subsidies that were geared towards the promotion of their activities (Borgaza and Defourny, 2004; Kerlin, 2006).

6.4 **Findings Objective Three – Conceptualisation of Social Enterprise**

6.4.1 Institutional Environment

In conceptualising the influence of the institutional environment on the role of social enterprises in contemporary Nigeria, various elements were discovered to play key roles and they were categorised into three broad categories: First, the informal institutional elements such as institutional apathy, social consciousness, culture, and religious influence; Secondly, Formal institutional elements such regulatory framework, and registration/legal framework; and

thirdly, Institutional weakness elements such socio-economic realities/unmet needs, and bridging institutional voids. All these elements within the institutional environment of Nigeria played roles as motivators, drivers, enablers, constraints and shapers of social enterprise. They influence social enterprise behaviour, activities, structure and development. Subsequent sections will provide an overview.

6.4.1.1 Informal Arrangements/Elements

The findings of this study reveal a heterogeneous cultural environment. Culture played a prominent role within the society. The positive and negative cultural attributes influence social enterprise. Social enterprise had to contend and adapt to cultural diversity in their activities. It was considered in design of medical, financial, educational programmes, and advisory and outreach programmes. Also, the mode of cultural dressing and dialect influenced dressing depending on where they operated and how social enterprise design activities. On the other spectrum, social enterprises were challenged by negative widespread business culture of ''the consumer is always right''. Another negative culture was that micro-credit was a free share of government's wealth. Finally, the cultural view that give more premium to male offspring's than their female contemporaries challenged social enterprises. All the aforementioned created an inherent prejudice in their interface and engagements within the environment.

The deeply religious environment is another finding emanating. The entrenched religious proclivities require proactivity and sensitivity by social enterprise in behaviour, design and structure of initiatives. Christianity and Islam played key roles in the facet of every human endeavour. Social enterprises advancing reorientation have drawn from religious prescription in the kind of virtues, morals and ethical values inculcated in their activities. Religious factors informed the delivery of initiatives and motivated the roles performed by social enterprise.

The influence of Institutional apathy due to institutional weakness was a motivation that underlies the development of social enterprise. Indifference by citizens caused by lack of interest and faith in government and negative character attributes that are attributed to years of military rule majorly accounted for the state of apathy in the environment. Also, the lack of probity within public service were noted. The need to enlighten, advocate, and re-orientate citizenry towards positive goals that create social and economic progress to them and society in Nigeria's nascent democracy led to the development of social enterprises. It created

opportunities in the society in which social enterprises have drawn to fill the gap. It has exposed them as targets of negative policies of government to curtail their reach.

The emergence in social consciousness on the apathetic behaviour in the environment on the need to inculcate moral values and civic rights and responsibilities influenced social enterprise. The social consciousness was achieved through the personal experiences of different social entrepreneurs in life. This awareness was achieved through personal tragedy, formal and informal learning platforms, and other negative and positive experiences. Democracy and the renewed value ensued to an environment formerly used to military governance helped in bringing about awareness. Also, the awareness on dwindling funding streams shaped action. Overall, all the elements noted above have been motivators for the development and drivers of the role social enterprise play.

6.4.1.2 Formal Arrangements/Elements

The absence of a coherent institutional delineation, structure, support, and knowledge of social enterprise are key findings emanating. This is informed by the lack of a comprehensive regulatory framework, bureaucracy, and laws with a purview primarily for social enterprise within the Nigerian environment. Regulations remain basic, within various governmental agencies playing limited roles depending on the sector such social enterprises operated. There is a lack of informed distinction of the different social economy conception within the regulatory realm. The state of these formal elements hampered social enterprises.

6.4.1.3 Institutional Weakness Elements

The findings of this study reveal plethora of socio-economic realties/unmet needs within the environment. The prevalence of widespread economic downturn, economic hardships and extensive poverty within the society. The levels of unemployment are high; the state of infrastructure is poor. While some of these challenges add to the operating cost of social enterprises, they majorly accounted for the establishment of social enterprises and the roles they played within the environment. It is noteworthy that the multiple incidence of taxation, corruption within the system limited the activities of social enterprises buy yet, motivated the roles engaged by others. Whereas the precarious security challenges within the country occasioned by Boko-Haram insurgency and militancy in the Niger-Delta have also hampered

the activities of social enterprise, it is also created social challenges and been a motivator for the development of social enterprises that provide solutions to such challenges.

The need to bridge the institutional gaps/voids were important drivers for the emergence of social enterprises. The provision of social services, security and governance were suggested as primary functions of government expected by the citizenry. The need to provide for the un-catered by government, due to inadequacies within the developing environment, has necessitated social enterprise play roles geared towards bridging institutional gaps. Social enterprises have contributed in activities ranging from bridging the communication and awareness gap between the government and citizens, to carrying citizens with knowledge and skills to engage the democratic process. Others are making contributions in terms of infrastructural facilities, social and economic empowerment in health, education, security, general wellbeing, human capital development, and financial inclusion.

It is important to note that despite the weak state and basic nature of formal arrangements (regulatory framework and knowledge) in the environment, the informal institutional elements have influenced the nature and character of social enterprise and remain strong elements and forces shaping the initiatives within contemporary Nigeria. While the institutional weakness elements have provided a motivation for social enterprises.

6.4.2 Organisational Environment

In conceptualising the influence of the organisational environment on the role of social enterprises within the wider institutional environment, various elements were discovered to play key roles and they were categorised into two broad categories: First, the economic value/dimension/character such as commercialisation/sustainability, multiple bottom lines, and corporate social responsibility; and Secondly, social value/dimension/character such as social services and integration, and partnerships and collaborations. All these elements within the social enterprise organisational environment of Nigeria played roles as motivators, drivers, enablers, constraints and shapers of social enterprise. They influence social enterprise behaviour, activities, structure and development. Subsequent sections will provide an overview.

6.4.2.1 Economic Value/Dimension/Character

The findings of this study underscore the high reliance on donations from donor agencies and benevolence of individuals, philanthropist and donor agencies to provide funding for their activities. However, the realisation of dwindling grants – led to greater attention to economic dimension and development of commercial component. This has led to a focus on developing a trading component in social enterprise structure that enables it generate revenue and attain profitability to ensure it continuous operation. While within the field of practice some social enterprises are already generating their revenue, others are yet to operationalise their awareness and desire for self-sufficiency.

Within the organisational environment there is an awareness and movement towards attainment of multiple bottom lines by social enterprises. Not only are social enterprises concerned about advancing socio-economic benefits to a target group, there is an emerging awareness and emphasis towards generating revenue, ensuring profitability, and environmentally friendly behaviour in the course of their activities, which enables the sustainability of operations – multiple bottom lines!

Study findings reveal an awareness within the organisational environment of the adoption of the social enterprise concept by multinational corporations for their corporate social responsibility. While the social alliance here are noble, they are not altruistic, they are done for economic benefit. These organisational knowledges have influenced social enterprises.

6.4.2.2 Social Value/Dimension/Character

Results underscore the primacy of social value/dimension/character of social enterprise. pertinent social goals being advanced by social enterprise and providing solutions to multitudes of problems. These values/dimension/character converge around social and economic values/dimension/character. They range from creativity, empowerment, poverty alleviation, furthering of public enlightenment, engagement in conflict mediation, promotion of inclusion, advancing of economic productivity, to community development, strengthening institutional systems, promoting social responsibility and environmental rights, financial advisory, and promotion of cultural and ethical values. Within the organisational field, there is an urge and movement by social enterprise towards facilitating activities that provide economic inclusion in the society. Rightly so, as analysis suggest social enterprise provide solutions to embedded

contextual problems, and with the apprehension on the growing numbers of economically disadvantaged and excluded within the society.

At the organisational level, social enterprise has attested to their awareness of their strength in coming together, collectively to challenge the system and demand for good policies, governance and citizenship rights in the polity. In creating strategic partnerships these organisations have been able to achieve uniformity and demand for their collective good. They have brought structure within the field. The awareness within the organisational environment has influenced the institutional environment and likewise.

6.5 **Conclusion**

Having discussed the results of this study in relation to literature and theory, it can be stated that social enterprise within the institutional environment provide social value driven solutions to the challenges faced within the environment. While findings note the provision of social services, protection of life and property, and governance to be the primary responsibility of government in the society. These are what the society expects and demands from its government. However, due to the inability of government to meet the needs of the environment, social enterprises are complimenting governmental roles in provision of social services, protection of life and property, and governance. Social enterprise playing roles traditionally performed by governmental institutions. The need to reach out to people un-catered for by the government, due to the inadequacies within the developing environment, has necessitated social enterprise to play roles geared towards bridging intuitional gaps. Social enterprises have contributed in activities ranging from bridging the communication and awareness gap between the government and citizens, to carrying citizens with knowledge and skills to engage the democratic process. Others are making contributions in terms of infrastructural facilities, social and economic empowerment in health, education, security, general wellbeing, and human capital development.

The influence of the informal environment on social enterprise in Nigeria is widespread, and in agreement with studies (Rivera-Santos et al. 2015; Thorgren and Omorede, 2015; Littlewood and Holt 2018) that describe "Transition economies are often characterized by underdeveloped formal institutions, often resulting in an unstable environment and creating a void usually filled

by informal ones. Entrepreneurs in transition environments thus face more uncertainty and risk than those in more developed economies" (Puffer et al., 2010, p. 441).

Within the Nigerian institutional environment, there is an indifference by citizenry, caused by the lack of citizen's interest, and faith in government at the local, state and federal levels. There is an unwillingness to engage constructively on rights and responsibilities of citizens, and those obligations owed them by the government as enshrined in the Nigerian constitution. Analysis of data, attributes, years of military rule in Nigeria has majorly accounted for the state of apathy in the environment. As the curtailing of citizens' rights and freedoms, human right abuses, and the arbitrariness that has occasioned military rule (interventions in the polity) has created difficulty for citizens and state actors to comprehend democratic norms of conduct.

With the emergence of democracy, social consciousness is evolving on the rights and responsibilities of citizens, and social enterprises are playing key roles in providing the needed social consciousness on moral and civic reorientation. Social enterprises are influenced and have influenced awareness in the environment. They are purposefully bridging the communication gap between government and citizens by promoting and facilitating civic education, public transparency and accountability, rule of law, and alternative developmental solutions. Social enterprises' social initiatives are being carried out through mediation, advocacy, training, counselling, engaging, and interfacing with governmental agencies and target groups. Of all the thirty-one social enterprises analysed, it is noteworthy, that all thirty-one, have an educational advocacy or enlightening component. The emerging awareness, personal experiences, recognition, and response to social issues in the Nigerian environment have accounted for the establishment, and orientation of goal(s) being purveyed by social enterprise.

The cultural heterogeneity and religious entrenchment within the environment were important factors that influence the nature of social enterprise initiatives. The Christian and Islamic religions did influence and shape the kind of virtues and moral formation inculcated in citizenry. Especially, as the religious prescriptions were predominantly relied upon by faith based social enterprise, while those that were not faith based still drew the foundation of moral and ethical values being purveyed from religious beliefs. Social enterprise gave considerations to religious and cultural norms in conceptualising initiatives as this were important to the acceptance of their activities. Thus, conforming to the notion of organisations being a product of their environment and influenced by informal pressures such as the cultural and religious

understandings (Meyer and Rowan, 1977), social enterprises are being actively influenced by these elements within the environment in their evolvement and development.

The personal experiences of social entrepreneurs are another important factor that shaped social enterprise in the Nigerian context. The self-discovery of awareness through formal and informal educational opportunities shaped social entrepreneurs understanding of their activities better. Social entrepreneurs through life events, personal search for awareness, participation in international social entrepreneurship training events, personal experiences in the public sector, interactions, created and evolved their overview of the conception. In situating this finding within the wider social enterprise discourse, especially from the American perspectives where the personal entrepreneurial traits of the social entrepreneur tend to be emphasised, Drayton and MacDonald (1973) highlight the focus of the characteristics of individual, the entrepreneur, the acumen, the emphasis on entrepreneurial characteristics and dimension in the conception of social enterprise. Similarly, the social entrepreneur is viewed in terms of a person, or group of persons who utilize entrepreneurial traits and methods in providing solutions to identified societal challenges, and as well, achieving social and economic value (Bull, 2008; Brouard and Larivet, 2010, p. 45). Major organisations promoting the concept such as Ashoka tend to focus on the entrepreneurial activities of a social entrepreneur in solving societal problems through an initiative, social entrepreneurship (Nicholls, 2006).

Institutional environments are distinguished by the level of formal or informal arrangements that characterize the environment (Scott, 1995). Formal arrangements are associated with documented state policies, laws, regulations, constitutional configuration, electoral forms, economic exchange systems, and compliance systems (North, 1990; Van Assche et al., 2012). Within the developed and emerging environments, social enterprise studies put forward the need to first delineate social enterprise by the categorisation of the main legal and institutional status within which such creativities can encompass (Defourny and Develtere, 2009). Positioning the aforementioned to this study findings, there is an absence of a coherent institutional delineation, structure, support, and knowledge of social enterprise. This is informed by the lack of a comprehensive regulatory framework, bureaucracy, and laws with a purview primarily on social enterprise within the Nigerian environment. This is in contrast to the robust legal forms adopted by European countries for social enterprises that provide for coherent knowledge and support system (Defourny and Nyssens, 2010).

Within the social enterprise organisational level (Spear and Bidet, 2003; Peattie and Morley, 2008), whereas the primary social dimension of social enterprise remains uncontested, there is an awareness of the dwindling of grants and donations that were hitherto relied upon by social enterprise as a major source of revenue. This has led to a focus on developing a trading component in social enterprise structure that enables it generate revenue and attain profitability to ensure its continuous operation. Social enterprises are charging fees for services rendered to generate revenue, and also, engaging in other business concerns that provide funds to support their social activities. Social entrepreneurs acknowledge the drive towards self-reliance as becoming an important agenda the organisational field's reality have necessitated. The awareness of, and the urgent need to acquire alternative means of funding to ensure sustainability of social enterprises, have led to the shift towards incorporating enterprise – an economic value/dimension (Spear and Bidet, 2003). Therefore, social enterprise within the environment are purveying both social and economic value/dimensions in their conceptualisations.

The next chapter, chapter seven (7) presents the conclusion and recommendation of the study.

Chapter 7: CONCLUSION AND RECOMMENDATION

7.1 Introduction

This study commenced with the aim to explore social enterprise in a developing country, Nigeria - within a context of weak formal institutional arrangement/environment. Thirty-one interviews were conducted with Social Entrepreneurs in addition to two interviews with Regulatory Agency Executives in Nigeria. Following an extensive use of thematic analysis, social enterprises are found as contextual conceptions that provide solutions to embedded social challenges. These solutions are provided through creativities that are shaped by the socio-political and economic realities, personal experience, heterogeneous cultural environment, and embedded religious understandings in the environment that is characterised by weak formal institutional arrangements.

This chapter presents answers to the research objectives, and the study implications to theory and practice and contribution to knowledge. This is followed by a discussion of the limitations of this study. In conclusion, the study establishes the relationship between social enterprise and neo-institutionalism in a context with weak formal arrangements.

7.2 Achieving the aim and objectives of this study

This section summarises as to how research objectives are accomplished. In accomplishing the **first objective** of this study, social enterprise literature has provided evidence to the influence of the environment (i.e., formal institutional laws, regulations and public policy) on the development of social enterprise (Kerlin, 2006; Defourny, 2010; Teasdale, 2012). With the absence of a coherent legal form, regulatory framework or public policy prescription within Nigeria, this study provides evidence as to the prevailing role the informal environment has played in providing structure in behaviour and actions. Through the entrenched religious influence in the society, heterogeneous cultural environment, institutional apathy and social consciousness, personal experience within the environment social enterprises are being actively influenced as well as influencers. Neo-institutional theory advances element within the institution such as laws, regulations, occupational bodies, culture, values, belief practices,

and social thought processes and understandings to be pressures and elements inherent in the institutional environment that influence organisation's structure, conduct, and tactical decisions within a context (Meyer and Rowan, 1977; DiMaggio and Powell, 1983). Similarly, an institutional scholar, North (1990), suggest that environmental characteristics, such as existing laws, beliefs, understandings, and cultural value systems, guide the human relations within. With the Christian and Islamic religions influencing and shaping the kind of virtues and moral formation inculcated in citizenry. Especially, as the religious prescriptions were predominantly relied upon by faith based social enterprise, while those that were not faith based still drew the foundation of moral and ethical values being purveyed from religious beliefs. Social enterprise gave considerations to religious and cultural factors, challenges, and motivational elements in conceptualising initiatives as this were important to the acceptance of their activities. Thus, conforming to the notion of organisations being a product of their environment and influenced by informal pressures such as the cultural and religious understandings (Meyer and Rowan, 1977), social enterprises are being actively influenced by these elements within the environment – with profound bearings to their nature, scope and form of initiatives.

In achieving the **second objective** of this study**,** social enterprise discourse states that the primacy of the social goal, character, value and dimension of social enterprise is the only uncontested component of the conception within the organisational environment (Peattie and Morley, 2008; Teasdale, 2011; Kerlin, 2012; Rivera-Santos et al., 2015). Data analysis indicates pertinent social goals being advanced by social enterprise and providing solutions to multitudes of problems. These values converge around social and economic values. They range from creativity, empowerment, poverty alleviation, furthering of public enlightenment, engagement in conflict mediation, promotion of inclusion, advancing of economic productivity, to community development, strengthening institutional systems, promoting social responsibility and environmental rights, and promotion of cultural and ethical values. Similarly, from literature explanations (Dees, 1998; Alter, 2007; Defourny, 2009; Defourny and Nyssens, 2008; Teasdale, 2010), social enterprises provide a panacea to the most prominent societal problems: such as inequalities, unemployment, and integrating some of the disadvantaged members of the communities where they operate. This study findings conforms to the notion of social enterprise development due to unmet needs by the government and markets in a society, and also, taking into cognisance the peculiarities of the environment in conceptualisation (Spear and Bidet, 2003; Nega and Schneider, 2014; Littlewood and Holt,

2015). Due to the inability of government and markets alone to meet up with the pressures to cater for the socio-economic needs of the populace (Defourny and Borzaga, 2001; Teasdale, 2011), the third sector organisations emerged, and lead in efforts to bridge diverse gaps in different institutional environments (Teague, 2007) – more so in a developing environment.

Contemporary global economic situation has seen the scaling down, and the winding down of international funding. The awareness of the urgent need to acquire alternative means of funding, to ensure sustainability of social enterprises, have led to a shift towards the development of commercial component to their activities. By commercialise operations, it enables them to generate revenue in order to sustain their social goals. The prevalent restructuring of operations trends, as highlighted by social enterprises, was acknowledged as an indicator for the future of social enterprises in Nigeria to ensure their sustainability. The realisation of the need for social enterprise to generate their income from their activities to reinforce their social mission is in line with social enterprise literature. For example, literature provides insights as to how changes in public and private sector funding led to the embrace of varying levels of economic dimension (values and character) and its influence on the definitions and evolvement of social enterprises conception on European and American perspectives (Defourny and Nyssens, 2010). With the evolvement of the economic dimension of social enterprise, it differs from the traditional understanding of the non-profit organisation in terms of strategy, structure, norms, and values - they represent a radical innovation in the social economy (Dart, 2004). Spear and Bidet (2003, p. 8) study has identified criteria that reflect the economic and entrepreneurial dimension (values/character); A sustained commercial activity of producing and trading goods and services, degree of independence, degree of economic risk and engaging in a minimum level of reimbursed work are reflective of the economic values. Social enterprise literature provides insights as to how changes in public (governmental) funding led to the embrace of varying levels of economic dimension (values and character) from the traditional primary social dimension (of non-profits), and its influence on the definitions and evolvement of social enterprises (Defourny and Nyssens, 2010). In the pursuance of the primary objectives of social enterprise, the consideration for the need to pay attention on the need to generate revenue through commercialisation of its operations to provide funding for its activities are underscored. Social enterprise examined have shown a high reliance on donations from donor agencies and the benevolence of individuals, philanthropist to provide funding for their activities. Available literatures on social enterprise allude to the incorporation of enterprise to reinforce their social aims in legal forms

adopted of social enterprise in Europe (Kerlin, 2006). However, there is an awareness of the dwindling of grants and donations that were hitherto relied upon by social enterprise as a major source of revenue within the organisational environment. This has led to a focus on developing a trading component in social enterprise structure that enables the generation of revenue and attainment of profitability to ensure the continuous operation. Social enterprises are charging fees for services rendered to generate revenue and are engaging in other business concerns that provide funds to support their social activities. Social entrepreneurs acknowledged the drive towards self-reliance, which is becoming an important agenda the organisational field's reality have necessitated. The prevalent restructuring of operations trends to embrace enterprise – an economic value and dimension, which was highlighted in social enterprises examined, was acknowledged as an indicator for the future of social enterprises in Nigeria to ensure their sustainability. In Europe, the negative economic outlook in the 1970s and 80s, was occasioned by sustained jobs losses due to industrial re-organisation, high unemployment rates, the drop in public finances, expenditures were beyond revenues, and failure of social policies to provide solutions the mass unemployment (Spear et al., 2001; Nyssens, 2006), which necessitated changes towards commercialisation. Doing so might enable them to advance the interest of the populace, and achieve sustainability strategies (Seanor et al., 2007).

Although social enterprises expressed awareness, there was no evidence to suggest that most social enterprises have developed this dimension of the desire for self-sufficiency to a large extent. A few have begun to explore such. Therefore, social enterprise within this organisational environment purvey a social value/dimension and begin to evolve and emerge on the economic value/dimension of the conception in Nigeria.

In accomplishing the **third objective** of this study: **Conceptualisation of Institutional Environment Influence on social enterprise**

- Based on the conceptual framework and study findings, social enterprises are contextual conceptions that provide solutions to embedded social challenges, through creativities that are shaped by the socio-political and economic realities, personal experience, heterogeneous cultural environment, and embedded religious understandings in the environment that is characterised by weak formal institutional arrangements.

Informal Arrangements/Elements

- Heterogeneous cultural environment –positive and negative cultural attributes influence social enterprise

- Deeply religious environment – requiring proactivity and sensitivity by social enterprise in behaviour, design and structure of initiatives.
- Institutional apathy due to institutional weakness – motivation that underlies the development of social enterprise to advance social consciousness on moral values and civic rights and responsibilities.

Formal Arrangements/Elements

- Absence of a coherent regulatory framework for social enterprise
- Poor formal knowledge and support for social enterprise
- Basic regulatory framework for all business organisations within the environment that stifle social enterprise

Conceptualisation Organisational Environment Influence on social enterprise

- Social enterprise are primarily social value/dimension organisations that are beginning to evolve towards development of enterprise – an economic value/dimension that reinforces their social mission for sustainability

Economic Value/Dimension

- Realisation of dwindling grants – led to greater attention to economic dimension and development of commercial component
- They influence the strengthening and development of the institutional environment through their activities

Social Value/Dimension

- Primacy of social value and dimension.

7.3 **Research Implication**

7.3.1 Implication to Theory and Practice

This section is dedicated to the discussion of research implications. These implications are related to theory and practice, as discussed in the following paragraphs.

First, neo-institutional literature states the duality of the formal and informal institutional elements in engendering homogeneity in behaviour and structures of organisations, and less has been considered on possible heterogeneity (Greenwood et al., 2014). With propositions on homogeneity validated in developed and emerging countries with robust formal and informal institutional systems (Austin, 2006; Kerlin, 2012; Goddard et al., 2015), negating developing countries with different institutional arrangements, such as weak institutional system such laws

and policies that influence organisations (Rivera-Santos et al., 2015). Therefore, in this study's use of the neo-institutional theory in exploring the influence of both the organisational and institutional environment on social enterprise development within a developing environment contributes to theory development and aligns to calls for more social enterprise within developing countries (Puffer et., 2010; Rivera-Santos et al. 2015; Thorgren and Omorede, 2018; Littlewood and Holt, 2018).

This study provides evidence that with the absence of a coherent legal form, regulatory framework or public policy prescription within the environment, informal environment plays a key role in providing structure in behaviour and actions. Through the entrenched religious influence in the society, heterogeneous cultural environment, institutional apathy and social consciousness, personal experience within the environment social enterprises are being actively influenced and are also influencers. Neo-institutional theory promoters suggest norms of conduct, laws, regulations, compulsion, occupational bodies to be formal elements that are primary to the complimentary role cultural understandings, values, belief practices, and social thought processes and understandings in an environment. These pressures and elements inherent in the institutional environment that influence structure processes, conduct, and tactical decisions of organisations within a context (Meyer and Rowan, 1977; DiMaggio and Powell, 1983). Similarly, an institutional scholar, North (1990). However, study findings reveal informal environment playing primary roles and the formal complimenting such roles. Therefore, there is a need for greater consideration of more developing context for better understanding the interplay of institutional factors roles on organisational behaviour.

Secondly, the introduction of the organisational level analysis aligns with the need to refocus on institutional perspectives in understanding how they influence the organisational environment (Greenwood et al., 2014), rather than the institution itself alone. Therefore, this study considers the role of organisational environment to influence the values, nature and character of organisations operating therein. Within social enterprise discourse states, the primacy of the social goals, character, values and dimension of social enterprise are the only uncontested component of the conception within the organisational environment (Peattie and Morley, 2008; Teasdale, 2011; Kerlin, 2012; Rivera-Santos et al., 2015). Findings indicate pertinent social goals being advanced by social enterprise and providing solutions to multitudes of problems. These values converge around social and economic values. They range from creativity, empowerment, poverty alleviation, furthering of public enlightenment, engagement in conflict mediation, promotion of inclusion, advancing of economic productivity, to

community development, strengthening institutional systems, promoting social responsibility and environmental rights, and promotion of cultural and ethical values. Similarly, from literature explanations (Dees, 1998; Alter, 2007; Defourny, 2009; Defourny and Nyssens, 2008; Teasdale, 2010), social enterprises provide a panacea to societies most embedded problems: such as inequalities, unemployment, and integrating some of the disadvantaged members of the communities where they operate. This conforms to the notion of social enterprise developing due to unmet needs by the government and markets in a society, and also, taking into cognisance the peculiarities of the environment in conceptualisation (Spear and Bidet, 2003; Nega and Schneider, 2014; Littlewood and Holt, 2015). Also, the winding down of international funding to social enterprise. The awareness of the urgent need to acquire alternative means of funding to ensure sustainability of social enterprises, have led to the shift towards development of commercial component to their activities. By commercialise operations, it enables them generate revenue to sustain their social goals. The prevalent restructuring of operations trends, which was highlighted in social enterprises examined, was acknowledged as an indicator for the future of social enterprises in Nigeria to ensure their sustainability. The realisation of the need for social enterprise to generate their income from their activities to reinforce their social mission is in line with the literature, which provides insights as to how changes in public and private sector funding led to the embrace of varying levels of economic dimension (values and character) and its influence on the definitions and evolvement of social enterprises conception on European and American perspectives (Defourny and Nyssens, 2010).

Therefore, through the adoption of an organisational level of analysis, social enterprise in the Nigerian organisational environment are able to be conceptualised as purveying a social value/dimension and begin to evolve and emerge on the economic value/dimension of the conception in Nigeria. This understanding when contextualised into wider organisational environment theoretical analysis provides insights as to how elements within the organisations influence its values and dimensions.

Thirdly, this study conceptualises social enterprise in Nigeria based on literature and theory. This study provides insights into the evolution and development of social enterprises, the institutional and organisational environment influences from a different context (a developing country, Nigeria), on social enterprise. Furthermore, this study contributes to the call by social enterprise scholars for more research from different perspectives under research contexts for the concepts and models of the conception (Haugh 2005; Austin 2006; Kerlin 2006; Defourny

and Nyssens 2008; Defourny and Nyssens 2010; Mair 2010; Defourny and Nyssens 2012; Kerlin 2012; Littlewood and Holt 2015).

This research feeds into the need to reduce the dearth of knowledge on the development of social enterprises globally. This research provides elucidations on the state of practice, the influence of the environment on social enterprises in Nigeria that will aid potential and current social entrepreneurs, policy makers towards institutional planning and development, and above all, the academic community in having better insights into social enterprises in Nigeria.

7.4 **Limitation of Study**

As with all studies, the present research has some limitations. As stated in the methodology section, this study gathered data from social enterprises. All of these organisations are not necessarily a representation of the explanations of social enterprise from the developed and emerging context perspectives due to the limited income generation component. However, they could be categorized as social economy organisations as due to the forms, scope of their activities and the acknowledgement of their reconfigurations in developing a commercial dimension to their activities. The lack of delineation of the social enterprise field has been a drawback as some of these organisations adopt the label of social enterprise and yet have not fully embraced the structures as seen in other climes. As suggested by Defourny and Develtere (2009), the first approach to delineating social enterprise comprise the categorisation of the main legal and institutional status within which such creativities can encompass. In doing so, this would enable a better representation. Interestingly, the regulatory organisation for small and medium scale enterprises in Nigeria acknowledges the understanding of Non-Governmental Organisations as social enterprise. This understanding did have a profound influence on the understanding and operations within the Nigerian context.

The absence of a coherent institutional regulation or prescription on social enterprise was a limitation to be clarity in evaluating organisations within the environment. Furthermore, the infant nature of the organizational environment makes mapping of social enterprise accounting to sector virtually incoherent, as a single social enterprise performed multitudes of roles and there categorizing into sector for in-depth case study analysis challenging.

7.5 **Conclusion**

This research has attempted to contribute to other studies on social enterprise and neo-institutional theory. Through this study, more insights are provided into a different environment and how the environment influences the development of social enterprise in Nigeria. This study explored the influence of institutional environment on the conception and development of social enterprise in Nigeria-with a view to advancing research on the conceptualisation of social enterprise within a context of weak formal institutional arrangements/environments. Through this empirical investigation, the study attempted to find out how the institutional and organisational environment influence the social enterprises in Nigeria. With social enterprises literature emphasising their ability and role to provide a panacea to societies most embedded problems: such as inequalities, unemployment, and integrating some of the disadvantaged members of the communities where they operate (Spear and Bidet, 2003). And also, the role in which socio-political factors such as laws and public policy in shaping social enterprise development in Europe and United States of America (Defourny and Nyssens, 2010), the need to study social enterprise within its institutions and the organisational environment was important to understanding how they influence and guide behaviour and development of social enterprise.

Due to the weakness and absence of a coherent legal regulatory framework or public policy for social enterprises, the informal environment is influencing social enterprises. These enterprises have developed ways of embracing the influence and as well, influencing their environment. Social enterprises are playing significant role within this developing environment. With the high rates of poverty, low levels of literacy, high maternal mortality rates, and institutional apathy, social enterprises are playing a role towards adding social value to their communities. With the current surge towards enterprise due to dwindling donor grants, social enterprises are embracing enterprise and economic dimension in earning income that reinforces their social missions and ensures their sustainability.

This study findings aligns with views of social enterprise, especially in developing environments as broadly utilised as a poverty alleviation strategy (Puffer et al., 2010; Rivera-Santos et al., 2015; Littlewood and Holt, 2015), albeit, not wholly. This study finding suggest strengthening and development of institutional system as another key role performed by social enterprises. Social enterprises are increasingly playing strategic roles in addressing social and

structural challenges. The need to carter for social and financial needs of the people in alleviating poverty and servicing does economically disadvantaged (Nega and Schneider, 2014; Thorgren and Omorede, 2015) are however key. These are reflected in the kinds of roles performed by social enterprises in Nigeria. They are geared towards bridging unmet social and economic needs of the society, institutional development and poverty alleviation. Lastly, this study findings aligns with the contemporary understanding within the social enterprise field as embracing enterprise to generate income that reinforces its ability to perform it operations (Spear et al., 2001; Spear and Bidet, 2003). The need to embrace the economic dimension of the conception is ever relevant for achieving sustainability (Seanor et al., 2007). This was evidenced in the Nigeria context through the awareness for the need and action towards the development of income component to its social roles.

7.6 **Recommendations on Further Research**

Moving forward, the attempt at conceptualising the role of social enterprise within the Nigerian context has just begun. This study provides empirical insights that can help frame future research directions and provide a comparison across environments or done in another developing context. Within the understudied context, further research should focus on how specific social enterprise values (such as the social dimension/values) are superseded by the needed to develop income generating component (economic dimension/values) to ensure sustainability of operations. As this narrative is increasing gaining attention within the field as identified in findings. While the trend identified here on greater awareness and movement towards income generation activities will not be new to social enterprise stakeholders, what remains unclear is how such tensions between social and economic dimensions/values are approached within the Nigerian environment. This will go a long way in better understanding how the competing logics influence trade-offs, roles and concepts emanating. Furthermore, an in-depth study of the legal frameworks in which social enterprises operate within the environment and its influence on the practice of the conception will strengthen understanding and ensure a more coherent mapping of the field of study as this study finding reveals the vagueness, incoherency in understanding and loosely mapped sector. Such understanding with give us a better understanding on the enablers and constraints of social enterprise roles within contemporary Nigeria.

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Appendix 1 Participation Sheet Social Entrepreneurs

PARTICIPANTS' INFORMATION SHEET

Title of Study: Influence of the Institutional Environment on the Development of Social Enterprise in Nigeria

We would like to invite you to participate in this research investigation, but before you make your decision, please avail me the opportunity to explain what this research is all about, and why your participation is needed in order to generate data for the study. The purpose of this study is to explore the influences of the governmental and non-governmental institutions on the development of social enterprise in Nigeria. The potential outcome of this investigation will provide insights into the role social enterprise play in the socio-economic development of a developing country like Nigeria. Also, the influence governmental and non-governmental institutions play in the practice and development of social enterprise in Nigeria.

Note that participation in this study is voluntary. Invitation to participate in this study is open to regulators and policy makers involved with Social Enterprise in Nigeria. Participants must be individuals with purview on social enterprise. An oral semi-structured interview with the researcher for not more than 60 minutes will be required if willing to participate in this study. The venue and time of the interview will be agreed upon by both parties. There are no potential risks in this study. However, interviews will be conducted in accordance with the UK Data Protection Act 1998 and the University of Huddersfield research ethical code of conduct. This means that privacy will be maintained during and after the interview process. To ensure confidentiality, your personal identity will be concealed

All information will be kept privately in the researcher's password protected personal computer and student's K-drive provided by the University and used purely for the purpose of this research. The information is going to be used for no purpose than this research.

If you are happy to participate in this study, you will be required to sign a consent form to indicate your acceptance to take part. However, you are free to withdraw your participation at any given time before the commencement of data analyses. This means you will not be able to withdraw from the study once data analysis begins. On the day of the interview, you will be required to meet with the one of the research investigators at a scheduled date, time and venue

for either a Skype, or digitally recorded audio face-to-face in-depth interview lasting between 30 to 60 minutes. After the data has been transcribed, you will be asked to read and verify accuracy of a confidential transcript of this interview. May I then request that you provide me with a date, venue and time convenient for you to do the interview?

Finally, I look forward to interviewing you.

Kind Regards,

Researcher's Contact Details

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Appendix 2 Participation Sheet Regulators

PARTICIPANTS' INFORMATION SHEET

Title of Study: Influence of the Institutional Environment on the Development of Social Enterprise in Nigeria

We would like to invite you to participate in this research investigation, but before you make your decision, please avail me the opportunity to explain what this research is all about, and why your participation is needed in order to generate data for the study. The purpose of this study is to explore the influences of the governmental and non-governmental institutions on the development of social enterprise in Nigeria. The potential outcome of this investigation will provide insights into the role social enterprise play in the socio-economic development of a developing country like Nigeria. Also, the influence governmental and non-governmental institutions play in the practice and development of social enterprise in Nigeria.

Participation in this study is voluntary. An oral semi-structured interview with the researcher for not more than 60 minutes will be required if willing to participate in this study. The venue and time of the interview will be agreed upon by both parties. There are no potential risks in this study. However, interviews will be conducted in accordance with the UK Data Protection Act 1998 and the University of Huddersfield research ethical code of conduct. This means that privacy will be maintained during and after the interview process. To ensure confidentiality, your personal identity will be concealed

All information will be kept privately in the researcher's password protected personal computer and student's K-drive provided by the University and used purely for the purpose of this research. The information is going to be used for no purpose than this research.

If you are happy to participate in this study, you will be required to sign a consent form to indicate your acceptance to take part. However, you are free to withdraw your participation at any given time before the commencement of data analyses. This means you will not be able to withdraw from the study once data analysis begins. On the day of the interview, you will be required to meet with the one of the research investigators at a scheduled date, time and venue for either a Skype, or digitally recorded audio face-to-face in-depth interview lasting between 30 to 60 minutes. After the data has been transcribed, you will be asked to read and verify

accuracy of a confidential transcript of this interview. May I then request that you provide me with a date, venue and time convenient for you to do the interview?

Finally, I look forward to interviewing you.

Kind Regards,

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Appendix 3 Interview Guide Social Enterpreneurs

The Interview Guide for Social Entrepreneurs

Research topic

Influence of the Institutional Environment on the Development of Social Enterprise in Nigeria

Research Aim

    A. To explore the influence of the institutional environment on the development of social enterprise in Nigeria.

Research Objectives

    A. To conceptualise the nature of social enterprise in Nigeria.

    B. To understand and determine the role that social enterprise plays in the socio-economic development of a developing country like Nigeria.

    C. To examine the role institutional environment plays in the development and evolution of social enterprises in Nigeria.

Interview Questions and Prompts

1. What do you understand by the term 'social enterprise'?
2. What is the name of your organisation, and what are its goals?
3. What important factors accounted for the establishment of your social enterprise?
4. Why do you consider your organisation a social enterprise?
5. What activities does your organisation engage in?
6. In your view, what purpose does your social enterprise serve in Nigeria?
7. Of what specific value(s) is your social enterprise to the Nigerian society?
8. What external factors would you say have assisted the development of your social enterprise?
9. What external factors would you say have restricted the development of your social enterprise?
10. How have existing laws, public policies, ethical perceptions, and cultural values and practices influenced the nature and character of your organisation?
11. What indicators are there that point to the direction social enterprises are likely to take in Nigeria?

Prompt: Why? How? What are you registered as (Examples, Public Liability Company, Limited Liability Company, Non-Governmental Organisation)? Tell me about your registration process?

Appendix 4 Interview Guide Regulators

The Interview Guide for Regulators

Research topic

Influence of the Institutional Environment on the Development of Social Enterprise in Nigeria

Research Aim

    B. To explore the influence of the institutional environment on the development of social enterprise in Nigeria.

Research Objectives

    D. To conceptualise the nature of social enterprise in Nigeria.

    E. To understand and determine the role that social enterprise plays in the socio-economic development of a developing country like Nigeria.

    F. To examine the role institutional environment plays in the development and evolution of social enterprises in Nigeria.

Interview Questions

1. Tell me about your organisation
2. What is your organisation's understanding of the term 'social enterprise'?
3. What role does your organisation perform as it pertains to social enterprise?
4. What type of service or support do you provide to social enterprises?
5. What are the requirement(s) needed for the registration of a social enterprise?
6. What policies, frameworks, and guidelines are there available for guiding and regulating social enterprises?
7. Are there mechanisms or procedures put in place by your organisation for monitoring social enterprise activities in the country?
8. What indicators are there that point to the direction social enterprises are likely to take in Nigeria?

Appendix 5 Consent Form for Social Entrepreneurs

CONSENT FORM

January, 2016

To Participate in Research Investigation Titled:

'Influence of the Institutional Environment on the Development of Social Enterprise in Nigeria'

Dear Participant,

Thank you for agreeing to participate in this investigation titled: *'Influence of the Institutional Environment on the Development of Social Enterprise in Nigeria'*. The aim of this research is to explore the influence of the institutional environment on the development of social enterprise in Nigeria. Your views and contributions may help to address some of the pertinent issues of this research such as: conceptualising the nature of social enterprise in Nigeria; understanding and determining the role of social enterprise play in the socio-economic development of a developing country like Nigeria; and examining the role institutional environment plays in the development and evolution of social enterprises in Nigeria.

Invitation to participate in this study is open to Social Entrepreneurs of Social Enterprises operational in Nigeria. Participants must be individuals who have established a social enterprise, or individuals managing it. Kindly note that participation is optional, therefore, you are allowed to withdraw your participation from the study before commencement of data analysis. Since this is a voluntary exercise, participants will not be given any form of remuneration. Agreeing to participate in the study means that you fully understand and agree to the terms and conditions binding this interview in accordance with the UK Data protection Act of 1998 and University of Huddersfield research ethics code of conduct.

Kind Regards,

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University of Huddersfield Business School
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Telephone: +447405842686

Dr Walter Mswaka

Principal Lecturer – Department of Strategy, Marketing and Economics

University of Huddersfield Business School

Email: w.mswaka@hud.ac.uk

Telephone: 01484 473826

I understand and fully agree to the terms and conditions binding this interview.

Participant's   Signature:

Name:

Organisation Name:

Position:

Address:

Email:

Telephone:

Appendix 6 Consent Form for Regulators

University of HUDDERSFIELD

CONSENT FORM

To Participate in Research Investigation Titled:

'Influence of the Institutional Environment on the Development of Social Enterprise in Nigeria'

Dear Participant,

Thank you for agreeing to participate in this investigation titled: *'Influence of the Institutional Environment on the Development of Social Enterprise in Nigeria'*. The aim of this research is to explore the influence of the institutional environment on the development of social enterprise in Nigeria. Your views and contributions may help to address some of the pertinent issues of this research such as: conceptualising the nature of social enterprise in Nigeria; understanding and determining the role of social enterprise play in the socio-economic development of a developing country like Nigeria; and examining the role institutional environment plays in the development and evolution of social enterprises in Nigeria.

Invitation to participate in this study is open to regulators and policy makers involved with Social Enterprise in Nigeria. Participants must be individuals with purview on social enterprise. Kindly note that participation is optional, therefore, you are allowed to withdraw your participation from the study before commencement of data analysis. Since this is a voluntary exercise, participants will not be given any form of remuneration. Agreeing to participate in the study means that you fully understand and agree to the terms and conditions binding this interview in accordance with the UK Data protection Act of 1998 and University of Huddersfield research ethics code of conduct.

Kind Regards,

Domnan Freeman Miri
Doctoral Researcher

Department of Strategy, Marketing and Economics
University of Huddersfield Business School
Email: U1457834@hud.ac.uk
Telephone: +447405842686

Dr Walter Mswaka

Principal Lecturer – Department of Strategy, Marketing and Economics

University of Huddersfield Business School

Email: w.mswaka@hud.ac.uk

Telephone: 01484 473826

I understand and fully agree to the terms and conditions binding this interview.

Participant's   Signature:

Name:

Organisation Name:

Position:

Address:

Email:

Telephone:

Appendix 7 Ethics Review and Approval

THE UNIVERSITY OF HUDDERSFIELD
Business School

POSTGRADATE STUDENT / STAFF RESEARCH ETHICAL REVIEW

Please complete and return via email to alex.thompson@hud.ac.uk along with the required

documents (shown below).

SECTION A: TO BE COMPLETED BY THE APPLICANT

Before completing this section please refer to the Business School Research Ethics web pages which can be under Resources on the Unilearn site (Ethics Policies and Procedures). Applicants should consult the appropriate ethical guidelines.

Please ensure that the statements in Section C are completed by the applicant (and supervisor for PGR students) prior to submission.

Project Title	Influence of the Institutional Environment on the Development of Social Enterprise in Nigeria
Applicant	Domnan Freeman Miri
Award (where applicable)	PhD Business and Management
Project start date	April 30th, 2014

SECTION B: PROJECT OUTLINE (TO BE COMPLETED IN FULL BY THE APPLICANT)

Issue	Please provide sufficient detail for your supervisor to assess strategies used to address ethical issues in the research proposal. Forms with insufficient detail will need to be resubmitted.
Researcher(s) details	

Domnan Freeman Miri Doctoral Researcher Department of Strategy, Marketing and Economics University of Huddersfield Business School Email: U1457834@hud.ac.uk Telephone: +447405842686	
Supervisor details	Dr Walter Mswaka Principal Lecturer – Department of Strategy, Marketing and Economics University of Huddersfield Business School Email: w.mswaka@hud.ac.uk Telephone: 01484 473826
Aims and objectives of the study. Please state the aims and objectives of the study.	**Research Aim** C. To explore the influence of the institutional environment on the development of social enterprise in Nigeria. **Research Objectives** G. To conceptualise the nature of social enterprise in Nigeria. H. To understand and determine the role that social enterprise plays in the socio-economic development of a developing country like Nigeria. I. To examine the role institutional environment plays in the development and evolution of social enterprises in Nigeria.
Brief overview of research methodology The methodology only needs to be explained in sufficient detail to show the approach used (e.g. survey) and explain the research methods to be used during the study.	**Research Philosophy:** Interpretivism **Research Design:** Qualitative **Approach:** Inductive **Strategy:** case study

	Methods: Snowball sample technique for participant identification. A semi-structured interview will be conducted with social entrepreneurs operating in Nigeria. A thematic data analysis will be done.
Does your study require any permission for study? If so, please give details	Not required
Participants Please outline who will participate in your research. Might any of the participants be considered 'vulnerable' (e.g. children)	Social Entrepreneurs of Social Enterprises operational in Nigeria are eligible to take part in this research.
Access to participants Please give details about how participants will be identified and contacted.	Due to the absence of a database of social enterprises in Nigeria, some participants were identified through website pages, while others will be identified through referrals by those already identified. Participants will be provided with participant information sheet and consent form explaining the purpose of this study, and for subsequent endorsement (please see appendix).
How will your data be recorded and stored?	All information will be kept privately in the researcher's password protected personal computer and student's K-drive provided by the University. The data will be strictly managed by only the researcher during the period of conducting this research.
Informed consent. Please outline how you will obtain informed consent.	Informed consent will be obtained through formal participant information sheet and consent forms to each target participant. This document explains what the research is about and that their participation in this research is voluntary with the understanding that the participant can withdraw before the commencement of data analyses (Please see appendix).
Confidentiality Please outline the level of confidentiality you will offer respondents and how this will be respected. You should also outline about who will have	Interviews will be conducted in accordance with the UK Data Protection Act 1998 and the University of Huddersfield research ethical code of conduct. This means that privacy will be maintained during and after

access to the data and how it will be stored. (This information should be included on Information your information sheet.)	the interview process. To ensure confidentiality, the personal identity of interviewees will be concealed using pseudonyms. Also, after the interview data has been transcribed, interviewee will be asked to read and verify accuracy of a confidential transcript of this interview. All data will be kept privately in the researcher's password protected personal computer and student's K-drive provided by the University.
Anonymity If you offer your participants anonymity, please indicate how this will be achieved.	To ensure anonymity, the identities of social entrepreneurs and their social enterprise will be concealed using pseudonyms.
Harm Please outline your assessment of the extent to which your research might induce psychological stress, anxiety, cause harm or negative consequences for the participants (beyond the risks encountered in normal life). If more than minimal risk, you should outline what support there will be for participants. If you believe that that there is minimal likely harm, please articulate why you believe this to be so.	The risk of participating is minimal or similar to that of everyday life. There will be no cause of harm from this research as the interview questions do not deal with any sensitive issues and are not going to put participants in an undue stress or psychological harm.

Retrospective applications. If your application for Ethics approval is retrospective, please explain why this has arisen.
Not applicable

SECTION C – SUMMARY OF ETHICAL ISSUES (TO BE COMPLETED BY THE APPLICANT)

Please give a summary of the ethical issues and any action that will be taken to address the issue(s).

There are no potential risks in this study. Participation in this study is voluntary. The venue and time of the interview will be agreed upon by both parties. Interviews will be conducted in accordance with the UK Data Protection Act 1998 and the University of Huddersfield research ethical code of conduct. This means that privacy will be maintained during and after the interview process. To ensure confidentiality, the personal identities will be concealed using pseudonyms.

All information will be kept privately in the researcher's password protected personal computer and student's K-drive provided by the University and used purely for the purpose of this research. The information is going to be used for no other purpose than this research. There will be no harm caused by this research.

SECTION D – ADDITIONAL DOCUMENTS CHECKLIST (TO BE COMPLETED BY THE APPLICANT)

Please supply copies of all relevant supporting documentation electronically. If this is not available electronically, please provide explanation and supply hard copy.

I have included the following documents

Information sheet	Yes	☑	Not applicable ☐
Consent form	Yes	☑	Not applicable ☐
Letters	Yes	☐	Not applicable ☑
Questionnaire	Yes	☐	Not applicable ☑
Interview schedule	Yes	☑	Not applicable ☐

SECTION E – STATEMENT BY APPLICANT

I confirm that the information I have given in this form on ethical issues is correct. (Electronic confirmation is sufficient).

Applicant name: Domnan Freeman Miri

Date   8th February, 2016

Affirmation by Supervisor

I have read the Ethical Review Checklist and I can confirm that, to the best of my understanding, the information presented by the Applicant is correct and appropriate to allow an informed judgement on whether further ethical approval is required

Supervisor name: Dr Walter Mswaka

Date   8th February, 2016

All documentation must be submitted electronically to the Business School Ethics Committee Administrator Alex Thompson at alex.thompson@hud.ac.uk.

All proposals will be reviewed by two members of SREP. If it is considered necessary to discuss the proposal with the full Committee, the applicant (and their supervisor if the applicant is a student) will be invited to attend the next Ethics Committee meeting.

If you have any queries relating to the completion of this form or any other queries relating to the Business School's Ethics Committee in consideration of this proposal, please do not hesitate to contact the Chair, Dr Eleanor Davies (e.davies@hud.ac.uk) ☎ [47] 2121 or the Administrator Alex Thomson (alex.thompson@hud.ac.uk

Appendix 8 Ethics Reviewer

THE UNIVERSITY OF HUDDERSFIELD

Business School

Reviewer Proforma.

Project Title:	Influence of the Institutional Environment on the Development of Social Enterprise in Nigeria
Name of researcher (s):	Domnan Freeman Miri
Supervisor (where appropriate):	Walter Mswaka
Reviewer name	Dr Keith Schofield
Date sent to reviewer	08/02/16
Target date for review	22/02/16

Issue	Advice / Comments to applicant
Aim / objectives of the study	-
Research methodology	-
Permissions for study?	-
Participants	-
Access to participants	-
How will your data be recorded and stored?	-
Confidentiality	-
Anonymity	-

Could the research induce psychological stress or anxiety, cause harm or negative consequences for the participants (beyond the risks encountered in normal life).	-
Retrospective applications.	-
Supporting documents (e.g. questionnaire, interview schedule, letters etc)	-
Other comments	-

OVERALL RESPONSE

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APPROVE OUTRIGHT	KS
APPROVE SUBJECT TO MINOR CONDITIONS [please specify]	
RESUBMISSION REQUIRED (application to be re-examined by Reviewers)	
REJECT	

.

Reviewer name

Date

Please send review to <u>alex.thompson@hud.ac.uk</u>

Appendix 9 Sub-Categories

GENERATED SUB-CATEGORIES FROM INTERVIEW TRANSCRIPTS

1. Revenue Generation
2. Sustainability
3. Culture
4. Impact
5. Profitability and Usage
6. Creativity/Innovation
7. Multiple Bottom lines
8. Business Model
9. Regulatory bodies/agencies
10. Bridging Institutional gaps
11. Unmet needs/Voids
12. Social Value
13. Economic Value
14. Empowerment
15. Non Profit
16. Non-Governmental Organisation
17. Non-Governmental Development Organisation
18. Civil Society Organisations
19. Legal Form
20. Personal Experience
21. Bureaucracy
22. Poor/Bottom of the Economic Pyramid
23. Poverty Alleviation
24. Absence of Basic Infrastructure
25. Absence of Coherent Institutional delineation/Structure/Support/Knowledge
26. Institutional Apathy
27. Market Driven Solutions
28. Public Enlightenment
29. Democracy
30. Skills Acquisition
31. Regulatory Framework
32. Solving Problems
33. Community/Society/Environment
34. Provide Social Service
35. Economic Realties
36. Registration
37. Inadequate Laws
38. Awareness
39. Conflict Mediation
40. Health
41. Education

42. Information Communication Technology
43. Partnering/Collaborating
44. Identified Target Group
45. Donors/Philanthropist
46. Institutional Factors Influence
47. Social and Economic Inclusion
48. Community Development
49. Poverty Alleviation/Improvement of Standards of Living and Wellbeing
50. Strengthening of Institutional Systems
51. People
52. Girls/Women
53. Youth
54. Training
55. Civil Society
56. State
57. Social Consciousness
58. Social Responsibility
59. Corporate Social Responsibility
60. Environmental Rights
61. Economic Diversification
62. Unproductivity/Brain drain
63. Commercialisation
64. Alleviate Poverty
65. Religious Influence
66. Community's Perception on Funds
67. Burden of Taxation
68. Security Situation
69. Millennium Development Goal

Appendix 10 Categories

ORGANISATIONL VALUE	INSTITUTIONAL ELEMENTS
1. Revenue Generation 2. Sustainability 3. Impact 4. Profitability and Usage 5. Creativity/ Innovation 6. Multiple Bottom lines 7. Business Model 8. Social Value 9. Economic Value 10. Empowerment 11. Personal Experience 12. Poverty Alleviation 13. Market Driven Solutions 14. Public Enlightenment 15. Skills Acquisition 16. Solving Problems 17. Provide Social Service 18. Awareness 19. Conflict Mediation 20. Health 21. Education 22. Information Communication Technology 23. Partnering/Collaborating 24. Social and Economic Inclusion 25. Community Development 26. Poverty Alleviation/Improvement of Standards of Living and Wellbeing 27. Strengthening of Institutional Systems 28. Training 29. Social Responsibility 30. Corporate Social Responsibility 31. Environmental Rights 32. Economic Diversification 33. Unproductivity/Brain drain 34. Commercialisation 35. Alleviate Poverty	1. Culture 2. Bridging Institutional Gaps 3. Unmet Needs/Voids 4. Legal Form 5. Bureaucracy 6. Absence of Basic Infrastructure 7. Absence of Coherent Institutional delineation/Structure/Support/Knowledge 8. Institutional Apathy 9. Social Consciousness 10. Democracy 11. Regulatory Framework 12. Community/Society/Environment 13. Economic Realties 14. Registration 15. Inadequate Laws 16. Institutional Factors Influence 17. Religious Influence 18. Burden of Taxation 19. Security Situation 20. Millennium Development Goals

Appendix 11 Themes

INSTITUTIONAL ELEMENTS		
INFORMAL INSTITUTIONAL ELEMENT	**INSTITUTIONAL WEAKNESS ELEMENTS**	**FORMAL INTITUTIONAL ELEMENTS**
1. Institutional Apathy 2. Social Consciousness 3. Culture 4. Religious Influence	1. Unmet Needs /Bridging Institutional Voids 2. Socio-Economic Realties (Institutional Burden of Taxation Security Situation Absence of Basic Infrastructure)	1. Democracy 2. Absence of Coherent Institutional delineation/Structure/Support/Knowledge (Regulatory Framework) 3. Registration/ Leal Form

ORGANISATIONAL VALUE	
SOCIAL DIMENSION	**ECONOMIC DIMENSION**
1. Impact 2. Social value 3. Solving problem 4. Partnerships/collaborations 5. Social inclusion 6. Strengthening institutional system	1. Revenue generation 2. Sustainability 3. Profitability 4. Creativity and innovation 5. Multiple Bottom lines 6. Business model 7. Economic value 8. Market driven solutions 9. Commercialisation 10. Economic inclusion

| | 11.Corporate social responsibility |
| | |

Appendix 12 Curriculum Vitae

CURRICULUM VITAE

EDUCATIONAL HISTORY
2016 - Postgraduate Certificate in Research Methods. University of Huddersfield, Huddersfield, United Kingdom.
2014 - Teaching Assistant Preparation Programme Certificate. University of Huddersfield, Huddersfield, United Kingdom.
2011 - MSc International Business and Management. University of Bradford, Bradford, United Kingdom.
2009 - BSc **(Hons) Economics, Second Class (Upper Division).** Babcock University, llishan – Remo, Nigeria.

WORK EXPERIENCE
25th October 2018 – 24th October 2019
Lecturer (Hourly-paid) – The Faculty of Business, University of Wales Trinity Saint David (UWTSD), Birmingham Campus, United Kingdom.
* I Lecture Digital Skills and Research Methods, Managing Enterprise and Professional Career Development modules.
* I serve as Module Coordinator for Digital Skills and Research Methods.
* Responsible for teaching and related duties including preparation, assessment and associated administration.
* Work Flexible and efficiently to maintain the highest professional standards

December 2015 – October 2018
Lecturer (Part Time) – The Business School, University of Huddersfield, United Kingdom.
* I Lecture Strategic Management and Social Entrepreneurship modules at Undergraduate and Postgraduate levels
* My key duties include the preparation of lecture and seminar materials, delivery, tutorial guide, and pastoral duties.
* My administrative roles include invigilating exams, seminar and conference organisation, and knowledge transfer partnership programmes.
* I have achieved positive ratings from feedback received over the last three years on my teaching style.

September 2014 – Present
Student Support Worker – Wellbeing and Disability Services, University of Huddersfield, United Kingdom.
* Provide students with an accurate and comprehensive information that are communicated in lectures
* Work in a professional, flexible and considerate manner, while keeping utmost confidentiality.
* Liaise with the disability advisor, and monitor student support requirements.
* Participate in health and safety, disability awareness and sensitivity, and efficient support related trainings and conferences.

August 2009 – August 2010
Administrative/Research Assistant (Youth Corp Member) – House Committee on Education, Federal House of Representatives, National Assembly Complex, Three Arms Zone, Abuja, Nigeria.

- Responsibilities included the processing/drafting of educational legislative bills, reports and minutes writing, organisation of public hearings, and record management.
- Liaise and planning of oversight visits with agencies in the Nigerian Education sector.
- Manage and coordinate secretarial activities for budget defence sessions and public hearings held on Education related bills.
- Perform ad-hoc responsibilities assigned.

PUBLICATIONS AND CONFERENCES
Under Preparation Manuscripts

Miri, D., Mswaka, W. and Aluko, O. (2016) 'Social Enterprise in a developing context: insights from Nigeria'. Article contribution to Chapter Four: Social Entrepreneurship (in the Edward Elgar Handbook). (Under-review).

Miri, D., Mswaka, W. and Aluko, O. (2017) 'Influence of the Institutional Environment and the Development of Social Enterprise in Nigeria'. In: 6th EMES International Research Conference on Social Enterprise, Social Enterprise for Sustainable Societies – Louvain-la-Neuve, 3rd- 6th July 2017, Belgium. (Targeting Social Enterprise Journal).

Miri, D., Mswaka, W. and Aluko, O. (2018) 'The Values purveyed by Social Enterprise and the role of the Organisational Environment in poorly defined contexts''. (Ongoing).

Miri, D. (2018) 'An analysis of the extended-view of Corporate Citizenship's Rights and Responsibilities in Institutionally Weak Environments: expectations, realities and repercussions''. (Targeting the Business Ethics).

Conference

Miri, D., Mswaka, W. and Aluko, O. (2017) 'Influence of the Institutional Environment and the Development of Social Enterprise in Nigeria'. In: 6th EMES International Research Conference on Social Enterprise, Social Enterprise for Sustainable Societies – Louvain-la-Neuve, 3rd- 6th July 2017, Belgium.

AWARDS AND SCHOLARSHIP
2002 – Academic Excellence: Runner-up Best Social Science Student for Senior Secondary One. High School.
2008 - Babcock University Award: Best Behaved Student for Exemplary Neatness.

2014 - Shortlisted for the 2014/2015 Petroleum Technology Development Fund (PTDF) PhD Overseas Scholarship Interview.

PROFESSIONAL ACTIVITIES
- **Ad-hoc reviewer** – Academy of Management Annual Meeting 2017, 2018.
- **Ad-hoc reviewer** – Academy of International Business Annual Meeting 2017.

MEMBERSHIP OF PROFESSIONAL BODIES
- British Academy of Management
- EMES International Research Network

KEY SKILLS
- Highly proficient in spoken and written English and Hausa languages: elementary proficiency in French and Tarok languages.
- Skilled in Microsoft Office as used in higher education and job.
- Efficient in NVivo, SPSS, Mplus, AMOS, and Endnote.
- Excellent verbal, written and presentation skills developed through Business projects.
- Strong interpersonal communication skills gained from teaching and networking experiences.
- Ability to multitask and confidently undertake task as developed during PhD
- Good leadership qualities and managerial skills gained working with people.
- Positive, cooperative and teamwork disposition.
- Ability to excel with difficult challenging milestones and datelines in my educational pursuits.