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An Exploration of Social Entrepreneurship and its Social Impact in Thailand

Sarana Photchanachan, Ye Jia

Dean, Faculty of Management, Shinawatra University, 12160, Bangkok, Thailand

KEYWORDS**ABSTRACT***Human Capital;**Social**Entrepreneurship;**Social Impact:*

This research paper aimed to identify the human capital drive to social entrepreneurship in Thai context, so we can understand how knowledge and skill that can influence to social entrepreneurship. In addition, this research is also to explore the social entrepreneurship that can describe the experience to create social impact on society in Thailand. Finally, it is to generate the new conceptual framework of social entrepreneurship that can be led to social impact. The sample size for multiple case designs was 5 social entrepreneurs for qualitative research. Semi-interview question is used as a tool to collect data through target group. This research is using grounded approach to analyze the data. Findings show that knowledge and personality are the key point antecedent for human capital that drive to social entrepreneurship. For social entrepreneurship, I have found three more factors that can be used to measure, which are passionate, information seeking, and opportunity seeking. Finally, social impact can be measured in two types that the impact can be seen as the society is increasing on income or profit and improved their quality of living.

INTRODUCTION

The emerging of social entrepreneurship has been rapidly increasing in the private, public, and non-profit sectors over the last few years and so as interest of social entrepreneurship continues to grow (Jiao, 2011; Johnson, 2000; Nicholls, 2008). Social entrepreneurship has become a global phenomenon that has an impact to the society by employing innovative approaches to solve social problems (Jiao, 2011; Robinson et al., 2009). The term social entrepreneur refers to the individual person who starts up the business to serve and to produce the product in the innovative way for social change (Dee, 2001). In order to create social entrepreneurship, the entrepreneur is motivated by many factors such as personal interest, lifestyle, acknowledge and entering network, and profit (Dee, 2001). Thus, social entrepreneurship is the field in which entrepreneurs aim to create their activities to be directly tied with the ultimate goal of creating social value. In doing so, they often perform with little or no intention to gain personal profit. The main purpose of social entrepreneurship is to

maximize the social welfare. With the change in funding, traditional third sector and Benefits Corporation forms such as nongovernmental organizations (NGOs), philanthropies, and charities have tried to adopt the social entrepreneurship concept and have begun to identify themselves as social enterprises for more dependence on donations and government resources. In addition, some for-profit organizations have claimed to be social enterprises as well because their social purposes are not private profit proposes as a whole. The use of the term social entrepreneurship is gaining increased popularity. However, the need for understanding and promoting on social entrepreneurship is quite limited. This kind of organization is formally emerged by The Regulations of the Office of the Prime Minister that is Thai Social Enterprise Office in 2010 all around over developing countries and Thailand.

In Thailand, it has adopted the concept of social innovation (Drucker, 1990) and that has created Thai Social Enterprise Office in 2010. The development of social enterprise in

* Corresponding author. E-mail address: sarana.p@siu.ac.th

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Thailand, it started from Hamburger crisis on 2009. All the parties in Thailand see the important of sustaining and recovery to the problem that has occurred from the crisis. Due to the problem on social, economic and environment, the practitioners and academics in Thailand have realized the concept and important of social entrepreneurship that could be other way of helping to recover and sustain the social, economic, and environment (Robinson et al., 2009). According to Thai SE Catalog on 2012, it has put together of registered as social enterprise for 70 well-known enterprises, but these are some example of social enterprises, so there is still more social enterprise existing in Thailand that has not been registered in Thai Social Enterprise Office. In addition, many non-profit organization has tried to adopt the social entrepreneurship concept to sustain financial due to the decreasing of donation from their source. With social entrepreneurship concept, this concept can help to find the way of sustaining the organization and continuing to create social value or social impact to the society. However, there is a few research has confirmed that adopting social entrepreneurship is better than tradition non-profit organization on social impact and how does it be measured. The empirical research that shows the ability to gain and utilize on social impact is limited. Therefore, this research aim to focus on how social impact is being measured. Hence, social entrepreneurship research is increasing. Even though, from 1991 to 2004, the result of research on social entrepreneurship was at a very low level. The publication productivity per annual has steadily increased from 2005 to 2009 but, it has dramatically risen on the 2010 (Maria et al., 2011). However, recently, academics have disappointed that there is a lack of research in top-tier journals that demonstrates the social impact of organizations (Hinnings and Greenwood, 2002; Margolis and Walsh, 2003; Walsh, Weber and Margolis, 2003). According to the research study that has gathered in the field of social entrepreneurship research, Desa (2007) found that 70 papers from 1985 to 2006 that were gathering from ABI information database showed that there were a study on definition, resource-constrained environment, governance regulations, and performance metrics of social entrepreneurship research. Next, Douglas (2008) that has concluded from the Web of science database for 57 identified papers and 20 analyzed from 1994 to 2007 found that there was a research on methodology. In addition, Short et al. (2009) found the research paper from 1991 to

2008 on EBSCO, ABI, and Science Direct database from 1991 to 2008 on the research domain of social entrepreneurship, delimited boundaries of social entrepreneurship, and categorization of papers into conceptual. Finally, Hill et al. (2010) found the research from 1968 to 2008 on academic research premier, business source premier, and EconLit database that there were researches on semantic network patterns, meaning emerging schools of thought of social entrepreneurship. As a result, I can conclude that there is a gap and there is a few research study on social impact assessment and evaluation. To fill this gap, this research paper is attempting to do a research on social impact measure in which it can be benefit to other organization or business that can use the model that can be applied in their organization to measure the social impact.

Another point of view related to the social entrepreneurship is human capital. There has been an amount of research on organizational practices and arrangements that is knowledge and skill (Schultz, 1961; Becker, 1962; Coleman, 1990). Human capital has long been acknowledged to be an important factor for the productivity of individuals (Schultz, 1961a, b; Becker, 1962) and more recently has been increasingly identified as a factor influencing the competitiveness of firms (Bartel, 1989; Senker and Brady, 1989; Howell and Wolff, 1991; Prais, 1995). As the value of knowledge, social entrepreneur needs to create and plan for entrepreneurial activity to solve the social problem and also to create a better organizational performance. As the skill that has accumulated over time, this capabilities or skill contribute to the development of social entrepreneurship activities, which is the underlying mechanism of social transformation. Thus, human capital could be the important antecedent that can lead to social entrepreneurship in which this research study is trying to focus as the model to the social impact.

Therefore, at this point of this research, the antecedent and consequence of social entrepreneurship are identified that can be led to social impact, so once I recognize the key factors, we can build up the social impact measurement for the future research.

Research Questions

How does human capital drive to social entrepreneurship?

Objectives

The purposes of this research aim to identify the human capital drive to social entrepreneurship in Thai context, so we can understand how knowledge and skill that can

influence to social entrepreneurship.

1. Literature reviews

1.1. Human Capital of Social Entrepreneurs

In the sense of human capital, it broadly defines as the mixture of human and capital. In the view of economics, capital is referring to factors of production that used to create goods or services, which are not self-consumed in the product process. In term of human, it is the subject to take charge of all economic activities such as production, consumption, and transaction (Boldizzoni, 2008). Thus, human capital means one of production element, which can generate added-values through inputting it. In this research, the boundary of human capital can broadly define as value of knowledge and skill that has accumulated in such a period of time (Schultz, 1961; Becker, 1962; Coleman, 1990). As the value of knowledge, social entrepreneur needs to create and plan for entrepreneurial activity to solve the social problem and also to create a better organizational performance. As Dee et al. (2001) has researched, it has found that social entrepreneurs need to have a knowledge to look for the opportunity and analyze how to find the customer's need to satisfy by using social innovative way. In addition, Guclu et al. (2002) has mentioned on their research that inspired idea is the important factor for operating the venture and also, knowledge is another important factor for success.

The skills to integrate and utilize resources are also the human capital of social entrepreneur. The integrating capabilities contribute to the development of social entrepreneurship activities, which is the underlying mechanism of social transformation. Therefore, social entrepreneurs are considered as the changing agents in the social sector by engaging in a process of continuous innovation (Dees, 2001). Danna and Porche (2008) found that social entrepreneurs utilize and integrate others' resources to realize the objective of social entrepreneurship activities. Furthermore, Dees (2003) compared social entrepreneur with administrative staff in the government department and found that the former's logic is valuable. Social entrepreneur mainly focuses on the idea and then integrate the resources to realize it.

Thus, value of knowledge and skill of using resources that has accumulated for a period of time are the main factors of

human capital in order to build social enterprise or social business to success.

Therefore, I propose that; Proposition 1: The greater level of value of knowledge and skill of using resources that has accumulated for a period of time will be related to the positive effect on social entrepreneurship.

1.2. The consequence of social Entrepreneurship

For hybrid business model, the objectives are to create self-sustaining business and to solve pinpoints societal problem (Zeyen et al., 2012). Another word, these businesses not only want to make a profit to sustain business, but with that profit, they will use it to create social value to the society. Social impact (Austin et al., 2006; Austin, 2006; Bourstein, 2004) and performance (Tepthong, 2014) are the key consequence of being social entrepreneurs especially in the hybrid business model. It is associated with Mair and Marti (2006). They stated that social entrepreneurs is another different model from other that mainly purposes for building social value and also to make a profit in order to sustain the business. In addition, Robert and Woods (2005) mention that social entrepreneurship is building the venture that connect between business and philanthropic, environmental problem, and to fill the gap of income and employment difficulties.

In addition, the words of social entrepreneurship may be new, but its spectacle is not. The definition of social entrepreneurship is vary. In the most general sense, social entrepreneurship is an activity of social enterprise that has created in the innovative way to accomplish a social mission. Peter Drucker (1979, p. 453) introduced the concept of social enterprise when he advocated that even the "most private of private enterprise is an organ of society and serves a social function additionally he advocated a need for a social sector in addition to the private sector of business and the public sector of government to satisfy social needs and provide a sense of citizenship and community".

Such oversight does not extend to the outcomes of social entrepreneurial activities, although there are some foundations and nonprofits that provide support to these entrepreneurs based on some evaluation. For example, Ashoka (www.ashoka.org) provides funding to fellows base on five criteria: the knockout test: a new idea; creativity; entrepreneurial quality; social impact; and ethical fiber.

For the Schwab Foundation (www.schwabfound.org) uses criteria of innovation, sustainability, and direct social impact, in quantifiable results. As two outstanding organizations for social entrepreneurship support, one thing in common for acquiring supportive to that social business venture is social impact.

Further reflections on the SE academic literature, reveal a number of themes, preoccupations and domains, that have emerged (Weerawardena and Mort, 2006), broadly these are: first, SE may be expressed in a vast array of economic, educational, welfare and social activities, reflecting diverse initiatives and activities; second, SE many conceptualized in a number of contexts, public sector, community and social action organizations; third, the role of innovativeness, proactiveness, and risk taking in SE have been emphasized in distinguishing SE from of community work; and fourth, social enterprises also provide an alternative business model for firms to trade commercially in an environmentally and socially sustainable way, where they focus on an alternative delivery system for public services such as health, education, housing and community support (Dee, 2001; Harding, 2006).

Notwithstanding the obtaining of SE literature, little effort is devoted to measuring results involving the double bottom line (financial and social performance) or the triple bottom line (financial, social, and environmental). For many social entrepreneurs, profit is not the gauge of value creation, nor is customer satisfaction, but rather social impact (Giddens, 1998; Jackson, 2006). However, social impact is hard to measure (Cook et al., 2003; Economist, 2006; Seelos and Mair, 2005).

Thus, the most important criteria for “qualifying” as a social venture is establishing the organization to create a certain social impact and measure the success of the organization based on the achievement of the social impact. Social business do not focus on outputs, or in other words, service provision. Social entrepreneurs create sustainable change and they measure the success of their organizations based on the creation of this change. While business entrepreneurs measure the success of the organization through the provision of services/goods and financial returns, social businesses measures the success of the organization not by their ability to provide services to the community they serving, but through their ability to create sustainable social impact (Young, 2006; Kozma and Wagner, 1997; Drucker, 2001; Robinson, 2006; Zappala and Lyons, 2009; Mair and

Marti, 2006).

Therefore, I propose that;

Proposition 2: The greater level of being social entrepreneurs will be related to the positive effect of social impact and performance.

1.3. Social impact

There is no commonly acknowledged definition of the term social impact. Social impact, according to businessdictionary.com, is the net effect of an activity on a community and the well-being of individuals and families. In addition, Juslen (1995) has defined social impact that is the impact on people, communities and society, which have an effect on well-being. For the Centre for Social Impact in Australia, social impact means outcomes-led adaptive thinking and action taken by businesses, government, social purpose organization and knowledge creators that contribute to creating a positive, meaningful and sustainable change for the benefit of society and particularly those at disadvantage as a result of systemic, long-term problems. Vanclay (2002) stated that social impact is the all impact to the humans.

Moreover, Barrow (2002) has defined that social impact is the significant or lasting change in people’s lives that brought about by a given action. The impact can be positive or negative, intentional or unintentional, immediate and direct, or it can manifest later over time and reach out to different persons, persons who were not even included in the target, but who indirectly benefit from the impact.

Another point, earning income concept might not be a defining characteristic of social entrepreneurship, but it is crucial for social entrepreneurs to sustain their ventures (Anderson and Dees, 2006; Boschee and McClurg, 2003). Once the social entrepreneur operates at full cost recovery or beyond (i.e. generating profits), he/she has entered the business world and thus is called “social business entrepreneur” (Yunus, 2006, p. 40). According to the Global Entrepreneurship Monitor (2006), in social businesses, profits might be dispersed to shareholders; however, most of the profits are recycled back into the business to maximize social impact and not to maximize profit.



Fig.1. Conceptual framework of this research

2.Methods

The unity of analysis in this study is individual person, which is social entrepreneurs. The social entrepreneurs as samples are over hundreds of them that have registered with Thai Social Enterprise Office. However, on this research, the researcher will focus on Chiang Mai province, which is the largest province in the northern part of Thailand. The purposive sampling is used in this research. Given the population from which the sample was drawn, the sample size for multiple case designs was 7 social entrepreneurs for qualitative research. Thus, qualitative research, the key informants are drawn from Thai Social Enterprise Office in 2015. There are 7 social businesses: Thai tribal crafts fair trade; Buddy homecare; House of potentiality; POET; Thai message by blind; AKHA AMA Coffee; Y-development Craft Shop.

Therefore, the samples have drawn out from the criteria of Thai Social Enterprise Office. According to Thai Social Enterprise Office (tseo), the office has stated criteria for being social enterprise or social business, so there are 5 criteria as following; 1) target and social purpose 2) financial sustainable that has income from selling the product or services 3) the process of producing goods or services that has to be environmental friendliness and fairness to society 4) the business has to circulate income or profit to invest the business for future or expand for more of social impact rather focusing on the stakeholder of business, and 5) the business is being good governance and transparency.

The researcher used a semi-structured interview as a data collection instrument. Semi-interview questions will be used as a tools to collect data through target group. The data will be recorded by using electronic recorder and note taker. Before scheduling for interview, the researcher will use the telephone call requesting the permission to interview the social entrepreneurs. In addition, the researcher ask for permission and agreement for interview. Also, the research ask the key informant for permission to use name or other

name that depend upon the key informant allow us to use which name in the research. The in-depth interview is scheduled and used the time for at least one hour or more if it needed. The in-depth-interview will be taken place in each of social entrepreneurs' organization.

This research is mainly focusing on social entrepreneurs, which operated their business or organization in Chiang Mai province. According to Thechatakerng (2012), to get validity and reliability information, the interview to the expert of social entrepreneurship who has experienced in many years, this will give a reliable on the information. However, this may limited the generalizability of the findings. This may limited the generalizability of the findings.

In this research study, the research is a using multiple case designs approach to find the answer. However, for qualitative research to get rigor analyze, the researcher is using grounded approach (Glaser and Strauss, 1967) to analyze the data. Grounded theory was originally expressed by Barney Glaser and Anselm Strauss in their 1967 book *The Discovery of Grounded Theory*, with this theory, it is a way of building theory systematically using data obtained from this research. As the key steps in a grounded theory research, the analysis of this research will be drawn following the key steps by using comparative analysis of Strauss and Corbin (1990). Strauss and Corbin (1990) had created a series of data analysis steps for grounded theory that consists of open coding, axial coding, selective coding, and the generation of a conditional matrix. Moreover, Strauss and Corbin (1990) describe some flexible guidelines for coding data when engaging in a Grounded Theory analysis:

For open coding, I will transcribe the data to read over and over, then analyze the data carefully sentence by sentence to match up type of data, if this data is important, the data will be coded. Coded data need to be straightforwardly meaning to the raw data. I will try to make a code at this as much as possible to be ready for the next step.

The next step is axial code. It is a set of data that are put back together in a new way after open coding. I will make connection of each code in the same meaning or grouping as the categories.

The final step is selective coding. After the categories of data is made, I will bring all categories and integrate them to a story, which has the meaningful in this research. Also, I will try to make a relationship of each category. At this

point, I can create the model of this research and also make the proposition or hypothesis that can be needed to test in the future.

3. In this research study, the research is a using multiple case designs approach to find the answer.

However, for qualitative research to get rigor analyze, the researcher is using grounded approach to analyze the data. Strauss and Corbin (1990) had created a series of data analysis steps for grounded theory that consists of open coding, axial coding, selective coding, and the generation of a conditional matrix. Therefore, I would describe the coding analysis for each variable.

3.1. Social impact

As the results of this research, for human capital, I have found that there are two key main factors, which are knowledge and personality. Thus, I present data from the five social entrepreneurs to show, in a structured manner, how I reached the themes from the first-order coding and second-order coding. I provides representative quotations supporting each of our second-order coding. I also used quotations in the text so as to provide a clear understanding of my analysis. Therefore, I present knowledge factor that consist of skill, experience, education, and training and personality factor that consist of passion, vision, flexibility, and beliefs.

3.1.1.Knowledge

As the value of knowledge, social entrepreneur needs to create and plan for entrepreneurial activity to solve the social problem and also to create a better organizational performance. As Dee et al. (2001) has researched, it has found that social entrepreneurs need to have a knowledge to look for the opportunity and analyze how to find the customer’s need to satisfy by using social innovative way. Therefore, I present knowledge factor that consist of skill, experience, education, and training.

Education: The first coding that I have found from interviewing the social entrepreneur. As I have mentioned above, I found that 4 social entrepreneurs were at least gradated in undergraduate level. 2 of these graduated from the United States. Other 2 were graduated in Thai

university. Even though I found that one social entrepreneurs was graduated only lower secondary level, however, this social entrepreneurs has gained the education by learning to many places, but he has never got a degree. He received only the certificate after he finished the course. As the result, education is one of the element that can build up to the knowledge. Additionally, key informants provided the following comments:

SE1. He said that “I went to every place such Department of Skill Development, Chiang Mai University and other places that could provide him to learn how to massage.”

SE2. “I studied English major for undergraduate level. I believe that it will help him in the future. And it did help me because I can write business plan and summit to place for scholarship, so I can learn about processing coffee. Then, I can go back home help to solve the problem in Akha hill tribe.”

Knowledge	Details
Experience	
SE2	the member in volunteer club to help other people
SE3	using the experience to find the way of helping people in the tribe even to design and make a suggestion on the product
SE4	study abroad and use to work with a peace corporation know how to make a business that can operate to help solving society problem

Table .1.Summary of knowledge

Skill. A skill is the learned ability to carry out a task with pre-determined results often within a given amount of time, energy, or both. In other words, the abilities that one possesses. So, key informants provided the following comments:

SE1. “I have learned how to massage many places, so I was doing this for many years. Because of lifelong learning, I have the skill to massage, so I can teach other people to learn how to massage.”

SE2. “Before I do not know how to process coffee beans, after I have tried and fail many times, so when I see it I can recognize that if this coffee beans coffee is taste this and that.”

Knowledge	Details
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Knowledge	Details
Skill	
SE1	learn how to massage many places for many years lifelong learning earning the skill to massage
SE2	try and fail many times until know the right way to process the coffee

Table .2. Summary of knowledge

Training is teaching, or developing in oneself, any skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, productivity and performance. So key informants provided following comments:

SE1. "If there is any training, free or not free, I would go there to experience it because I have to improve myself. There are many things to learn. Not only will me but all employees go training."

SE5. "I believe training is very important. To take care old person, I will go for training and keep learning of how I can efficiently take care of these person."

Knowledge	Details
Training	
SE1	any training, free or not free, go there to experience it because I have to improve myself many things to learn all employees go training
SE5	training is very important go for training and keep learning of how efficiently take care of these person

Table. 3. Summary of knowledge

As the result, skill, training, experience, and education are key antecedent for knowledge of social entrepreneur on human capital.

3.1.2. Personality

As the character-based approach, it is composed of the personality structure and the human capital of an entrepreneur. In this research paper, I will limit the discussion on the entrepreneurial characteristics model that can bring up the business to success. Successful

entrepreneurs have common characteristics, which are divided into three clusters; achievement, planning, and power (Buiza, 2012; Ruangkrit & Thechatakerng, 2015). Therefore, I present personality factor that consist of achievement, planning, and power cluster that found in this research paper.

Passion. It is how social entrepreneurs feel love to do something. The social entrepreneurial activity could have the contribution to the society. Key informants has provided the following comments:

SE2. "I really love on what I do. I can help to have solve my society problem."

SE1. "I believe that massage can help people in the society. If poor people who want to massage, but have no money, so I can help and give a massage for free. Moreover, I can relieve the stress by doing a massage."

Personality	Details
Passion	
SE2	love on what I do help to have solve my society problem
SE1	believe that massage can help people in the society help and give a massage for free to relieve the stress

Table. 4. Summary of personality

Vision. Here is the following of key informants comments that can be construct of this factor:

SE2. "I think the most power for doing socially enterprise is the idea, not money."

SE1. "On my plan in the future, I want to help other handicap people to have a better of living. Right now, I have contact to deaf association to propose of how I can help deaf people."

Personality	Details
Vision	
SE2	the idea, not just money for doing this business
SE1	to help other handicap people to have a better of living

Table .5. Summary of personality

Flexibility. It is the extent to which a person can cope with changes in circumstances and think about problems and tasks in novel, creative ways. So, in order to create social innovative activity, social entrepreneur need feel free to adapt correspondent to the social problem. Key informants

provided the following comments:

SE2. “Because of being a social entrepreneur, I need to know what the problem of the society is, so I can look for or find what activity that could help people in the tribe. I will not strict on just one thing, so I will keep changing until I meet to the purpose.”

SE5. “I have to be flexibility including all of the employee because our job is helping the old person. Sometimes, I have to change the plan in order to help efficiently.”

Personality	Details
Flexibility	
SE2	looking for or find the right activity to help people in the tribe not strict on just one plan keep changing until meet the goal
SE5	to be flexibility including all of the employee because our job is helping the old person sometimes changing the plan in order to help efficiently

Table .6.Summary of personality

Belief. It is the state of mind in which a person thinks something to be the case, with or without there being empirical evidence to prove that something is the case with factual certainty. In other words, belief is when someone thinks something is reality, true, when they have no absolute verified foundation for their certainty of the truth or realness of something. For social entrepreneur, they believe in the god to do the right thing or to take care of people who have disadvantage. Here is the key informants’ comments as following:

SE3. “I used to be in the profit business. Profit is not helping everyone to improve their quality of life. In the Christianity religious, people need to share of something good, so I follow in the of Christianity teaching. I have a beliefs that doing this business will help other to become improve quality of living.”

SE2. “Because I used to be a Buddhist novice, I have learned dharma every day. I was also volunteer to Non-profit organization to help other people. Because of Buddhist teaching, it helps me to understand how to become a social entrepreneur.”

SE4. “As a Christian organization, people who work here, they work by their heart, not work for money.”

Personality	Details
Belief	
SE3	sharing and believing with the heart of helping others believe in Christianity teaching to improve quality of living
SE2	used to be a Buddhist novice using dharma learning in life Buddhist teaching
SE4	work by their heart not work for money

Table .7. Summary of personality

As the result, vision, flexibility, passion, and belief are the antecedent for human capital in order to create social entrepreneurship.

3.2. Social entrepreneurship

By definition of social entrepreneurship, it is “a multi-dimensional construct involving the expression of entrepreneurially virtuous behavior to achieve the social mission, a coherent unity of purpose and action in the face of moral complexity, the ability to recognize social value-creating opportunities and key decision-making characteristics of innovativeness, proactiveness and risk-taking” (Mort et al., 2003, p. 76). As the result, this research has found six construct factors that can lead to social impact creation. There are innovativeness, proactiveness, risk-taking, opportunity seeking, passionate, and information seeking. Thus, I present data from the five social entrepreneurs to show, in a structured manner, how I reached the themes from the first-order coding and second-order coding. I provides representative quotations supporting each of our second-order coding. I also used quotations in the text so as to provide a clear understanding of our analysis. Therefore, I present each of these factors as well as key informant provided the comments.

Risk-taking. Being a social entrepreneur is just like other entrepreneur in the profit business. There is high risk and high return. However, this return has to come with two things: profit and social impact. This is the key informants’ comments that provided as following:

SE1. He said that “when I do a business, I need to be brave on doing something and also dare to invest of something. Coming to Chiang Mai, it is a challenge for me because it is a big city, so it is hard to do and to find a job, but there is

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always a chance, if you never give up.”

SE2. He also mentioned that “being a social entrepreneur is just like other entrepreneur. There is a risk to do something. I move to do business here in Chiang Mai. It is risky for me but I never give up until I find the place to open the coffee shop in the basement of this apartment.”

SE3. And SE4. They shared the same comments that “because economy has gone down, our business is not doing well for exporting goods. To help people in tribe and handicrafts community, it is challenge for us to doing the business with making profit and social purpose at same time. We have to open the local shop, which I never know that it is going to be succeeded or not, but we try our best to do business with two purposes.”

Social entrepreneurship	Details
Risk-taking	
SE1	need to be brave on doing something dare to invest of something challenge for me coming to a big city, so it is hard to do and to find a job never give up
SE2	a risk to do something risky for me to move to a big city never give up
SE3 and SE4	challenge for us to doing the business with making profit and social purpose at same time never know that it is going to be succeeded or not, but trying our best to do business with two purposes

Table .8. Summary of social entrepreneurship

Innovativeness. It is how a firm’s propensity and capability to rapidly incorporate change in business practices through creation and/or adoption of new ideas, that add value in the form of increased competitiveness and sustainability. For social entrepreneur, they try to find social innovative activity to solve the society problem. Here is the key informants’ comments that support to innovativeness.

SE2. “I want to find the difference way of coffee bean process, so I have to go study in the United States. I was writing a business plan. I submit it to organization that can provide the scholarship for me to go to study. Then, when I come back, I still try to find the way of making its own coffee taste, so I can have differentiate the product to the market. Also, I could pass on this knowledge to other

people in the tribe. Now, I can process coffee beans in difference taste.”

SE1. “I am a handicap person. Learning how massage is a difficult. Compare to person who is not a handicap, it would easier for them to learn how to massage because they can see it, but I cannot. So, I have to find the way how to learn the massage in its own way. Every time, I go to study massage, I will be the model for other people, so teacher is teaching, he can understand what teacher is teaching. As the result, I could use this way to teach other handicap person who want to learn how to massage.”

Social entrepreneurship	Details
Innovativeness	
SE2	to find the difference way of coffee bean process to find the way of making its own coffee taste differentiate the product to the market able to process coffee beans in difference taste
SE1	to find the way how to learn the massage in its own way come up with the new idea of learning how to massage come up with the new idea of how to teach other handicap person who want to learn how to massage

Table .9. Summary of social entrepreneurshipProactiveness.

The most valuable social entrepreneurs are the ones who are proactive. By definition, this means they control situations by causing things to happen rather than waiting to respond after things happen. Social entrepreneurs who are proactive don’t sit around waiting for answers to appear; they stand up, put one foot in front of the other, and find the answers. They don’t wait for someone to hand them an instruction manual. Proactive people are constantly moving forward, looking to the future, and making things happen. They’re actively engaged, not passively observing. Being proactive is a way of thinking and acting. For this reason, here is some key informants’ comments that support to proactiveness.

SE2. He mention that “Because I want to solve the problem of the tribe, I know that we grow coffee, but the problem is

how to distribute them, so I was the very first for moving this forward to find the way to solve the problem. That is why I have to write a business plan to get scholarship to go aboard and learning how to make the value added for coffee beans.”

SE1. In addition, he support that “because I want to make a better living, not just selling the lottery. I found that massage is a good job. It can help people in many ways. Even though it is hard to learn for me, I have to do it, so I was also very first person for doing this job.”

Social entrepreneurship	Details
Proactiveness	
SE2	try to find a way to solve the problem of the tribe write a business plan to get scholarship to go aboard and learning how to make the value added for coffee beans
SE1	to make a better living, not just selling the lottery hard to learn for me, but have to do it the first person for doing this job

Table .10. Summary of social entrepreneurship

Information seeking. It is the process or activity of attempting to obtain information in both human and technological contexts. Information seeking is related to, but different from, information retrieval. Here is some comments that support of how social entrepreneurs is a information seeker.

SE1. “I look for information and doing some research before I do something. Just like to look for scholarship, I kept searching who I will offer the scholarship until I finally succeeded.”

SE2. “I also kept searching for a place to learn more and more of learning how to massage. Even to look for the fund to help my business, I was seeking if there was available funding, so I was acting it very fast by having my assistant help.”

SE5. “Because of running a business, I need to have a starting budget, not just the idea, so I have to look for a place to receive the funding. I had to write the business plan and attend to the business plan competition that Thai Social Enterprise Office has provided. And I got the third

place. However, because my project has the greater impact to the society, Thai Social Enterprise Office has offered the funding for starting up the business.”

Social entrepreneurship	Details
Information seeking	
SE1	look for information and doing some research keep searching for the scholarship provider
SE2	keep searching for a place to learn more and more of learning how to massage to look for the fund to help my business acting it very fast
SE5	to look for a place to receive the funding to start up the business to write the business plan and attend to the business plan competition that Thai Social Enterprise Office

Table .11. Summary of social entrepreneurship

Opportunity seeking. One of the thing that defines a social entrepreneur is his/her ability to search for potential opportunities. Because that is what being a social entrepreneur is all about: finding potential problems and opportunities, and providing real, tangible solutions to these problems. Identifying or discovering an opportunity comes naturally to them, and it is actually a big part of being a social entrepreneur. Here is some comments that support the idea of being an opportunity seeker.

SE1. “Chiang Mai is the biggest province in the Northern part of Thailand. There is always a room for business. Because I have a story to tell and can create the differentiation on the product, I choose to do the business here. In fact, Chiang Mai location is not far from Chiang Rai.”

SE2. “I moved here because it is my wife’s home. At first, I was thinking what I am going to do for a living, with the skill I have, massage is only skill. Chiang Mai is the tourist place and many tourist like to do the massage. At that time, I was looking for a job in the massage shop. Because I am a blind person, nobody recruits me for working. That is how I become an entrepreneur.”

Social entrepreneurship	Details
Opportunity seeking	
SE2	always a room for business for a big city story to tell and can create the differentiation on the product
SE1	the tourist place and many tourist like to do the massage failing to find a job cannot be employee anywhere else become an entrepreneur

Table.12. Summary of social entrepreneurship

Passionate. Entrepreneurial passion is a motivational construct characterized by positive emotional arousal, internal drive and engagement with personally meaningful work that is prominent to the self-identify of the social entrepreneur. Social entrepreneurs who convey passion are more persuasive, motivated, have larger social networks and more social capital. As a result, they have more income, sales revenue and growth in sales and earnings compared with entrepreneurs who are less passionate. Passion is therefore is critical to a social entrepreneur’s success. Here is some comments that support the idea of passionate.

SE2. “If you want to be a social entrepreneur, you need to really love to do it. It feels really attach to it. You really need to have a crush on it, which I always have.”

SE1. “I really love to do massage and I believe this job will able to help people. Also, I can teach and pass on this skill to other blind person.”

Social entrepreneurship	Details
Passionate	
SE2	need to really love to do it feeling really attach to it need to have a crush on it
SE1	really love to do massage believe this job able to help people

Table.13. Summary of social entrepreneurship

Social impact

As the results of this research, for social impact, I have found that there is a key main factor of how they measure. Thus, I present data from the five social entrepreneurs to

show, in a structured manner, how I reached the themes from the first-order coding and second-order coding. I provides representative quotations supporting each of our second-order coding. I also used quotations in the text so as to provide a clear understanding of our analysis. Therefore, I present the result as following.

To measure the social impact, I found that all social entrepreneurs have confirmed that their social businesses have the impact to the society. These social businesses can solve the social problem by looking at income of people increase, so they can sustain themselves. Here is some comments that support quantitative measurement.

SE1. “I have kept tracking of my blind student after they have finished the massage course. I go to see how they are living with my assistant. I found that some of them have gained the income because they can buy some facility. However, some of them are not really better, but at least they have a skill of massage so that they can use this skill to make a living.”

SE2. “I can see that people in the tribe have a car, income increase, and can buy some other facilities. Some of them can create their own business and make a brand of them.”

SE3. And SE4. “Because these businesses are the member of World Fair Trade Organization, this organization will come to assess the impact to the society such as an income increase” as I have mentioned earlier.

SE5. “How I measure the impact of my business, I calculated from number of amount of investment, and number of old people that they can help.” The owner has mentioned that he was measuring the social impact by using Social Return on Investment (SROI).

Furthermore, another type of measurement, it is hard to measure. All of social entrepreneurs have mentioned that “most people as their target group have improved the quality of living or well-being.”

Qualitative measurement	Details
SE1	keep tracking of my blind student after they have finished the massage course to see how they are living to gain more the income
SE2	better life and better in living with all facilities create their own business and able to build a brand

SE3 and SE4	using the World Fair Trade Organization assessment
SE5	social return on investment (SROI)

Table .14. Summary of social impact measurement

3.3.Discussion

The finding of this research study is how human capital drive to social entrepreneurship. The results show that knowledge is the key point important that drives to social entrepreneurship. Knowledge as in this research study contains skill, education, training, and experience. These are factors that create the knowledge for social entrepreneur so that they can drive to the social entrepreneurship activity. It is correspond with Dee et al. (2001). They have found that social entrepreneurs need to have a knowledge to look for the opportunity and analyze how to find the customer's need to satisfy by using social innovative way. In addition, Guclu et al. (2002) has mentioned on their research that inspired idea is the important factor for operating the venture and also, knowledge is another important factor for success. Another interesting finding, the results show that personality is also the key important for social entrepreneur. It consists of vision, passion, flexibility, and belief. Thus, personality may influence the intentions and the manner in which the individual acts (Koe Hwee Nga & Shamuganathan, 2010). It could be expected that social entrepreneurs often possess certain distinct personality characteristics which define their behaviors/actions. Personality traits are partly developed by innate nurturing, socialization and education. These tacit traits are also formed values/beliefs held and play an important role in driving social entrepreneurial decision making. Thus, personality traits may influence the intentions and the manner in which the individual acts (Koe Hwee Nga & Shamuganathan, 2010).

For social entrepreneurship, I have found three more factor that can be used to measure, which are passionate, information seeking, and opportunity seeking. It is correspondent to Buiza (2012) and Ruangkrit & Thechatakerng (2015). They agree that successful entrepreneurs have common characteristics, which are divided into three clusters; achievement, planning and power. Achievement cluster consists of opportunity seeker, commitment to the work contract, persistence, risk taking, and demand for efficiency and quality. Planning

cluster consists of goal setting, information seeker, and systematic planning and monitoring. Power cluster consists of persuasion of networking and self-confidence. Finally, social impact can be measured by looking at income of people increase and improving the quality of living or well-being. However, social impact is hard to measure (Cook et al., 2003; Economist, 2006; Seelos and Mair, 2005). As this research study, the result show that the impact can be seen as the society is increasing on income or profit. Also, the results show that improving the quality of living or well-being is hard to measure, but we can recognize and see how they have improved their quality of living. Robert and Woods (2005) mention that social entrepreneurship is building the venture that connect between business and philanthropic, environmental problem, and to fill the gap of income and employment difficulties.

3.4.Implications

The implications of this study for scholars and practitioners are many. First, although research is expanding on social entrepreneurship, limited research is available on social impact creation; therefore, this study contributes to the scholarly community by expanding on the existing limited research on the topic. Second, the study tested the scope and generalizability of an existing theoretical framework and provided additional insight about human capital of social entrepreneurs that consequence to social impact creation. Furthermore, because Thailand is an infancy experience of social entrepreneurship, by researching social entrepreneurs operating in the Thailand, the researcher expanded ongoing research in the field of social entrepreneurship. Third, this study followed recommendations from scholars who called for the use of qualitative methods to increase existing quantitative research, by studying the human capital of social entrepreneurs, studying how human capital drive to social entrepreneurship and how social entrepreneurship describe the experience of creating social impact (Mair et al., 2012; Sharir & Lerner, 2006; Zahra et al., 2009). Therefore, the study results will contribute to scholarly research by enlightening organization and management scholars about how social entrepreneurs relieve social problems.

3.5.Limitation

The major limitation of this study is the apparently small

size of the sample due to the relatively small size of the population comprising social entrepreneurs who have been recognized by Thai Social Enterprise Office. Moreover, the research is only taken in Chiang Mai province, Thailand. Furthermore, this is qualitative research, so it may not be able to generalize the results of research. Finally, this research study is only exploring of how human capital of social entrepreneurs that consequence to the social impact.

3.6.Recommendations for future research

The recommendations for further research are in two broad categories: recommendations from the data and the research design, and recommendations from gaps identified in the literature reviewed. For the data and research design, I would recommend for future to gather more data as in quantitative to confirm the model. The research design should be designed in quantitative research. More data are needed to confirm the model. In addition, another future research that I would recommend is to find the gap in the literature review to extend the boundary of social entrepreneurship, which this research has mainly focused on human capital, to make it more academic and practical.

Conclusion

The research is significant in the study of social entrepreneurship particularly because the researcher used the lens of multiple case designs analysis. The study involved the collection, analysis, and interpretation of the key informants' experiences regarding social impact creation from their perspective as social entrepreneurs. Research on social entrepreneurship is increasing, as is the scale and impact of social entrepreneurs in solving social problems. The researcher discussed the contributions of this research to the limited existing literature on social impact creation. The study also tested the scope and generalizability of an existing theoretical framework and provided additional insight about human capital of social entrepreneurs that consequence to social impact creation. Because social entrepreneurship research is in its infancy, this study is positioned to contribute significantly to the growing body of knowledge and is intended to benefit both academic and practitioner communities.

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