



Social Enterprise Challenges in Nigeria: Multiple Cases Approach Nigeria

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Abstract

One of the ongoing global projects remains how to deliver basic services for the less privileged and marginalized groups around the world who are exposed to all manners of social vices. Arguments have evolved around using social enterprises to tackle this development as it has been suggested that the enterprise is fundamental to any country's economic prosperity, employment creation, poverty alleviation, and sustainable development. Although, the social enterprise recognition is low while their performances remain not too encouraging in Nigeria. This study examined and evaluated the challenges facing social enterprises in Nigeria. These objectives were pursued through four social enterprises studied from different regions of Nigeria. The study adopted a qualitative method to gather data for the research purpose through multiple cases and interview means. Participants were the founders, staff, and beneficiaries of the social enterprises. With the aid of analysis, the findings revealed some of the factors that hampered social enterprises' performance in Nigeria such as insufficient funding, managerial deficiency, inadequate social facilities, corruption, lack of framework conditions, people's misconception about social enterprise, and improper application of digital technology. It was concluded that much is still required to be done in the space of social enterprises in Nigeria and based on this, the study recommends developmental programs in the area of regular orientation while the Government and policymakers should provide an enabling environment to encourage the performance of social enterprises.

Keywords: Enterprise, Nigeria, Social entrepreneur, Social enterprise

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DOI: <https://doi.org/10.37227/JIBM-2021-05-742>

Introduction

A social entrepreneur organizes, creates, and manages social ventures to accomplish the desired changes that may or may not include the complete elimination of the social problem in any human society (Kafle, 2018). Kuratko (2009) described social entrepreneurs as agents of change with pattern-breaking ideas that can address the original causes of the problems. According to Thompson

and Doherty (2006), enterprises that are with social affiliations are interested in solving social problems. In this regard, such an enterprise offers an organized means of solving the social problem by bringing on board a workable set of business techniques (Roundy, 2014). There are instances around the world where social enterprises have proved to be solution providers. The study of Carlo, Giulia & Rocio (2008) conducted in Bangladesh, Central and Eastern Europe, and Common Wealth of Independent States (CIS) revealed that social enterprises possess the potentials to track the persistent poverty and unemployment challenges while the study of Anantha (2013) also revealed that social enterprises have improved the quality of people's lives in Asia by creating livelihood opportunities and expanding access to affordable services.

As promoters of social enterprise seek avenues to solve social problems to make the world a better place (Bandinelli, 2017), this third sector in Nigeria is rarely discussed as a result of this, it remains under-researched. Emphasis has been on public and private sectors, and its partnership (Public Private Partnership) to provide solutions to problems. According to Ogbo, Igwe, Ezeobi, Modebe & Ume (2019), this could be the major reason why social problems have remained prevalent in the country. Today, issues of banditry, unemployment, poverty, child trafficking, corruption, and out-of-school children continue to be on the increase in Nigeria despite government efforts, policies, and programs (Maji & Itodo, 2016). The third sector (social enterprises), as an intervention mechanism, is purposely meant to change the narrative (Akuraun, 2015). The few social enterprises in existence such as FATE Foundation, Durojaye Mobile Toilet (DMT), Girl Child Art Foundation (GCAF), Landmark Internship International (LII), Rural Africa Water Development Project (RAWDP), and Paradigm Initiative Nigeria (PIN), to mention few also seems not to have been able to address the rising issue of social problems. Fundamentally, like other organizations; social enterprises have been handicapped by certain challenges.

Studies (Sardana, Bamiatzi, and Zhu, 2019; Mirvis & Googins, 2018; Omorede, 2014) have identified some of these challenges in some contexts outside Nigeria. According to Akuraun (2015), some of these factors could be inadequate or lack of collaboration, partnership, and the scalability of innovative mind-sets to solve societal problems. Others suggested were the incidence of legal hiccups, ineffective corporate governance, weak supportive network, inadequate government support systems, and inadequate funding. Exploring the challenges of social enterprises in Nigeria is no doubt important at this crucial time but crucial. This is not to say that Nigeria as a developing country is facing the challenges alone, in fact, social enterprises in developed climes like the United States and the United Kingdom are also confronted with certain challenges (Alan and Kara, 2019). It is against this background that the study examined and evaluated the challenges facing social enterprises in Nigeria.

Literature Review

An Overview of Social Enterprise

Enterprise is a venture floated to meet human needs. It encapsulates activities which are to identify, evaluate and utilize fortuities to bring about new products and services through efficient deployment of resources (Adeniji & Akinbode, 2016; Ottih, 2014). This suggests that it is the process of evolving a business entity. The common intention of an enterprise is to operate profitably bearing in mind that such profit could be monetary in the form of return from investment or satisfaction to the business owner in the form of self-fulfilment. This implied that enterprise could be business enterprise, public enterprise, or social enterprise and one of the distinguishing features is what the enterprise termed profit to be. Therefore, social enterprise is a business that exists to address social and environmental needs.

Within the context of this study, social enterprise is the venture set up in recognition of a definite social issue and an antidote to proffer solutions; the assessment of the social effect, enterprise model, and sustainability of the entity; and the formation of a profit-oriented social mission or a non-profit oriented entity that intend to achieve both perspectives (Robinson, 2006). Historically, social enterprise evolved first in 1980 in the write-up of Bill Drayton, an International Association of the

global outstanding social entrepreneurs (Kumar & Gupta, 2013). This social arrangement is an important aspect of society that offers social solutions to social problems. Beyond this, Laville & Nyssens (2001) adopted an integrated theory to explain elements of the social arrangement which combines the economic and political dimensions with social dimensions to form an ideal social enterprise. The authors stressed the input of social capital sourced and processed in specific terms to bring about the workings of social enterprise.

Within theoretical parlance, as explained by Fayolle & Matlay (2010), the idea of social enterprise is an integrated path to the entire social economy of a country. The authors further identified two basic sources of pressure on the functionality of the social economy which is frequent and difficult to the swamp. On the first hand, the source of pressure lies in between the enterprise contribution of her total outputs for sale in the market (the practice of significant cooperative societies) and firms with limited economic features like youth movements that are into non-market such as subsidies and grant or those into non-monetary volunteering activities. On the second hand, the source of pressure does occur between organized interest groups such as cooperative or mutual societies that are to further the specific interest of members and that of the collective interests to those of community considered germane from time to time such as poverty reduction, environmental protection, healthcare programs, and the likes.

Based on this theoretical ground, the performance of social enterprises can be assessed by the capacity to seasonably resolve the needs of the society in anticipation of returns centred on the entity's essence of being and subsequent growth (Wawira, 2016). Social enterprise around the world offers countless prospects for economic, community, and employment opportunities. Aside from her social mission, social enterprises also sustain the income accrued from their commercial activity in goods and services. These enterprises play a great and pertinent effort in supporting both charities and government organizations in the delivery of social services (Deshwal, 2015). Bridgeland & Zahavi (2009) mentioned three basic characteristics of social enterprise which are: social purpose, supply of goods or rendering of service at a cost to continue to run, and retention of profit if made at all. Social enterprises can only fulfil their full potential if a conducive and enabling environment is put in place to afford them to start up, scale up, and prospering (OECD).

In some countries of the world, social enterprise connects to the social welfare agenda of the government. This makes such enterprises to have been seen as a partner with governments. This has assisted in achieving policy objectives as touching addressing social problems like unemployment and poverty. However, despite this partnership with the government, social enterprises are still confronted with several barriers in the areas of legal recognition, access to markets, and finance (Akuraun, 2015); issues that have restricted social enterprises impacts over the years and forestalled the chances of realizing their aspirations within the time frame.

Factors Affecting Social Enterprise

Various significant factors affect the prospects of the social enterprise, among which are non-profit motives, social welfare, and value, innovative ideas, government policies, social network, knowledge, skills and experiences, ethics, leadership, local and institutional support (Faruk, *et al.*, 2016).

Government Support and its role on Social entrepreneurial activity

Historically, social enterprises depend on two primary sources of funding – donations and/or investment from the private sector, and public sector funding. Most developing country governments only have a limited ability to address the projects related to health, education, and employment (Akinyemi & Adejumo, 2018). The presence of social enterprises has been seen in sectors, private and public establishments like industries, and bureaucracies respectively; however, impediment of growth remains the inability of the government to break down silos that have prevented the efficient promotion of evolving and sharing ideas. This can be achieved through the active engagement of stakeholders from catalytic gatherings to longer-term initiatives; to unify different components would be policy formulation to the acceptance of these stakeholders who must have been properly informed.

Aside above, another way the government can assist is to scale the innovations of social enterprise through capacity building, capital attraction for these enterprises, and drive product demand. Also, by evolving different supportive policies that can aid enterprise preparation for growth, by supplying technical know-how to direct investment; as well as coming up with a master policy that would meet the needs of entrepreneurs and accommodate existing obstacles confronting them for proper scaling (Prasetyo, & Kistanti, 2020).

To this effect, the government should have a fundamental stake in new venture models to the benefit of the populace. This can be made possible when she provides adequate grants and investment support to the ventures at the early stage as well as when the intermediaries and infrastructural supports are stable as a result of government intervention. With this, policymakers may consider the option of entering the new markets to leverage and maximize scarce resources to the advantage of the populace to render public services more efficiently.

Role of Social Entrepreneurs in Emerging Market

Social enterprise has appeared as a viable and innovation method to solve emerging social challenges (Akter *et al.*, 2019). The role of the social entrepreneur is to pinpoint social problems in a given environment and to resolve them to attain enduring development objectives (Drayton, 2002). Social entrepreneurship exists among the entrepreneurs with both non-monetary information and financial information disclosure as a sense of corporate social responsibility. Drucker (1985) opines that individuals that are entrepreneurs have the quest to change things whether it has a financial reward or not believing that it must have either commercial or social value now or in the future. The Schwab Foundation for social entrepreneurship opines that social enterprise brings together business exercises and principles with the mindset and empathy required to arrive at a fair and just world. This entrepreneurship outlines the process of engaging the inventive utilization and combining materials to have fortuities that can mobilize social transformation and/or meet social needs' (Montessori, 2016; Mair & Martí 2006). Through this, social entrepreneurs can grow inventive antidotes for complex societal problems (Lubberink, Vincent Blok, Gerben & Onno, 2018). This confirms the earlier submission of Vasakaria (2008) which saw social entrepreneurship to have transited from being benevolence to the innovation business model.

With the growing contributions to social entrepreneurship (Short, Moss, & Lumpkin 2009), empirical studies have put forward some determinants of social entrepreneurship at individual and country levels (Monroe-White, Kerlin, & Zook 2015). The European Commission described the social enterprise as an operator in the social economy which attempts to make a social impact rather than make a profit for their owners or shareholders. The operations target the provision of goods and services for markets with social objectives through entrepreneurial and innovative ideas and manage the same openly and responsibly through the involvement of stakeholders. Kay & McMullan (2017) in a not too distant literature review on social enterprise considered social value to be unavoidable especially in the commitment of materials and its limitations toward investing in social impact assessment. Social value is measured by the social impact made neither by customer satisfaction nor profits made. As such, long-term social return on investment is of interest to create lasting improvements that can sustain the impact desired (Vasakarla, 2008). For this social value to be achieved, basic human needs must be address through concentration on unexploited or market failures, work on this through partnerships or deploying new business models (Mohampeloa, 2017).

Challenges of Social Enterprises

The following are the challenges of social enterprises for example historically, social enterprises depend on two primary sources of funding donations and/or investment from the private sector, and public sector funding. Funders are constraints in meeting the financial needs of these social enterprises in most cases. Management challenge: Like conventional organizations, some social enterprises have been constrained with management problems in the areas of managing resources at the disposal of the enterprise. There have been issues of financial indiscipline, fund diversion, inappropriate employment of staff, difficulty in hiring qualified personnel, and dealing with directors (Ebrahim *et al.*, 2014). Moreover, close to the management challenge is the governance issues.

Ebrahim, Battilana, & Mair (2014) described governance as making an organization accountable. Social enterprises have been challenged by accountability for dual performance objectives and accountability to multiple principal stakeholders. These accountability expectations are conflictive in nature and reconciliation often becomes difficult. Furthermore, It has been reported that social enterprises have failed to interact with society properly. With this disconnect, delivering the mandates of social enterprise has been ineffective.

Measuring the impact of the social enterprise remains a challenge. The issues involved are qualitative and difficult to assess. For instance, measuring social change as regards a course of action is difficult. The reason is that causality and comparability remain problems in social impact assessment (Ebrahim et al., 2014). There is also the issue of unclear identity in the sight of social enterprises stakeholders (funders, government, practitioners, scholars, leaders, community, among others). For instance, the identity perspective of funders and beneficiaries about what social enterprises differ. Extant studies such as Deloitte (2013) in the United Kingdom summarized the challenges of social enterprises as financial, procurement, customer, and advocacy while Abramson and Billings (2019) study conducted in the United States of America on the challenges facing social enterprises found ill-fitting legal forms, ineffective governance, evaluating impact issue, weak supportive networks, difficulties in raising funding, and management tensions as the major obstacles of social enterprises. A study conducted by Yung, Yenchun, & Shiann (2018) in Taiwan, mentioned human resources, services, products, and financial resources as the challenges confronting social enterprises in the country.

Social Entrepreneurship in Nigeria

Nigeria is a country in West Africa with a significant contribution to the economy of the region and Africa at large. It is most populous black nation in the world with vast resources (Ogbo, Igwe, Ezeobi, Modebe & Ume, 2019). The population of the country estimated at 202 million is more than half of the West Africa sub-region population. Chuck of the population in the spread are youths which means there is an active population to drive the potentials of the country. It is a country with multi-ethnic and culturally diverse groups with is part of her strength as well and made up of 36 units called 'states of the federation' with one Federal Capital Territory.

Aside from other resources, Nigeria has an abundance of crude oil and has assumed the role of the major exporter of crude oil in Africa. Despite these remarkable attributes of the country, the high rate of poverty level in the country is astonishing. The poverty rate grew from 38.8 percent to 42.1 percent between 2016 and 2019, whilst the number of poor ones kept increasing at geometric progression as job losses increases, purchasing power was reduced and the currency value depletes with international currencies. The Gross Domestic Products and per capita income of the country is not encouraging at all. The rate at which young ones seek greener pasture abroad kept increasing while brain drain has been on the increase.

The above narrative suggests the country needs to explore entrepreneurship to change the narrative. There have been moves by the government and individuals to promote this in both public and private circles. Social interventions have been suggested as means through which the moribund public authorities that have failed to deliver social welfare can be redeemed (Ogbo, Igwe, Ezeobi, Modebe & Ume, 2019).

Research Methodology

This study adopted a qualitative research approach with a multiple case design. According to Lunenburg and Irby (2008), the case study is a research design type in social research used when the inquirer aims to provide answers to questions about how and why. It involves specific explorations or inquiries of individuals in groups, organizations, or communities (Verner and & Abdullah, 2012). In this regard, a case study approach is considered appropriate for this study because of the contextual conditions of the phenomenon under study (Yin, 2014), as it provided an intensive exploration of rich data acquired on social enterprise. Aside from this, researchers chose a qualitative research approach to explore the research issues. Accordingly, the use of the social enterprise model of

operations in Nigeria with a qualitative research approach is suitable as it offers deeper insights into activities and possible challenges.

Case selection was effected through extensive data which provided worthwhile perceptions of the activities within social enterprises as well as the motivating factors which propelled establishing and operating social enterprises. Four cases were selected for analysis to explore social enterprise challenges in Nigeria. The principle behind the selection is based on their operations and recent activities to support the poor masses. Table 1 provides a synopsis of the carefully chosen enterprises and what each those.

Table 1: Synopsis of the Selected Enterprises and Undertakings in Nigeria

S/N	Name (Not Real Name)	Areas of Undertaking	Region	Target Population
1	Social Enterprise A (SEA)	Target females' empowerment in the area of skill acquisition and creativity in technology.	Niger Delta area	Young female
2	Social Enterprise B (SEB)	Addresses maternal and toddlers' mortality in less accessed rural areas in Nigeria through low-cost innovations and mobile technology.	Rural Community	Pregnant women
3	Social Enterprise C (SEC)	Women entrepreneurs empowerment in less accessed communities to have clean energy businesses.	Rural communities	Women
4	Social Enterprise D (SED)	Training of students in secondary schools in the art of entrepreneurship and digital skills acquisition.	Nation	Students

Data for this study emanated from the four cases selected. A semi-structured interview guide with twenty items was communicated to the selected participants before the interview. Twenty-five participants were chosen among the multiple cases comprising the four founders, 15 employees, and six enterprises' beneficiaries. In the conduct of interviews, participants demanded anonymous representation and this was complied with. As a result of this agreement, a pseudonym approach was adopted for the selected social enterprises (SEA, SEB, SEC, and SED) while positions participants occupied in the enterprises and community were also used to designate them. Interview sessions were held at intervals but held between February and March 2021. The language with which the interviews were conducted was in English and the average interview was between 10 to 15 minutes. Content analysis was used for data processing. Case analysis and cross-case analysis were carried out to provide comparisons and variances in the data collected.

Results and Discussion

Case SEA: Rural Social Enterprises

The rural social enterprise is a nonprofit humanitarian organization established in the year 2004 to provide sustainable development in rural and semi-urban communities in Nigeria through innovation and structured interventions to end extreme poverty and improve people's lives. The organization empowering women and girls through a series of innovative programs and educational enlightenment.

"We are so particular about women and girls to end gender inequality and cater to less privileged females in rural communities." **Chief Executive Officer**

Case SEB: Women Social Enterprise

A six professional team launched the women's social enterprise in the year 2010 to reduce infant and parental mortality in Nigeria. The aim is to distribution of low-cost clean birth kits to pregnant women in disadvantaged and underserved communities, register mothers on the vaccination tracking system, and train community birth attendants using the E-learning platform. The organization provides material that helps pregnant women and mothers of newborn babies, particularly during pregnancy and post-natal periods.

"Our firm supports the Government in the fight against maternal and infant mortality to reduce Nigeria's death rate through regular education from the E-learning platform." **A team leader**

Case SEC: Women Entrepreneurs Social Enterprise

In 2018, this social enterprise was established to project a brighter world of social value powered by women entrepreneurs. The team sees women as the major determinant of the solution to the clean energy problem and saw the need to invest in women's enterprise in communities that are not adequately enjoying social amenities. The organization recruits, trains, and supports women entrepreneurs to develop their ventures and provide clean energy to their communities.

"Lack of electricity supply hinders business development in most communities, so we try to encourage women entrepreneurs by providing clean energy." **A team Leader**

Case SED: Youths Social Enterprise

The social enterprise started in Nigeria in the year 1999 as a nonprofit economic education organization committed to empowering young people on enterprise development, financial literacy, digital application, and innovation through experiential, hands-on programs. Since its establishment, it has reached over 990,000 youths in over two thousand (2,000) schools across Nigeria's geopolitical zone. As a nonprofit, it provides free business economic education programs that add significant value to the people between the ages of five and twenty-seven in Nigeria.

"Youths are the future of a nation; therefore, we changed their orientation through free entrepreneurial digital skill training." **A Program Manager**

Cross-Case Analysis

In cross-case analysis, research facilitates juxtaposing events, processes, and activities that are the units of analyses in case studies (Khan & VanWynsberghe, 2008). After evaluating the four social enterprises' undertakings individually with the aid of in-depth case analysis, Table 2 summarised in a logical manner areas of commonalities and dissimilarities among the cases investigated.

Table 2: Summary of the Cases with specific Yardsticks

Yardsticks of the study	Case SEA:	Case SEB:	Case Sec:	Case SED:
Ownership	The enterprise is nonprofit and registered officially with the Government.	The enterprise is non-profit and registered officially with the Government.	The enterprise is non-profit and registered officially with the Government.	The enterprise is non-profit and registered officially with the Government.
Impact	Provision of a sustainable development in rural and semi-urban communities in Nigeria through innovation and structured interventions to end extreme poverty and	Providing material helps to pregnant women and mothers of newborn babies particularly during their pregnancy and post-natal period.	To recruits, trains, and support women entrepreneurs to develop their ventures and provide clean energy to their community.	It provides free business economic education programs through experiential, hands-on programs to the young people.

	improve the lives of people.			
Funding Challenges	Insufficient funding reduced the anticipated people to be serviced.	Insufficient funding reduced the anticipated people to be catered for.	Insufficient funding limits reduced the anticipated people to be serviced.	Insufficient funding reduced the anticipated people to be catered for.
Government Support Challenges	Government did not provide financial support.	There is no form of monetary provision from the Government.	Government did not provide financial support	No form of financial support from the Government
Identity Perception Challenges	Most of the stakeholders regarded the social enterprise services has been political while some few it as a replica of religious services.	Stakeholders regarded the social enterprise services has been political, therefore, show less attention to it.	Only the elites understand the social enterprise value creation. Few People considered it as a political and Government sponsored programs.	There was inconsistency in the services, so, most youth did not consider it worthy.
Partnership Challenges	Being a non-profit organisation, people reluctant to invest their resources into social enterprise.	Since the Government support is low, partnership is difficult with profit-oriented organization	Lack of orientation on the benefit of social enterprise limit the level of partnership.	Being a non-profit organisation, people reluctant to invest their resources into social enterprise.

The study has shown that the four selected cases are non-profits and, they provide social value in target areas or communities. The four selected social enterprises' findings supported Vasakarla's (2008) notion that the value at hand is not evaluated by the returns made or by the satisfaction of beneficiaries that is attained but through the social impact that is made. The value created by all the social enterprises has a significant effect on the lives of the people in the environment. The researcher found that social enterprises bridged the gap that the Government had not sufficiently filled to support the community's development. Furthermore, social enterprise's need in the provision of social value has not been adequately met, therefore suggesting that more philanthropists are required.

While addressing the management team competencies, it was discovered that professionalism is required in social enterprises' administration for sustainable development. Most team leaders have the entrepreneurial skill and technical know-how that enable them to provide innovation and digital technology for their organization's effectiveness. However, the challenges facing social enterprise in Nigeria are so enormous. The researcher noted that insufficient funding and lack of adequate support from the Government and individuals hinder the effectiveness of social enterprises. Despite the higher level of poverty in Nigeria, the recognition for social enterprise support is low. More so, because of political affairs and corruption in the country, the belief of the people towards social enterprise is not encouraging. The majority see the social enterprise services as being political and alternative ways of siphoning the public fund. OECD/EU (2017), reported that a lack of overall understanding of social enterprise, and the resulting unwillingness to push it higher up the national policy agenda, may hamper implementing a related strategy.

To the usefulness of digital applications in SE, irregularity in electricity and inefficient mobile networks hamper its effectiveness. Most rural people do not have access to a computer and the required skills to participate in an Electronic platform, therefore, limiting the services. As suggested by Battisti (2019), an increase in innovation through social impact is possible through technology-reflective individuals.

This study brings to the fore a detailed analysis of social enterprises' engagement by conducting semi-structured interviews and assessing the findings on their impact and challenges. Due to the limited recognition and less Private and Public Partnership (PPP) support, the field of social enterprise in Nigeria is required to be deeply explored by academic researchers.

The findings and literature on social enterprise denote that it provides education, good health, digital skills, innovation, and small enterprises for sustainable and economic development. In recent years, extant studies have put forward social entrepreneurship as means to promote economic prosperity and social development. While exploring the findings, the challenges of people's perception of SE in Nigeria need to be addressed in future research.

The findings detail the influence and challenges of social enterprises, thus, setting the framework and ground to juxtapose future studies in social enterprise. Moreover, the introduction of social enterprise high impact demands thoughtfulness of harmonious collaboration between government and social entrepreneurs, not forgetting other stakeholders like the community.

Concluding Remarks

The researcher examined the participants very well, and with the application of semi-structured interviews, the following practical implications were identified that social enterprise plays a crucial role by creating new business opportunities, enabling social amenities, innovative development, education, and sustainable development. The study also exposes the literature gap in terms of people's perception of SE in Nigeria and provides an avenue for further research. The research also identifies challenges that hinder the effectiveness of SE, thus suggesting ways for improvement. Lastly, this research revealed the significance of digital technology to the social enterprise was identified, then recommending its application to social services.

Social enterprise is a veritable venture require in human societies to address social problems that kept increasing especially among the poor, less privileged, and marginalized individuals. The study affirmed further interventions in the space of social enterprises in Nigeria as they are facing the challenges of funding, management, blurred identities, and inadequate government support. However, it was confirmed that social enterprise plays a crucial role by creating new business opportunities, enabling social amenities, innovative development, education, and sustainable development as the study identifies challenges that hindered the effectiveness of social enterprises in the country.

Research Limitations and Directions for Future Research

The researcher experienced a few hindrances while conducting this research. In surfing the internet for related literature, the researcher is certain not to have covered all that is required that would have made the review 100% comprehensive. Also, it is not out of place that the research design adopted is not exclusive. For instance, the use of mobile phone calls and video calls in a country where network services remain a challenge already creates limitations as the interviewees must have experienced some difficulties in either completing the interview session or interrupted by network inconsistencies. Shuy (2002) was partly right to have placed face-to-face interview on the telephone or video calls when it comes to these challenges and also reading body languages as the interview is conducted. Nunkoosing, (2005) noted that when there is no physical contact between interviewee and interviewer, they might misrepresent themselves. The respondents were so relaxed to provide answers, so the study consumes time and cost-effective. More so, some of the interviewees refused to pick phone calls when contacted at the agreed time while a few rescheduled interview periods.

The selected cases were so few among the numbers of registered and functional social enterprises in Nigeria; hence, their findings cannot be utilized as the study's outcome. On the ground that it has been acknowledged that case study research cannot be generalized, studies like Potter et al., (2010), have not to be disposed to it. Yin (2009) also found that multiple case studies are analogous to replicating scientific experiments, as such it cannot tell whether a theory holds under consistent circumstances or not. Besides, selecting good cases for small samples can be a very challenging endeavor (Gerring, 2007).

Another complication was the use of in-depth semi-structured interviews. This often lacks consistency in items captured in research questions and also interviewers are often tempted to play around with it as it pleases them which is against scientific rules (Turner, 2010). This experience on the part of interviewees has made them not to be keen about providing objective feedbacks at times (McNamara, 2008).

The researcher underscores a need for substantive research into social enterprises, exploitation, and challenges. These questions could be studied: How do social enterprises formed in Nigeria? How do people perceive social enterprises in Nigeria? What areas of partnership required to provide social value? What effect does digital technology have on SE performance? More research is necessary to explore the gap in the findings.

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