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## The Approach of Sport-Based Social Entrepreneurship Contributing to Social Sustainability: A Conceptual Framework

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### Abstract

Social entrepreneurship can be defined as an entrepreneur maximising the social value creation through their entrepreneurial behaviour. Afterward, social entrepreneurship in sport entails individuals attributing the power of sport to achieve social sustainability by improving quality of life and well-being of people and community. However, there is a lack of studies focusing on the sport from entrepreneurial disciplines and lack in discussion per sports industry as a drive change to lift social sustainability especially related to psychology stability. Therefore, the purpose of this paper is to present a conceptual framework of sport-based social entrepreneurship as an important mechanism for social sustainability. The review of past literature enables us to develop a conceptual framework on how sport-based social entrepreneurship may assist the development of social sustainability in a country. This study argued that sport-based social entrepreneurship could help in overcome the mental health issue and to foster social networks of individual thus led to the development of psychology stability. The proposed conceptual framework offers three general propositions than can be empirically validated in future research. This paper contributes to enhance the understanding of social entrepreneurship endeavour contributing to social sustainability through the sport-based social entrepreneurship approach.

**Keywords:** Social Entrepreneurship, Sport Entrepreneurship, Social Sustainability, Psychology Stability, Conceptual Framework

### Introduction

The numerous discussions on the nature of entrepreneurship have been on research agenda for the last few decades. Social entrepreneurship has been the subject of considerable interest in the literature among research community. This stems from its importance in addressing social problems and enriching communities and societies which focusing on community or social goals. Social entrepreneurship approaches acknowledged entrepreneurial activities with social purposes. It occurs when non-profit goals or objectives are partnered with business ideas. The global wealth disparity, movement of corporate social responsibility, technological advances, shared responsibility, and the market, institutional and

state failures are the vital factors that promote the globalization of social entrepreneurship (Zahra et al., 2009). The increasing social problems allure for businesses and organisations to positively outlook and take responsibilities particularly in the social sector. This resulted in encouraging social entrepreneurship activities both by corporate businesses as well as non-profit organizations in which subsequently enhance business value. The potential of its continuing nature by transformational benefit to society resulted in the growing of several innovative endeavours to solve social problems (Seelos & Mair, 2005; Sen, 2007). Social entrepreneurship used as a tool to help economic systems by creating new industries, advocating new business models, and allocating resources to prioritized societal problems thus social entrepreneurs make significant and various contributions to their communities and societies to the sustainable development (Zahra et al., 2009).

Although sport has been studied from a variety of disciplines such as management, marketing, philosophy, psychology, and sociology, there is a lack of studies focusing on the sport from entrepreneurial disciplines (Ratten, 2011; Ratten & Jones, 2020). Sport industry is an untapped domain in social entrepreneurship which possesses immense approaches to encourage change in existing social issues. Social entrepreneurship in sport is the use of social issues to create change in the sports context by using sport to encourage solutions to social issues. Sports events and the marketing that goes with those events have been used to address social issues (Hardy, 1996). There are plenty of alternatives to participate in sport which provide the greater opportunity for social entrepreneurship conveying the sustainable development.

Ratten (2011) proposed sport-based entrepreneurship as an approach of social entrepreneurship that fosters economic development in the sports management field as the sport sector positioned as one of the largest and fastest growing industries worldwide and relatively deem as major commitment of the global business industry. Sport-based entrepreneurship encouraged people and organizations by contributing to society in a bright and positive manner through sporting philanthropic activities or sport-based charitable organizations (Hardy, 1996). For example, sport-based social entrepreneurs who have created value by sponsors or donating to charitable organizations to support breast cancer awareness is an example of social entrepreneurship in sport. Apart from that, sport-based social entrepreneurship could address small-scale local social needs, social system, and social structures as a whole and improve community life for people, thus accomplished the inclusion of social development. It is expected sport-based entrepreneurship led to community development in a way the existence and well-built facilities for training sports and fitness programme especially for youngster would prevent from inferiority social capital as well as to ascertain their mental health led to the psychology stability. In addition, sport in which naturally embedded with culture can contribute to community or individual mental health which always overlooked as an important element for social sustainability.

All in all, sport-based social entrepreneurship plays a key role to expand the ability of social entrepreneurship endeavour in contributing to the social sustainability. Hence, this proposed research paper seeks to address this research gap by connecting the approach of sports-based entrepreneurship contribute to the development of social sustainability. Therefore, conceptualising social sustainability in relation to psychology stability could be achieved through sport-based social entrepreneurship can open new theoretical and practical

perspectives for better understanding and supporting on social entrepreneurship. The purpose of this paper is to propose a conceptual framework that position the social entrepreneurship through sport could contributed to the social sustainability in a country. The next section will discuss the literature review, followed by the discussion, and proposed conceptual framework and the implication and conclusion of the paper.

## **Literature Review**

### **Social Entrepreneurship**

Thompson & Doherty (2006) pointed out that social entrepreneurship is to be restricted as a social value creation concept only and assume that organizational forms should reflect the non-profit domain. Further, the concept of social entrepreneurship as profit-driven is obnoxious since it undermines the social purpose (Foster & Bradach, 2005). In contrast, a few scholars highlighted that the definitional distinction between social and traditional entrepreneurship is a maximisation and emphasis towards social value creation (Dacin et al., 2010; Pirson, 2012) and on social performance indicators (Boschee & McClurg, 2003). Accordingly, the business or profit driven organisation could also apply the social entrepreneurship concept if the organisations maximising their operation towards societal value. Thus, there is a necessity for collaboration between business and non-profit organizations, and among different sectors in society to institute toward a better life. Accordingly, social entrepreneurship encompasses the activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner (Jiao, 2011).

Social entrepreneurship is in congruent economic approach that is based on value creation and manoeuvres by its own rules and prudence (Santos, 2012). Hayek (1945); Kirzner (1973); Schumpeter (1942) have identified three types of social entrepreneurs: a) Social Bricoleur, b) Social Constructionist, and c) Social Engineer. Social Bricoleurs work closely with locating and comprehending of small-scale local social needs. Afterward, Social Constructionists take place when they see gaps resulted from existing market failure and remodel it with innovation ways to reach particularly secluded clients in which governments, agencies, and business cannot achieve wide-ranging social structures. Accordingly, Social Engineers concede communal problems within existing social structures and address them by introducing progressive change. As a result, social entrepreneurs been advocated as change agent in which detached obsolete approaches to point out with innovative approaches in response to dynamic environment.

### **Social Entrepreneurship Impact on Social Sustainability**

Social sustainability is one of three pillars of sustainability other than economic and environment sustainability. Social sustainability is defined as a measure of the human's welfare (Mohamed & Paleologos, 2021). Social sustainability dealing with both positive and negative influences of systems, processes, organizations, and activities on people's social life. Health and social equity, human rights, labour rights, practises and decent working conditions, social responsibility and justice, community development and well-being, product responsibility, community resilience, and cultural competence are among the topics covered by the social sustainability concept (Balaman, 2019). During the previous few decades, our world has been only concerned with economic sustainability and often overlooked the part of social sustainability (Kandachar, 2014) even though social sustainability is fundamental to human life. According to Sustainable Europe Research Institute, social sustainability as an

independent factor of sustainable development and as vital as the economic or environmental dimensions but continues to be underappreciated by scientists and policymakers. Social sustainability places a strong focus on meeting human needs hence social entrepreneurship endeavour is one of the ways that could realise this concern.

The interconnection of sustainability concerns and entrepreneurship has been intensively debated subject among the scholars beginning by focusing on environmental management journals to mainstream business and entrepreneurship journals (e.g., Schaltegger, 2002; Cohen & Winn, 2007; Dean & McMullen, 2007) thus assuming sustainable development associated with entrepreneurship field. Sustainable development partly deemed by social improvement which can be promoted by social entrepreneurship activities through social and institutional environment has led some scholars begun to position this distinct domain; entrepreneurship and its potential to address social problems and implication for new wealth (Davis, 2002; Austin et al., 2006). Roberts & Woods (2005) believe that social entrepreneurship is a new construct that attaches an important gap between business and philanthropy. The application of entrepreneurship theory in the social sphere to solve social problems in society such as environmental issues, the income gap, and employment difficulties could act as business philanthropy (Jiao, 2011).

The current literature on social entrepreneurship agrees that social impact is the main purpose for establishing a social venture with social value in an innovative manner (Alvord et al., 2004; Hibbert et al., 2005). The virtuous of social entrepreneurship is in which has strengthened both business value and have a positive social impact occurring amidst different sectors led to arouse innovative approaches to solve social problems (Seelos & Mair, 2005; Sen, 2007). Social entrepreneurship used as a tool to help economic systems by creating new industries, advocating new business models, and allocating resources to prioritized societal problems thus social entrepreneurs make significant and various contributions to their communities and societies to the sustainable development (Zahra et al., 2009). The main aim of social entrepreneurship is towards crafting social values hence social values regarding poverty traps could be an indicator for the success of social entrepreneurship to social sustainability.

Sport industry is an untapped domain in social entrepreneurship which possesses immense approaches to encourage change in existing social issues. For instance, sports events and the marketing that goes with those events have been used to address social issues (Hardy, 1996). Accordingly, social entrepreneurship is to help marginalized and vulnerable members of society (Austin et al., 2006; Dees, 1998), and sport is seen as a creditable platform to reach out this society eventually contribute to a country's social sustainability.

### **Sport and Social Entrepreneurship**

Sport is essentially a social activity for a certain set of individuals. However, it has evolved to become an imperative in culture, social, and most notably in economic undertaking (Escamilla-Fajardo et al., 2020). Sport is a global industry that has been shaped by the changing environmental circumstances happening worldwide and does motivate sport-related businesses due to financial and personal factors (Ratten, 2011). Sport can include professional sport, equipment, apparel, and footwear (McNamee & Fleming, 2007). Entrepreneurship is a vital instrument to the sport sector as persistent innovation by sport-related businesses is required to transect rapidly changing consumer demands (Ball, 2005). Entrepreneurship in sport can help to advance organizations by increase the number of inventions of new products and services (Hardy, 1996).

Sport-based entrepreneurship is defined as sports-related businesses acting innovatively in a business context, eventually enable sports business leaders whose set objectives to increase both social and economic performance (Ratten, 2011). In entrepreneurship theory, it is generally asserted that ventures are created by an entrepreneur acting individually or as a member of a team at owns' financial risk. It entails someone or group of individuals that see an opportunity and anticipated risks and profits from the opportunity which reflect to the nature of sport-players in a team. In addition, sport acts as a driver of innovation whereby one of the key elements in entrepreneurship field. Innovation in sport reflecting entrepreneurship vital factors occurs in a variety of contexts including players developing new strategies and sport teams varying their playing uniform to keep up with trend but ultimately for cutting-edge resolution (Schwarz, 2009).

Sport is a distinctive area and cannot be treated homogeneously by business management because it has unique apprehensions such as fans personal, emotional, and symbolic attachment to teams and athletes (Chalip, 2004). The value creation process in sport has occurred through social responsibility initiatives that sport-related businesses or organizations have been involved in. Players also can act as social entrepreneurs. For example, the National Basketball Association obliges each player to make at least five individual and five team appearances at specified community events (Sheth & Babiak, 2010). Additionally, George Steinbrenner, owner of the New York Yankees is a sport-based social entrepreneur who has established value by donating to charitable organizations such as the New York Silver Shield Foundation. The 'Pink Ribbon' campaign that Reebok sponsors to support breast cancer awareness is another example of social entrepreneurship in sport. Sport-based entrepreneurship encouraged people and organizations by contributing to society in a bright and positive manner through sporting philanthropic activities or sport-based charitable organizations (Hardy, 1996).

Entrepreneurs such as T. Boone Pickens has innovated the sports college sector by donating money to Oklahoma State University's athletic department. Then, organizations such as UNICEF have encouraged entrepreneurship in social programs by encouraging the rebuilding of communities through sport in countries such as Uganda, and sport also helps rein in social issues such as childhood obesity were example of several incredible and inspiring stories link sports and social entrepreneurship. Indeed, sport has acted as a vehicle for social change, as Nelson Mandela famously said that sport can change the world (Smith & Westerbeek, 2007). These examples illustrate that integrating elements of social entrepreneurship in sport has potential to contribute to the social sustainability.

### **Sport-Based Social Entrepreneurship for Social Sustainability**

Sustainability is a business concern for financial, social, and environmental performance and is often referred to as the triple bottom line (Elkington, 1998). For example, mega-sports events like the Olympics have been innovative and created value by promoting a policy of zero net environmental impact whilst financially benefited from the events. Entrepreneurship is widely recognized as being necessary for sustaining economic prosperity (Henry et al., 2003). Sport development requires entrepreneurship since it focuses on providing value. Entrepreneurship in sport can occur in a various way. For many people involved in sport there is a love of sport together with a certain degree concern for profit. But, when sport is not driven by financial motives and is endowed by communities or governments, innovation becomes imperative as a way of delivering value to consumers (Hardy, 1996).

Sport entrepreneurship often occurs as a result of people having the willingness to expend their organizational efforts in the field of sport (Terjesen, 2008). Sports development is all about providing and improving opportunities for people to participate in sports at any level whether an elite performer, an absolute beginner, a coach, an enthusiast, or merely looking for an exciting activity. There are plenty of alternatives to participate in sport which provide the greater opportunity for social entrepreneurship conveying the social sustainability for example to maintain peoples' mental health and develop social networks. According to Meyer & Meyer (2016), participation in sports may help strengthen communities, produce satisfaction, and improve living conditions in cultures especially where poverty and social injustice are prevalent. Sport has a primarily social objective since it benefits health and well-being, social development, citizen prosperity, sport for peace, and gives employment chances (Bjarsholm, 2017). Accordingly, social programmes promote by governments are including healthy lifestyles and community engagement could be achieved through sports-related activities (Hammerschmidt et al., 2022).

Social entrepreneurship in sport is the use of social issues to create change in the sports context corresponding by using sport to encourage solutions to social issues. Peterson and Schenker (2017) remarked how sport-related entrepreneurial ventures create social values. One of the linkages between sports and social entrepreneurship is community-based entrepreneurship, which involves a sport community acting innovatively to create a social and financial benefit for the community. Common examples of community-based entrepreneurship which considered as small-scale social entrepreneurship in scope are the partnering of schools or sports teams with government agencies to build sports fields. These examples have provided an ample opportunity for sports-related business to exploit then eventually helps in development of designated regional.

Subsequently, social entrepreneurship is to help marginalized and vulnerable members of society (Austin et al., 2006; Dees, 1998), and sport is seen as a suitable means for the facilitation of social integration and the development of networks (United Nations, 2016). Sport can be used to reach, and help marginalized members of society. An example is the study by Sanders et al. (2014) of a football club which had founded a financially independent charity, the aim of which was to contribute to societal development through education. Hayhurst's (2014) article which deals with an NGO program which uses sport to promote gender equality in Uganda. The organization uses martial arts in its program to strengthen girls' status in society, educational level, and competence in questions of domestic violence, conflict management and leadership skills. Thus, sport-based social entrepreneurs should aim to make sport accessible and affordable to all, making use of business-like strategies in order to pursue its goals in which lead to the psychology stability for social sustainability.

### **Discussion and Conceptual Framework**

Sport has acted as a vehicle for social change in which sport provide both commercial and social element. Unquestionably, sport is one of predominant industry that able to boost up corporate business revenue by endorsement of sport attires, sport equipment, and ultimately through sport events. Then, the emergence of sport in social entrepreneurship could result in the development of social sustainability primarily because the value creation process in sport has occurred through social responsibility initiatives that sport-related organizations have been involved in. Social entrepreneurship in sport entails individuals tie together the power of sport to improve quality of life and well-being for people. Sport is an inviting area for youths, it can provide outstanding opportunities. It is expected sport-based entrepreneurship

led to community development in a way the existence and well-built facilities for training sports and fitness programme especially for youngster. Subsequently, it would prevent from inferiority social capital among the youngster eventually will support in their psychology stability.

One of the beneficiaries of sport-based social entrepreneurship is sports spectators or "sportsfanship". It is not only allowing large numbers of urbanites to come together to be entertained but also enriches their social psychological lives by helping them experience the pure sociability, quasi-intimate relationships, and sense of belonging. Sport in which naturally embedded with culture can contribute to people mental health which always overlooked as an element of the social sustainability. Accordingly, Webber et al (2015) feature a successful organization which helps young people in psychosis to develop their social networks through sport. The fact that sport can lead to an improvement in mental health is also shown by Pringle and Sayer's (2004) study which focuses on a social entrepreneurial project aiming to promote young men's mental health through football, though not necessarily through sporting participation. Beyond social engagement, the benefits of utilising sport to develop social networks include improved self-esteem, motivation, and self-identity (Ratten, 2011). The maximisation of social value in entrepreneurial activity is what distinguishes traditional and social entrepreneurship. Thus, when sport and entrepreneurship come together which the goal is to maximizing social entrepreneurial initiatives, this is where the sport-based social entrepreneurship emerged. This study argued that sport-based social entrepreneurship embeds and manifested their sport-related endeavours for the creation of social value later contributing to the development of social sustainability. However, previous research seldom tapped on the psychology stability which is one of the elements of social sustainability that can foster well-being in community. Therefore, this study argued that sport-based social entrepreneurship is one of the mechanisms that contribute to the social sustainability particularly in supporting psychology stability of a community in a country.

As can be seen in Figure 1, the conceptual framework emphasizes on the emergence of sport-based social entrepreneurship through integrating the two fields: sports and entrepreneurship which aiming in maximizing social entrepreneurial initiative in their activities. The creation of social value through these initiatives are contributing to the development of social sustainability and this study argued that sport-based social entrepreneurship could help in overcome the mental health issue and to foster social networks of individual thus led to the development of psychology stability. It is not necessary for the athletes alone but as well to the community which includes the spectators or audiences of the sport-related events. Indisputably, the integration of sport and entrepreneurship contributing to the social sustainability development especially in the psychology stability which are rarely given attention.



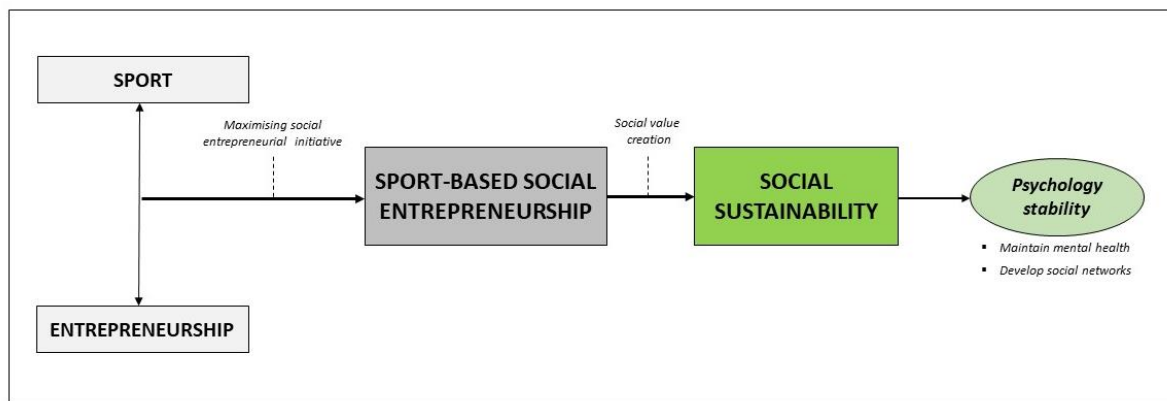


Figure 1. Conceptual Framework of Sport-Based Social Entrepreneurship, Social Sustainability and Psychology Stability

Based on the above discussion, this paper offers three general propositions: (1) the sports activities with entrepreneurial behaviors but without social values reduces the likelihood to develop social sustainability in a country; (2) the social entrepreneurial initiative in a sport-related organizations increase the chances for the development of social sustainability in a country than doing entrepreneurial initiative for profit alone; (3) the creation of sport-related organizations without social entrepreneurial initiatives reduce the likelihood to improve psychology stability for the community in a country.

### Implication and Conclusion

This paper proposes the conceptual framework on how sport-based entrepreneurship contributing to the social sustainability particularly to the psychology stability has achieved its purpose. Accordingly, the close relationship between sociability and mental health is where people conversely need a certain degree of social networks in order to survive at any place in this world can be achieved through sport-related activities. At the theoretical level, this study aims to enrich the literatures of social entrepreneurship specifically through sport which embedded with diverse elements resulted to social sustainability particularly in psychology stability. The discussions provide the future researchers to validate the proposed framework and it could benefit the sport-related organization as well as to the policy makers. The earlier can gain valuable insight into the importance of social initiative which offered massively positive impacts to the society and to the nation on the whole. This can allow managers of sport-related businesses to look for opportunities to endorse social entrepreneurship that make possible collaboration between people, business, and governments.

As for the policy makers, the conceptual framework may assist them examine the role of sport and entrepreneurship in promoting social sustainability. By encouraging the psychology stability of communities through sport, policy makers or any responsible organizations or parties that involved with sport had found sport as a medium to deliver value deeds to the social community. Public policy planners could be benefited by understanding the role of sport-based entrepreneurship in a society and how sport-based entrepreneurship can be clearly defined and understood. It provides platform for the public policy in addressing small-scale local social needs, social system, and social structures ultimately accomplished the psychology stability of social sustainability. Thus, this paper contributes to this gap in the literature by proposing sport-based entrepreneurship as an emergence field of social

entrepreneurship and as means to achieve social sustainability in a country through sport activities.

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