



REPUBLIC OF TÜRKİYE

ALTINBAŞ UNIVERSITY

Institute of Graduate Studies

Business Administration

**SOCIAL ENTREPRENEURSHIP AWARENESS AS
A SUSTAINABILITY APPROACH: A CASE
STUDY OF TURKISH NGOS WORKING ON
ALLEVIATING POVERTY**

Chems Eddine CHOUITER

Master's Thesis

Supervisor

Asst. Prof. Dr. Tina SHABSOUGH

İstanbul, 2023

**SOCIAL ENTREPRENEURSHIP AWARENESS AS A
SUSTAINABILITY APPROACH: A CASE STUDY OF TURKISH
NGOS WORKING ON ALLEVIATING POVERTY**

Chems Eddine CHOUITER



Business Administration

Master's Thesis

ALTINBAŞ UNIVERSITY

2023

The thesis titled SOCIAL ENTREPRENEURSHIP AWARENESS AS A SUSTAINABILITY APPROACH: A CASE STUDY OF TURKISH NGOS WORKING ON ALLEVIATING POVERTY prepared by CHEMS EDDINE CHOUITER and submitted on 21/11/2023 has been **accepted unanimously** for the degree of Master of Business Administration.

Asst. Prof. Dr. Tina SHABSOUGH

Supervisor

Thesis Defense Committee Members:

Asst. Prof. Dr. Tina SHABSOUGH Department of Business
Administration,
Altinbas University

Asst. Prof. Dr. Murad CANBULUT Department of Business
Administration,
Altinbas University

Asst. Prof. Dr. Selcen ALTINBAŞ
UMUT Department of International
Relations,
Trakya University

I hereby declare that this thesis meets all format and submission requirements of Master's thesis.

I hereby declare that all information/data presented in this graduation project has been obtained in full accordance with academic rules and ethical conduct. I also declare all unoriginal materials and conclusions have been cited in the text and all references mentioned in the Reference List have been cited in the text, and vice versa as required by the abovementioned rules and conduct.

CHOUITER Chems Eddine

Signature

DEDICATION

To my wife whom I love so much.

To my family who always supported me.

To my country that I am proud of.

To my thesis advisor who really stood by me in this short time (Dr. Tina SHABSOUGH).

To the university administration clerk: Mrs. Bengi KURTULUS. (Thank you).

To my friends.

Thank you all so much.



PREFACE

Many people and friends stood by my side in this journey, I faced many problems, but I was able to overcome them with the help of these amazing people.

First, I thank my thesis advisor Dr. Tina SHABSOUGH, she really supported me even if I had only a few times to write my thesis because of some issues, but she kept guiding me with her professional notes and advice.

I would also express my gratitude to Mrs. Bengi KURTULUS who helped me as much as she could, she always welcomed me and guided me with her instruction.

Special thanks to my wife, my family, my friends and co-workers.

Special thanks to Hayat Yolu Association, which allowed me to focus on my education rather than work. Mr. Adem ISAOGU and Mr. Emir TURANSAH who always kept encouraging me.

ABSTRACT

SOCIAL ENTREPRENEURSHIP AWARENESS AS A SUSTAINABILITY APPROACH: A CASE STUDY OF TURKISH NGOs WORKING ON ALLEVIATING POVERTY

CHOUITER, Chems Eddine

MBA, Business Administration, Altınbaş University,

Supervisor: Asst. Prof. Dr. Tina SHABSOUGH

Date: 11/2023

Pages: 70

The continuous growth in social and environmental issues in society compels Non-Governmental Organizations (NGOs) to address new challenges daily. However, some of the classical and traditional methods of funding and resources allocation have proven to be insufficient in facing these challenges. Accordingly, the purpose of this study is to investigate the level of social entrepreneurship awareness in Turkish NGOs working to alleviate poverty. It aims to explore the role of social entrepreneurship as a sustainability approach for Turkish NGOs.

The study employs a qualitative research method approach, consisting of interviews with Turkish NGO managers to gather data on social entrepreneurship practices and awareness within these institutions. The research investigated the current level of social entrepreneurship awareness among NGOs. The results of this research contributed to the existing literature by focusing on the potential of social entrepreneurship as a sustainability approach for Turkish NGOs. The research provided insights and data on the importance of fostering social entrepreneurship to enhance organizational effectiveness and long-term impact. It promoted more sustainable and flexible NGO sector in Turkey, capable of addressing the social and environmental challenges of the 21st century.

Keywords: Social Entrepreneurship, Awareness, NGOs, Sustainability, Challenges, Türkiye.

TABLE OF CONTENTS

	<u>Pages</u>
ABSTRACT	vii
LIST OF TABLES.....	x
LIST OF FIGURES.....	xi
ABBREVIATIONS.....	xii
1. INTRODUCTION	1
2. LITURATURE REVIEW.....	4
2.1 SOCIAL ENTREPRENEURSHIP	5
2.1.1 Origins and Characteristics of Entrepreneurship	5
2.1.2 Social Entrepreneurship Definition	7
2.1.3 Social Entrepreneurs Characteristics	9
2.1.4 A Successful Example of Social Entrepreneurship	10
2.2 NON-GOVERNMENTAL ORGANIZATIONS (NGO)	11
2.2.1 Review of Non-Governmental Organizations	11
2.2.2 NGOs in Turkey.....	12
2.2.2.1 NGOs history in Turkey.....	12
2.2.2.2 The NGOs in the way to become a modern nation state.....	14
2.2.2.3 What is the recommended approach when dealing with NGOs in Turkey?	14
2.3 SOCIAL ENTREPRENEURSHIP AWARENESS.....	15
2.4 SOCIAL ENTREPRENEURSHIP AND NGOS.....	16
3. RESEARCH PLAN AND METHODOLOGY	21
3.1 RESEARCH QUESTIONS AND OBJECTIVES	21
3.1.1 Research Questions.....	21

3.1.2 Research Objectives.....	21
3.2 REASEARCH SAMPLING	22
3.3 DATA COLLECTION	23
3.4 STUDY DESIGN	24
4. DATA ANALYSIS AND RESULTS	25
4.1 DATA ANALYSIS	25
4.2 TRUSTWORTHINESS	25
4.3 RESULTS AND DISCUSSIONS.....	26
4.3.1 Casual Conditions	34
4.3.2 Contextual Conditions / Fundamental Economic Structures	36
4.3.3 Educational Barriers	38
4.3.4 Infrastructural Barriers.....	39
4.3.5 Communication-Information Barriers	40
4.3.6 Intervening Circumstances: Micro-Intervening Circumstances	40
4.3.7 Intervening Circumstances: Macro-Intervening Circumstances.....	41
4.4 PARTICIPANTS' REACTIONS	42
5. CONCLUSION.....	43
5.1 DISCUSSIONS.....	43
5.2 CONCLUSION.....	47
REFERENCES	52
APPENDIX A.....	64

LIST OF TABLES

	<u>Pages</u>
Table 4.1: The Participants Profile Overview	26
Table 4.2: Dividing Codes According to The Data	30



LIST OF FIGURES

	<u>Pages</u>
Figure 2.1: Main Aspects Of Entrepreneurship.....	7



ABBREVIATIONS

NGOs	:	Non-Governmental Organizations
ESNAF	:	"Esnaflar ve Sanatkarlar Odası" in Turkish, Which Translated in English as: "Chamber of Tradesmen and Artisans"
DP	:	Democratic Party
TEV	:	Türk Eğitim Vakfı in Turkish, and the Turkish Education Foundation in English
SGT	:	Straussian Grounded Theory

1. INTRODUCTION

The developing world is currently dealing with a wide range of issues, particularly those that are economic, social, and environmental. These issues, which highlight the limitations of the government, show that non-governmental organizations (NGOs) must be taken into consideration if development is to be achieved in these nations (Matei and Matei, 2011; Dai and Spires, 2018; Nelson-Nunez and Cartwright, 2018). The likelihood that cooperative approaches to problem-solving will be taken into consideration increases whenever NGOs are present in a country or region. This will lead to a reduction in the social, cultural, economic, and bioenvironmental problems that people face (Lukaszczyk and Williamson, 2010; Carreno, 2016). The amount of financing available to NGOs to represent their communities, carry out initiatives, and remain viable has decreased as a result of the increasing number of NGOs that have been founded over time and the worsening of global economic conditions (Rhoden, 2014). An NGO is a non-governmental organization whose primary goal is not to turn a profit. It is typically founded by volunteers and regular people. These organizations engage globally in a variety of disciplines and cover a wide range of activities (Reibaldi and Grimard, 2015; Lukaszczyk and Williamson, 2010). If NGOs are ready for business strategy, larger projects, human resource management, investor relations, and client relationship management, they can use social to implement cutting-edge management strategies and become sustainable (Norman and Carmen, 2020; Rhoden, 2014; Hudcova et al, 2018).

Social entrepreneurship is an approach that recently emerged and focused on providing associations and organizations with entrepreneurial solutions to different social and environmental challenges. There is a continuing disagreement about the exact definition of social entrepreneurship (Choi and Majumdar, 2014). However, it should include entrepreneurial processes that involve seizing opportunities and combining resources effectively (Newth and Woods, 2014). Social entrepreneurship is the use of business elements and principles to solve social and environmental problems. Social entrepreneurs are driven by a goal to make a positive impact on society (Ashoka and the Shwamb, 2010).

Social entrepreneurship in Non-Governmental Organizations (NGOs) refers to the practice of using entrepreneurial strategies by NGOs to achieve social or environmental goals

(Korkmaz and Yunus, 2018). It involves creating innovative solutions to societal and environmental problems while also generating income and sustainability for the NGO. Social entrepreneurship in NGOs requires a strong focus on influence, as well as a willingness to address risks and adapt quickly to changing circumstances. It often involves collaboration with other organizations, businesses, or individuals who share similar values and goals. Successful social entrepreneurship in NGOs requires a balance between achieving financial viability and fulfilling the organization's mission and purpose.

There are over 90,000 NGOs in Turkey that play a crucial role in society by providing social services to different types of beneficiaries (Tusev, 2011), about 4.000 are foundations and 86.000 of them are associations. The Turkish Red Crescent (Türk Kızılay) is considered the largest NGO in Turkey with over 10 million members. Other famous NGOs in Turkey include the Turkish Women's Foundation, Life Way Association (Hayat Yolu Derneği), White Rose Association (Beyazgül Derneği), and the Turkish Education Foundation (Türk Eğitim Vakfı, TEV). Many NGOs struggle to sustain their business due to various reasons, for example, the limited funding, lack of volunteers, and the change of social and political context.

Implementing social entrepreneurship might help NGOs address these issues and become more sustainable. In fact, despite its limitations there is a growing awareness of social entrepreneurship in Turkey, especially among associations and organizations. In recent years, the concept of social entrepreneurship is clearly noticeable within NGOs and is increasingly explored by other organizations and academic institutions. In this context, this research will explore the role of social entrepreneurship awareness as a sustainability approach for a group of Turkish NGOs that work on alleviating poverty. The study aims to investigate how increasing awareness about social entrepreneurship can contribute to the short and long-term effectiveness of NGOs in Turkey. Furthermore, the study will examine the potential benefits of integrating social entrepreneurship principles into Turkish NGOs' strategies and operations, with a focus on raising sustainability and addressing social and environmental challenges. This research intends to provide practical implications, recommendations, and insights for improving social entrepreneurship awareness to enhance the sustainability of Turkish NGOs.

This thesis will also contribute to the existing literature in the field of social entrepreneurship and economy. It aims to provide a comprehensive analysis of the role of social entrepreneurship awareness in improving Turkish NGOs' sustainability, and thus, the positive outcomes that could affect society. Moreover, exploring this topic will generate new insights that can contribute to the academic literature and enrich the comprehension regarding social entrepreneurship awareness as a sustainability approach for Turkish NGOs.

These NGOs are playing a leading role in the development of societies, their effectiveness has been increasing depending on the development level of societies, with their impact on poverty alleviation becoming more pronounced. At the same time, these organizations have a significant share in the economic and social development of the Turkish society.

By exploring the subject of the relationship between the sustainability of the Turkish humanitarian NGOs and social entrepreneurship awareness, the research could contribute to the theoretical understanding of how the social entrepreneurship principles can be involved and integrated into the strategies and the business of the NGOs. Exploring the advantages and the obstacles related in raising social entrepreneurship awareness withing these domains could offer valuable perspectives on the potential benefits and challenges involved in.

Social entrepreneurship can help NGOs become more financially self-sufficient by generating revenue through their activities. Examining the difficulties that emerge when Turkish humanitarian NGOs incorporates social entrepreneurship awareness into their sustainability strategies can assist in recognizing obstacles, identifying areas for enhancement, and bridging gaps. This enables these NGOs and relevant stakeholders to effectively address these challenges and optimize the potential opportunities.

2. LITURATURE REVIEW

Social entrepreneurship can be classified in a narrow way. Social entrepreneurship can be defined as the innovative activity of a corporate social cause, such as commercial partnerships with a social purpose, or as a mix of profit and non-profit approaches. With a narrow definition, social entrepreneurship typically refers to market-based approaches in the application of business expertise and innovative approaches for nonprofit organizations to generate revenue. Social entrepreneurship can be characterized as the innovative creation of social value that occurs in the nonprofit organizations or government sector (Austin et al, 2006). Social entrepreneurship is a field that is growing rapidly around the world, it has the potential to address a wide range of challenges and social problems. However, the limited public knowledge regarding social entrepreneurship has been recognized as a factor to its expansion and effectiveness. This literature review explores the concept of social entrepreneurship awareness and its potential as a sustainability approach for non-governmental organizations (NGOs). Various scholars and experts have discussed the concept of social entrepreneurship. One definition has been widely stated that social entrepreneurship entails the creation of innovative solutions to immediate social problems and mobilization of resources to achieve sustainable social change (Dees, 2001). Social entrepreneurship can be described as a novel and innovative approach of addressing social problems that lead to the creation of social value (Mair and Marti 2006). Social entrepreneurship awareness refers to the level of understanding and the recognition of social entrepreneurship in the community or in the target area, and its potential to address social difficulties and problems. It is the knowledge of the different types of social enterprises, the challenges they face, and the methods in which they can be supported. The NGO sustainability has a special relationship with social entrepreneurship awareness. Social entrepreneurship awareness can enhance the resource mobilization efforts of NGOs (Zahra et al, 2009). Through enhancing their understanding of the concept, NGOs can have the ability to attract financial and non-financial resources, such as funding, partnership, and volunteer assistance. These resources are necessary for their sustainability and effectiveness of the NGOs (Dacin et al, 2011). Dacin et al (2011) argue that social entrepreneurship awareness can enhance NGOs' productivity by helping them attract financial and non-financial resources. They believe that when NGOs are more aware of social

entrepreneurship, it could help them attract more funding and support from businesses, governments, and foundations. This could bring more sustainability to the NGOs (Haugh & Kitson, 2007). Social entrepreneurship awareness empowers NGOs to proficiently convey their mission, activities, and social impact to a broader audience. This increased awareness has the potential to expand the reach and influence of NGOs, thus strengthening their capacity to address social challenges on a larger scale (Bacq & Janssen, 2011).

A study has explored the issue of social entrepreneurship awareness among the Americans and has shown that the communities are generally unfamiliar with the concept of social entrepreneurship. According to this study which conducted by the Stanford Social Innovation Review in 2019, it was discovered that merely 22% of Americans possessed accurate knowledge regarding the definition of social entrepreneur. Furthermore, there are many complex misunderstandings about what social entrepreneurship focuses on. For instance, a study conducted by the University of Pennsylvania in 2018 revealed that 44% of Americans believe that social entrepreneurs are interested only in financial profits and 36% of them believe that social entrepreneurs are ineffective when it comes to addressing social issues (Smith et al, 2018). Raising awareness about social entrepreneurship plays a crucial role in cultivating a conducive environment for social entrepreneurs and their initiatives. It facilitates the building of supportive networks, attracts resources, and generates public interest in addressing social challenges (Austin et al, 2006).

2.1 SOCIAL ENTREPRENEURSHIP

2.1.1 Origins and Characteristics of Entrepreneurship

In 1775, Cantillon wrote the first theory of entrepreneurship, employing the term to describe an individual who applies their business perspective within uncertain circumstances. This concept highlights the entrepreneur as a person who has the abilities to establish and initiate a business and take risks (Cantillon, 2010). Since then, various definitions of the term “Entrepreneur” have emerged without reaching a consensus on the most successful definition (Hamilton & Harper, 1994).

During the nineteenth century, Jean-Baptiste Say (1846) characterized the entrepreneur as a person who redirects economic resources from an area of less value to zones of great

productivity and improved performance and introduces the concept of value creation. For value creation to occur, it is necessary to address an unmet need to fulfill it in a more efficient manner. This value creation takes place in a context of free trade, specialization, and competition, viewing the entrepreneur as a crucial figure in the production and distribution of goods within competitive markets. The entrepreneur is dedicated to generating some form of differentiation compared to their competitors (Portales, 2019). During the nineteenth century, Schumpeter in 1936 argues that economic development arises through the emergence of discontinuous new combinations generated by entrepreneurs in various ways. The role of entrepreneurs is to reform or revolutionize the production process by exploiting inventions or untested technological possibilities to create new products or produce existing ones in more developed manners. Opening a new source of material supply, introducing fresh products outputs, and reorganizing the economy and the industries (Schumpeter, 2017). A successful entrepreneurial venture serves as a motivation encouraging entrepreneurs to disseminate original innovations to the point of “creative destruction”, where new companies and all their associated entities provide existing services, products, and obsolete business models (Schumpeter, 2017). According to this perspective, any person can be considered an entrepreneur if he engages in new combinations that generate new value in the economy.

It is quite difficult to place entrepreneurship with a clear definition. This word, which was used for the first times in the Middle Ages, has a root which is “*entreprenere*” and it means to undertake (Marangoz, 2008). Although the definition of the concept of entrepreneurship was around 250 years ago, according to many, this concept is seen as one of the mysterious forces of human nature. Of course, entrepreneurial practices were classic trade between tribes and villages. Many different approaches have been used to define entrepreneurship like management and cause/result approach (Austin et al, 2006). Although there is no consensus on the definition, many researchers agree that an entrepreneur is someone who starts a business and assumes all the risks associated with that business. However, on the other hand, some consider it necessary to introduce a new product or service to the market to gain an entrepreneurial qualification, while others consider anyone who establishes their own business and works independently as an entrepreneur (Edmiston, 2008). Schumpeter, on the other hand, attaches importance to the role of entrepreneurship in five areas of change (Figure 1). These areas are new products, new combinations, new production methods, new

markets, and new organizations (Rennie, 2006). Considering the definitions given, entrepreneurship can be perceived as the process of creating and developing opportunities to create value for an existing or new organization (Fisscher et al, 2005). Entrepreneurship is often cited as the engine of the economy. Today, economic growth is necessary but no longer sufficient. Social entrepreneurship is positive, systemic change that will change how we do what we do and why (Neck et al, 2009). Since the primary aim is not profit, social enterprises and NGOs operating on a voluntary basis are included in the scope of social entrepreneurship due to social responsibility. Recently, the number of businesses and NGOs operating in the field of social entrepreneurship has been rapidly increasing both in Turkey and in the world.

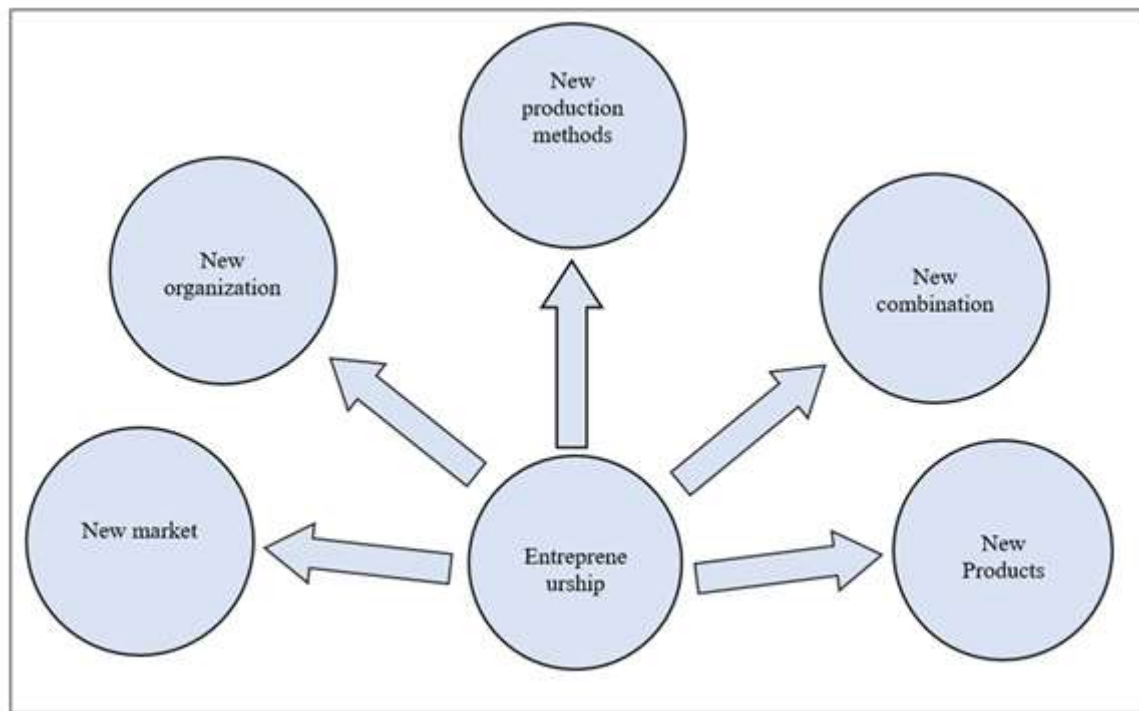


Figure 2.1: Main Aspects of Entrepreneurship According to Schumpeter.

2.1.2 Social Entrepreneurship Definition

Social entrepreneurship is a field that is growing rapidly around the world, it has the potential to address a wide range of challenges and social problems. However, the limited public knowledge regarding social entrepreneurship has been recognized as a controlling factor to its expansion and effectiveness. Choi and Majumdar (2014) argue that there is a

disagreement about the exact definition of social entrepreneurship. Social entrepreneurship should include entrepreneurial processes that involve seizing opportunities and combining resources effectively (Newth and Woods, 2014). Social entrepreneurship refers to the action of using business elements and techniques to create sustainable and innovative solutions to social and environmental problems. It involves the determination of social issues, developing innovative approaches and methods to overcome these challenges.

Various scholars and experts have discussed the concept of social entrepreneurship. One definition by Dees (2001) has been widely referenced in literature. Social entrepreneurship can also be described as "a novel and innovative approach of addressing social problems that lead to the creation of social value" (Mair and Marti, 2006, p.419).

Social entrepreneurship definitions can be classified in a narrow way. It can be defined as the innovative activity of a corporate social cause, such as commercial partnerships with a social purpose, or a mix of profit and non-profit approaches. The narrow definition of social entrepreneurship typically refers to market-based approaches in the application of business expertise and innovative approaches for nonprofit organizations to generate revenue. Social entrepreneurship can be characterized as the innovative creation of social value that occurs in nonprofit organizations or the government sector (Austin et al, 2006).

One indispensable aspect of social entrepreneurship is social entrepreneurs, who are driven by a goal to make a positive impact on society (Ashoka and Shwamb, 2010). Social entrepreneurs are the business individuals engaged in organizations to address social challenges by employing entrepreneurial approaches. They are driven by a goal to make a positive impact on society and gain social value (Ashoka and the Shwamb, 2010). These entrepreneurs possess a vast market opportunity as many social needs remain unmet by nowadays organizations. Their impactful contributions are clear when they address basic humanitarian requirements like providing essential medicines or food, which can significantly impact the lives of those in need. However, social entrepreneurs face other challenges, although their "customers" may be willing to access their products and services, they often lack the financial means to pay even a small part of the costs involved. Many social entrepreneurs who work in developing countries lack the necessary infrastructure and resources to support traditional entrepreneurial goals. Consequently, these entrepreneurs

must discover new business models, organizational structures, and innovative strategies to effectively strengthen their diverse, and ever-changing resources for creating social value (Ashoka and the Shwamb, 2010). Among the primary barriers entrepreneurs face is gaining financial value or securing external funding to sustain their organizations. Additionally, expanding operations and fulfilling personal income requirements create further difficulties. Social entrepreneurship presents great insights that expand the perspectives of traditional entrepreneurs, thereby contributing to the development of socially acceptable and sustainable business strategies and organizational forms. These insights hold massive connections for the broader social sector.

Social entrepreneurs lead social innovation in many different fields that are related to nowadays critical situations like environment, education, enterprise development and health. The typical role of social entrepreneurs is summarized in founding, owning, and managing the social enterprises. Generally, these social enterprises are established in different legal forms, like cooperatives, limited liability companies, or foundations. One of their aims is to alleviate poverty and find solutions for this issue.

Social entrepreneurship creates samples and patterns that can affect fundamental human needs, which have not been properly satisfied. It merges classical entrepreneurship approaches to make a positive impact in society (Seelos and Mair, 2005). Social entrepreneurship has an important role in the development and progress of societies, whereas entrepreneurship is more limited to the economic and commercial field.

2.1.3 Social Entrepreneurs Characteristics

Social entrepreneurs are similar to other entrepreneurs, but with motivations to make social impacts rather than making profit only (Tracey & Phillips, 2007). Social entrepreneurs are active participants dedicated to creating positive impact in the world. They are motivated by social objectives, which have the characteristics of enhancing societies' living conditions. To accomplish this mission, they choose to carry out the social enterprise that, like any other business, aims to avoid losses, but their motivation is not obtaining benefits from these companies (Yunus, 2006). Among the personal attributes that distinguish social entrepreneurs is their mentality and mindset (Light, 2005), which takes into consideration two key aspects. First, their social sensitivity and motivation that they have to pursue their

entrepreneurship. Their mindset reflects their ambitions, mission-driven nature, strategic thinking, and results oriented approach (Sastre-Castillo et al, 2015). Second, social entrepreneurs possess the willingness to face risks and address challenges, as well as the ability to learn from the first experience and initial implementations. They demonstrate a readiness to self-correct, adjust the details, and overcome obstacles (Marshall, 2011). They admit mistakes. To sum up: social entrepreneurs should have certain characteristics and qualities that enable them to create positive impact. The first and foremost quality lies in their awareness of prevailing social issues, as they possess an acute understanding of the challenges that need to be addressed. They are driven by unwavering desire for success, they approach their endeavors with their commitment, demonstrating their readiness to navigate through obstacles and barriers. Social entrepreneurs have a remarkable willingness to shoulder responsibility and embrace risks, and empowered for strategic research and study, they methodically plan their actions, ensuring that their efforts are purposeful and well-informed (Denizalp, 2007).

The social entrepreneurs have an entrepreneurial spirit that propels them to capture the ideas of solutions. Their impact extends beyond individuals, encompassing larger segments of society with an ability to drive widespread change. Social entrepreneurs have the knack of spotting opportunities that allow them to envision innovative solutions that resonate with the needs of the community (Denizalp, 2007).

2.1.4 A Successful Example of Social Entrepreneurship

In Bangladesh, one of the countries with the most difficult conditions in the world, Mohammed Yunus quietly carried out a revolution that determined the fate of millions of people and won the admiration of economic and political leaders around the world. The Grameen Bank (Bank for the Poor), established by Muhammed YUNUS, extends loans to individuals who are extremely impoverished, and to those who have been entirely rejected by conventional financial institutions without any payment guarantees and promises (Denizalp, 2007). Muhammed Yunus, the head of the economics department at a university in his country, returned to reality by abandoning the textbooks in 1974 when Bangladesh fell into the grip of hunger. He chooses to become a student again and work in the villages to understand the causes of the problems. He learns that Safiye Begüm, one of the poor people

she first met, sells bamboo by making tambourines, that she has no money to buy bamboo to make stools, and that she owes money to an intermediary who sells materials, so she must sell the stools she made every evening, and she earns only 2 cents from all this work. It means that he will earn more even if he can find borrowed money and buy his own materials. The amount required to purchase the material is 22 cents. Muhammed Yunus continues to do research with his students in the village where he lives and finds that 42 people have borrowed money and their debt is less than \$27. First, it meets this fund individually. However, he cannot sleep that night because of the shame of being a part of a society that cannot make a living.

Prof.Dr. Mohammad Yunus requested to extend a loan for the poor of Bangladesh absurd. However, Yunus was able to get a small amount of funding by convincing the bank's senior executives to do the job, albeit for trial purposes. Now it was time to convince the villagers to take the loan. He personally went to the feet of the villagers with his students, trying to persuade them to take these low-interest loans that would save them from the moneylenders. In the end, Yunus' determination prevailed.

With patience and diligence, this experimental model began to gain success and spread. Yunus knew what these poor people, who had this opportunity, maybe once in their lives, would do and pay back these debts. He also gave the credit not to a single individual or family, but to groups of five, thus enabling group members to both support and supervise each other. In a brief period, a distinct building permit was obtained, leading to the establishment of successful Grameen Bank, also known as the bank of poor. “The experience of Grameen Bank has demonstrated that the poor can make incredible changes using the most modest financial capital when provided, it can bring about unexpectable transformations in their lives” (Denizalp, 2007, p.14).

2.2 NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

2.2.1 Review of Non-Governmental Organizations

Members of civil society come together in a variety of ways to carry out social and economic objectives. Therefore, giving a certain definition for non-governmental organizations (NGOs) could be considered incompatible with the rich content of the concept. In fact, there

is no agreement on what an NGO is and what it should be. The presence of ideological biases, different terminologies, and unsupported demands in this matter practically obstructs the development of a comprehensive understanding regarding the issue (Fisher, 1997). In a broader sense, different terms are being used for NGOs today such as: the third sector, voluntary organizations, and non-profit organizations". Contrary to the people working for the government or for-profit organizations, most NGOs members work on a voluntary basis and for non-profit purposes, which give moral authority to the NGO in its functions. It is important to highlight the moral impact of an NGO founder not only from legal authorization given by the government, but from its objectives and aims (Chamovitz, 2006).

2.2.2 NGOs in Turkey

NGOs in Turkey involve a diverse range of objectives. The predominant types of them are associations and foundations (Temel, 2007). According to ancient data from the Turkish Interior Ministry in 2006, Turkey had a total of 85,244 associations and foundations. Out of this total, approximately 5.3% were foundations, while the remaining 94.7% were associations (Arastirma Raporu: Onde Gelen STK'lar, 1998). Recent data declare that there are more than 100,000 NGOs working in various domains of culture, society, sport, culture and so on, 6,304 among them work in humanitarian field which is about 6% (SivilToplum.tr). Considering their numbers and the field they occupy in the Turkish civil society, it might be concluded that the associations, which generally outnumber other NGOs, have representational power for NGOs in Turkey (Dalay, 2009).

2.2.2.1 NGOs history in Turkey

The political structure of the Ottoman state was primary centralized and hierarchical, indicating the state's inclination and framework for extending the power of control over civil society. When modern Western-style NGOs emerged in the Ottoman society during the modernization period, which started in the early nineteenth century, there already existed traditional NGOs that preserved a specific established relationship between the state and civil society. Consequently, modern NGOs would need to establish themselves based on the existing traditional association between the state and civil society (Berkes, 2004). This perspective puts the interest of the state over individuals of Ottoman society. According to

Mardin (1962, p. 120), the civil society framework in the Ottoman Empire can be outlined as follows:

“People would get organized in accordance with the customary law which restricts the Sultan's power in civil society,

Because of the certain autonomy they have, the millets (certain non-Muslims communities) had ample ground to form civic organizations,

The foundations and their importance in socio-economic life granted this category of NGOs considerable influence within civil society.”

Within this framework, three distinct types of organizations emerged and developed in Ottoman civil society, foundations, shopkeepers, or tradesmen (ESNAF), and religious orders (Tariqats) (Dalay, 2009).

Foundations can be described as the first NGOs to have been established in the Islamic world. From the earliest times, the Ottoman Empire witnessed a widespread practice of charitable acts through foundations. For instance, the number of foundations in Istanbul, the empire's capital city, reached 2,515 by 1546 AD. Therefore, it is frequently argued that the Ottomans established a civilization characterized by foundations (Ersöz, 2007).

In the Ottoman Empire, two categories of foundations existed, the authentic and unauthentic foundations. The latter was established using resources provided by the state of treasury and/or individuals for philanthropic intentions to preserve public services that aimed to benefit the common good. These foundations played crucial roles in fulfilling significant public functions within civil society.

During the Ottoman era, foundations played vital roles by establishing educational institutions to ensure proper education at all levels, from elementary school to university (Özgöker, 2007). Additionally, foundations had a significant responsibility in addressing public health concerning the levels that were not adequately addressed by the state. After the establishment of the Turkish Republic, a law concerning foundations was enacted in 1935, which aimed to organize and define their structures, roles, and responsibilities (Alkan, 1998).

2.2.2.2 The NGOs in the way to become a modern nation state

Despite facing constraints and suspicion throughout its history, NGOs have played a crucial role in shaping Turkey's evolution into a modern nation-state. From the time of the Ottoman Empire, NGOs were an important part of Turkish civil society and remained influential even during the transition to the Turkish Republic. The Ottoman state's cautious approach toward NGOs was inherited by the new Turkish state, resulting in controls and restrictions on their activities. These NGOs were instrumental in the formation of the Turkish Republic, particularly evident after the signing of the Treaty of Sevres in 1918, which posed a threat to the Ottoman Empire's existence (Yücekök, 1998). In response, various NGOs emerged advocating for Turkey's independence. The collaboration and convergence of these efforts gave rise to the "Anatolian and Rumelia Legal Defense Association," a nationwide entity that mobilized a movement, led by Mustafa Kemal Atatürk, to fight for Turkey's independence. The engagement of Atatürk and other founding figures of the republic within NGOs provided them with practical experience and skills that proved invaluable in their early governmental roles (Yücekök, 1998).

Despite some periods of progress, Turkey's history with NGOs also involved setbacks, such as restrictions imposed by military interventions in the 1970s and 1980s. The political polarization of NGOs during the 1960s and 1970s heightened suspicions and contributed to these limitations. The 1980s marked an ideological shift toward neoliberal policies and economic development, while the increase in capitalist means of production fostered a growth in the number of NGOs, established both by employers and employees. In general, NGOs have played a multifaceted role in Turkey's journey to becoming a modern nation-state. Despite facing challenges, they have contributed significantly to the nation's history, politics, and socioeconomic development, reflecting a complex interplay between civil society, politics, and economic forces (Alkan, 1998).

2.2.2.3 What is the recommended approach when dealing with NGOs in Turkey?

In the west, there are two distinct perspectives regarding NGOs in the middle east countries: one approach perceives middle eastern NGOs within the framework of development, viewing them as “pioneers of liberalization”. However, another approach adopts an

orientalist view and assumes that their people are passive subjects predisposed to violence and incapable of developing civil attitudes (Carapico, 2000).

The growing impact of the West on Turkey via industrialization, rapid urbanization, socio-economic reforms, social mobilization, political participation as well as increased income levels, a rise in education, and previously unseen financial opportunities, has brought forth new sources of workforce for NGOs. Historically, NGOs in Turkey have faced struggles of different kind (Arastirma Raporu: Onde Gelen STK'lar, 1998). Consequently, it is important to be aware of the country's laws and regulations when dealing with NGOs in Turkey, as well as cultural considerations.

2.3 SOCIAL ENTREPRENEURSHIP AWARENESS

Social entrepreneurship awareness refers to the level of understanding and the recognition of social entrepreneurship in the community or in the target area, and its potential to address social difficulties and problems. It is the knowledge of the different types of social enterprises, the challenges they face, and the methods in which they can be supported.

NGOs employ different strategies to raise awareness of social entrepreneurship and spread its understanding and definition. NGOs organize seminars, training programs, meetings, and workshops to educate individuals about the importance of social entrepreneurship and its essential impact in society. These initiatives aim to build awareness by providing knowledge, skills, and insights into social entrepreneurship principles and practices (Thompson & Doherty, 2006).

NGOs tend to use modern and well used methods to raise awareness about social entrepreneurship for instance, using media platforms is an effective strategy to disseminate knowledge and attract their individuals around the subject. Moreover, NGOs establish partnerships and networks with various stakeholders, including other NGOs, to raise awareness collectively (Dacin et al, 2011). Collaborative efforts enable sharing of resources, expertise, and networks, thereby enhancing the reach and impact of awareness campaigns (Zahra et al, 2009). Collaborative platforms, such as conferences, forums, and working groups, facilitate knowledge exchange, advocacy, and collective action for promoting social entrepreneurship awareness (Dacin et al, 2011; Zahra et al, 2009).

Social entrepreneurship awareness can be heightened by incorporating social entrepreneurship concepts into educational curricula and offering specialized training programs (Fayolle et al, 2006; Santos et al, 2015). These platforms create an environment that encourages knowledge sharing, interaction, and inspiration among social entrepreneurs, investors, and general public (Haugh & Kitson, 2007).

NGO sustainability has a positive relationship with social entrepreneurship awareness. Social entrepreneurship awareness can enhance the resource mobilization efforts of NGOs (Zahra et al, 2009). Through enhancing their understanding of the concept, NGOs can have the ability to attract financial and non-financial resources, such as funding, partnerships, and volunteer assistance. These resources are necessary for NGOs sustainability and effectiveness (Dacin et al, 2011; Haugh & Kitson, 2007). Dacin et al, (2011) argue that social entrepreneurship awareness can enhance NGOs' productivity by helping them attract financial and non-financial resources. In other words, NGOs with higher awareness of social entrepreneurship, could help them attract more funding and support from businesses, governments, and foundations. Social entrepreneurship awareness empowers NGOs to proficiently convey their mission, activities, and social impact to a broader audience. This increased awareness has the potential to expand the reach and influence of NGOs, thus strengthening their capacity to address social challenges on a larger scale (Bacq & Janssen, 2011).

2.4 SOCIAL ENTREPRENEURSHIP AND NGOS

Even if the study of social entrepreneurship has progressed recently, there are still a lot of important concerns that remain unresolved (Aldiabat and Le Navenec, 2018). There are many theories, discussions, and opposing points of view in the literature on social entrepreneurship. Although this would suggest a secure and active discipline, it could also cast question on the legitimacy and significance of the field as well as its future course (Canestrino et al, 2020; Morris et al, 2020). The capacity of social companies to address urgent global concerns has drawn attention in recent years (Terziev and Nichev, 2017; Morris et al, 2020; Sahasranamam and Nandakumar, 2020). It is attributed to the capacity to address societal issues such as fostering social and occupational integration, providing social services, improving the quality of life, and eradicating poverty and social exclusion

(Canestrino et al, 2020; Terziev and Nichev, 2017). social entrepreneurship has gained popularity recently as a development. Success stories from throughout the world in a variety of disciplines (health, education, finance, culture, etc.) serve as frequent examples of how the term has become more apparent in commercial markets, scholarly discourses, and legislation (Huybrechts and Nicholls, 2012). There are numerous social entrepreneurship concepts, including addressing non-commercial social needs (Petrella and Richez-Battesti, 2014), fostering social change through innovative solutions (Ney et al, 2014), addressing social needs (Zaki, 2012), generating social value through market-based interventions (Facca et al, 2014; Saebi et al, 2019) and engaging in conceptual and social alignment. Social enterprises can be contrasted with commercial enterprises from an illustrative and practical standpoint. Pro-social motivations are viewed as a distinguishing trait of those who promote social enterprises, depending on the normative perspective (Sahasranamam and Nandakumar, 2020). NGOs, also referred to as members of civil society or public groups, carry out social entrepreneurship (Adeyeye, 2016).

In Turkey, there is a great deal of optimism that NGOs can foster economic innovation, civic engagement, and social advancement, or at the very least, will be an acceptable replacement for national public services. The distribution of goods and services, resource mobilization, innovation, analysis, and protection are all essential roles that NGOs play in the development process (Moqeemim, 2012). In Turkey, there are more than 100,000 NGOs working in various domains of culture, society, sport, culture and so on, 6,304 among them work in humanitarian field which is about 6% (SivilToplum.tr). The success of NGOs depends on social entrepreneurship since institutionalizing their models within NGOs can lead to sustainable employment, a decrease in social harm, and its management. Sadly, the NGOs encounter obstacles to the construction and growth of social entrepreneurship, which restrict mainstreaming and direction in social activities for the creation of social values and turning into a fortune of economic problems. For instance. One can take into account how society and the government are not actively involved in resolving social issues due to a number of obstacles, such as a lack of community culture, poor policymaking, a lack of knowledge about the advantages of social entrepreneurship, etc. one of the goals of this study is to pinpoint these obstacles within the Turkish setting. One may anticipate that the answers to

societal problems can be found more quickly if these impediments are acknowledged, regulated, or even abolished.

Unlike other reform-driven methods, social entrepreneurship involves social value creation techniques and does not occur in a vacuum. Instead, it appears as a result of dynamic local, national, and international political, cultural, and social transformations. Although some nations have social support legislation in place, they are ineffective and harmful, and there are still numerous obstacles that social entrepreneurs must overcome (Razavi et al, 2014). Social enterprises are prevented from taking advantage of market opportunities by a number of market entry barriers, including value-based barriers (such as ethical value, growth philosophy, and political value), socio-economic barriers (such as access to finance and human capital), institutional barriers (such as consumer culture), and barriers related to not understanding or being able to meet existing standards. These obstacles will likely limit attempts at social enterprise expansion. External barriers to the growth of social companies are a contributing factor in the low public view of them (Davies et al, 2019). The framework illustrates the challenges to the development of social entrepreneurship.

In fact, a lot of advanced humanitarian NGOs have used the framework of social entrepreneurship to create a market-oriented strategy and lessen their reliance on funding. Such businesses include those working to (a) develop sustainable business models that take into account people's needs (Schneider and Claub 2017; Sengupta et al, 2018); (b) design end-to-end value services for people; (c) forge non-traditional alliances; (d) establish new leadership and corporate cultures that encourage social mission; and (e) combine market orientation and social value creation.

The completion of a cluster of sub-concepts under the concept of social entrepreneurship based on a literature review. Since any of these sub-concepts may exist and partially support a social company in various contexts and under various conditions, not all of these sub-concepts would necessarily be appropriate in all social entrepreneurship situations. There is little doubt that a deeper grasp of the challenges and causal mechanisms used (or even assumed) in social enterprise activity is necessary if it is believed that social enterprise has the potential to be a successful and sustainable operation. These are the factors that were considered when conceptualizing the concept of social entrepreneurship. It is likely that, in

one way or another, all social companies will have an impact on elements that are considered fundamental social determinants of entrepreneurship, including the unequal distribution of wealth, employment, products and services, and market orientation. Size, location, scope, legal structure, and regulations are only a few examples of the internal and external variables that may affect a social enterprise's capacity to carry out its social mission. The creation and growth of social entrepreneurship presents challenges for NGOs, which restrict their ability to mainstream and focus their efforts in a way that creates social value. Social enterprises, however, are a vital component of NGOs' efforts to address social issues.

Research on social entrepreneurship obstacles has been scarce. Institutional complexity has been cited as a deterrent to social entrepreneurship by certain scholars (Mair and Marti 2009; Mair et al, 2012; Munoz and Kibler 2016; Sud et al, 2009). According to various studies (Dorado and Ventresca, 2013; Gundry et al, 2011; Khan et al, 2007; Munoz and Kibler, 2016; Nicholls, 2010; O'Neil and Ucbasaran, 2016), there are constraints on entrepreneurial social activities due to the organization's multiple and sometimes conflicting demands. Social entrepreneurship can encounter various challenges in any organization or establishment, including inadequate infrastructure resources (Shahverdi et al, 2018), institutional barriers (Dacin et al, 2010; Mair and Marti, 2009; Puffer et al, 2010; Ute et al, 2015), normative barriers (Munoz and Kibler, 2016), cultural barriers (Dacin et al, 2010), complete reliance on public financing, a lack of supportive structures, a lack of professional training, an absence of accurate statistics, and so forth (ISEDENET 2017; Shahverdi et al, 2018).

According to Davies, Haugh, and Chambers (2019), disparities in business models, cultural norms, and beliefs all contribute to the growth barriers faced by NGOs. They proposed three strategic methods for overcoming growth hindrances: anchoring, social purpose exploitation, and decision-making based on values. The general political environment, which views social entrepreneurship as a primarily marginal phenomena primarily concerned with the integration of marginalized populations, is impacted by this question. According to the research of Razavi et al, (2014), the main obstacle to social entrepreneurship expansion is the diminution of people's active engagement in altruistic social obligations as a result of contextual circumstances and causal relationships. Individuals can, however, take social

responsibility by putting several efforts and tactics to use that generate entrepreneurial activities.

Although there is a growing body of research on the application of social entrepreneurship to global socio-cultural concerns, a qualitative approach has proven successful in identifying the current level of awareness about the social entrepreneurship among humanitarian NGOs in Turkey and the barriers that they face in implementing its initiatives. Most crucially, there hasn't been any global research done on social entrepreneurship constraints in the context of non-governmental organizations (NGOs), where the primary objectives and activities are in line with social entrepreneurship. However, this issue requires major attention, making the need for study in this area very real and necessary. In order for NGOs to foster the growth of social entrepreneurship, these groups must first identify the obstacles in the way of that development. On the other hand, measures must be employed to overcome these obstacles in order to strengthen the development of social entrepreneurship in Turkish humanitarian NGOs. As a result, by highlighting obstacles and solutions within these NGOs, this study significantly advances the ongoing discussion on the growth of social entrepreneurship within NGOs.

3. RESEARCH PLAN AND METHODOLOGY

The Barriers to Developing Social Entrepreneurship in NGOs research that was published in 2020, contributed to examining the current level of awareness about social entrepreneurship in Turkish NGOs who are involved in alleviating poverty everywhere, as well as finding the barriers that the humanitarian NGOs in Turkey may face in adopting social entrepreneurship initiatives.

Social entrepreneurship is the most appropriate figure of entrepreneurship that helps humanitarian NGOs to achieve their goals. However, Turkish NGOs are facing some barriers in order to implement the initiatives of social entrepreneurship in their projects. Therefore, the main purpose of this research is to find a way for Turkish NGOs that work on alleviating poverty to engage in social entrepreneurship for their sustainability and effectiveness. These NGOs basically operate in Turkey and outside Turkey, but their main aim is to help the poor category of the societies. This research is using a qualitative type in conducting the data along with the method of grounded theory in coding the data. Using purposive sampling, 10 cases were selected among Turkish humanitarian NGOs that work on alleviating poverty in Turkey and outside Turkey.

Basically, the appropriate research method was qualitative through in-depth interviews with the managers from different humanitarian Turkish NGOs that aim to alleviate poverty in Turkey and around the world. Their current awareness of social entrepreneurship was analyzed. The participants are not restricted to the questions only, they can say whatever they want considering the subject in general.

3.1 RESEARCH QUESTIONS AND OBJECTIVES

3.1.1 Research Questions

This study aims to answer the following research questions.

- a. What is the current level of the Turkish humanitarian NGOs' awareness of social entrepreneurship and its potential impact on them?
- b. What are the key barriers and challenges faced by Turkish humanitarian NGOs in promoting social entrepreneurship awareness, and how can they be addressed?

- c. How could the barriers in promoting social entrepreneurship in NGOs help their awareness and sustainability?
- d. How can the measurement and evaluation of social entrepreneurship society awareness be integrated into the overall assessment of an NGO's sustainability and impact?

3.1.2 Research Objectives

In an attempt to answer the abovementioned questions, the following objectives were developed.

- a. To examine the current level of NGOs' awareness of social entrepreneurship and its potential impact on addressing social and environmental challenges.
- b. To understand the significance of raising awareness of social entrepreneurship for the sustainability efforts of NGOs.
- c. To identify and analyze effective strategies and channels for NGOs to raise awareness of social entrepreneurship within society.
- d. To explore the barriers and challenges faced by NGOs in promoting social entrepreneurship awareness and propose potential solutions.
- e. To investigate the role of educational initiatives, media and communication platforms, collaboration and networking, and advocacy and policy engagement in raising social entrepreneurship society awareness.
- f. To assess the long-term impacts of increased social entrepreneurship awareness on society, including changes in attitudes, behaviors, and resource allocation.

3.2 REASEARCH SAMPLING

The suitable sampling technique for this study would be purposive sampling, which involves the following:

- a. Selecting specific humanitarian NGOs that are interacted with social entrepreneurship, as well as one of their main objectives is alleviating poverty in a certain field, whether for poor societies, children, students, women and so on.

- b. Basically, these NGOs are to some extent different in size, different in years of operation, but they have certain criteria like common objectives which include alleviating poverty. These NGOs' managers should be involved in the employees' recruitment, according to their competencies. These managers also would have the capability of implementing new strategies in their organization by launching new laws and managerial strategies.
- c. The number of the Turkish NGOs that the data was conducted on is ten (10) NGOs. This number is appropriate to achieve a comprehensive understanding of the topic and meets the research objectives.
- d. After making a list of Turkish NGOs meeting the criteria, they were contacted for their permission to conduct the interviews with their managers. The written permission details the purpose of the research, as well as an explanation about their confidentiality and privacy.

The data were collected about their awareness of social entrepreneurship, and the implementation of its initiatives, approaches, how did social entrepreneurship affect their sustainability, the challenges they face, their recommendations, and their history with social entrepreneurship while implementing their projects that are related to alleviating poverty.

3.3 DATA COLLECTION

The qualitative method explores the practices, and the experiences related to social entrepreneurship awareness among NGOs. The methodology was conducted using interviews with the NGO executives and managers. After gathering the data, it was analyzed using MAXQDA software. This software provides tools and features in organizing, analyzing, and interpreting qualitative data, and generating reports. The narrative method was used while interpreting, coding, transcribing, and analyzing the data.

Based on the Barriers to Developing Social Entrepreneurship in NGOs research by Nader Naderi et al, (2020), 12 questions have been prepared for the interviews with the Turkish humanitarian NGOs. They were direct questions that needed direct sufficient answers. The questions deal with the current awareness of the humanitarian NGOs about social

entrepreneurship, and how they are managing to work with social entrepreneurship initiatives in their business. Generally, the interviews lasted between 30-60 minutes.

3.4 STUDY DESIGN

The study was conducted utilizing the Straussian Grounded Theory (SGT). According to Thai, Chong, and Agrawal (2012), SGT is an open tool for extracting and incorporating concepts from gathered data into a theory. According to Corbin and Strauss (2008), the goal of SGT is to develop a theory or model that can guide behavior and practices. As a result, data collection, interpretation, and theory are mutually dependent. Using conceptual frameworks and theories that can be used to describe the phenomenon being studied, Grounded Theory—which has its roots in symbolic interactionism—can navigate complex and constantly changing social settings (Corbin and Strauss, 2008). Throughout the research process, data is methodically collected and analyzed using the Grounded Theory technique. Developing theories to get a deeper comprehension of the phenomenon under study is the general goal of the Grounded Theory. The main focus of the researcher's investigation and analysis centers on the phenomenon. The topic in question in this study relates to the obstacles to social entrepreneurship development inside Turkish humanitarian NGOs.

Coding was a very essential stage when analyzing the data, where the researcher has used deep research which was according to the book of *The Coding Manual for Qualitative Researchers* by Johnny Saldana which described over 25 types of coding like Grounded Theory Coding, Structured Coding, Descriptive Coding, In Vivo Coding...etc. The author detailed The Grounded Theory Coding, which was similar to open coding. The researcher started coding and analyzing the data without leaning on any other data or research, only on the data that have been gathered during the interviews. The research started an open coding as an initial cycle, read the data many times and start the important and the repeated information, then focus on the repeated data because it gives much attention to the research and helps more in analyzing the findings. After that create coding and sub-coding according to the research perspective and what the literature has mentioned.

4. DATA ANALYSIS AND RESULTS

4.1 DATA ANALYSIS

Every interview was transcribed. MAXQDA software was directly used to examine all the data as they were being collected. Every stage of the continuous comparative analysis involved this process of continuously contrasting and comparing data and outcomes. When continual comparison is used correctly in the Ground Theory, new categories emerge, the amount of data abstraction increases, and multiple related concepts are combined (Gandomani and Nafchi, 2016).

A three-phase analytical procedure was used in this study to assess the data that was gathered. Transcripts from the participants and researcher notes were reviewed multiple times in the first step, also referred to as substantive or transparent coding, in order to extract codes. During the interviews' coding, codes for the establishment of definitions, categories, and subcategories were integrated and improved, a core category was found, and further categories were connected to it via selective coding through saturation of the concepts, categories, and subcategories (Khoshnami et al, 2017). This made it possible to explain the incident's accidental conditions, significance, circumstances, and tactics. Finally, this assisted in creating a conceptual model based on participant replies. Researchers can systematically comprehend the phenomena they are studying a result of conceptual modeling (Shannak and Aldhmour, 2009). Throughout the data analysis process, the study team sampled, directed inquiries, and continuously compared the increasing structure with the accumulating evidence. Every step was examined multiple times and then again, adhering to the Ground Theory approach's guidelines. Lastly, a framework of obstacles to the growth of social entrepreneurship, or coding paradigm, was presented.

4.2 TRUSTWORTHINESS

The four criteria proposed by Schwandt, Lincoln, and Guba (2007)—creditworthiness, conformability, transferability, and dependence—were used to evaluate the reliability of the study. Legitimacy was ensured via the triangulation technique. Apart from semi-structured interviews, credibility is also derived from field notes and extended engagement with the subject matter (Mohajan, 2018). Additionally, the study team's triangulation of participants

aided in considering many points of view when conducting the interviews (Richards and Hemphill, 2018). Peer reviews took place in weekly research team meetings where specialists and the researcher discussed and evaluated newly available data as well as data analysis from the community. In order to solicit and incorporate participants' opinion and rectification ideas, the researcher conducted member tests by describing the interviews studied and extracted codes to them. In reality, further information was sought, and coding processes were changed in certain instances where participants disagreed with derived codes. The new codes were given more thought. Both data conformability and the gathering of concepts and ideas from other researchers were accomplished in this investigation. A thorough explanation of the topic, the participants, data collecting, and data analysis were provided to enable data transferability (Schwandt et al, 2007). The existing text guarantees dependability and provides other researchers with significant knowledge to replicate and broaden the analysis.

4.3 RESULTS AND DISCUSSIONS

The interviews brought important data about the participants and their humanitarian NGOs. Their experience and position were described which intervened in analyzing the data much better. It gives some clear points about the obstacles that these NGOs face, for instance in the educational barriers. Further data about the participants and their NGOs that are involved in the research:

Table 4.1: The Participants Profile Overview.

<i>N</i>	<i>Gender</i>	<i>Position</i>	<i>Years of experience</i>	<i>Sector</i>	<i>Organization</i>
p.01	Male	Project manager	4 years in the NGO, 10 years overall.	Poverty Social Relief Health	Ancient association implementing projects for a decade. Implements in Turkey, India, Bangladesh, Nepal and some of the African

Table 4.1: The Participants Profile Overview “Table Continued”.

					countries like Somalia, Mali, and Nigeria.
p.02	Female	Deputy board of directors and Manager of the marketing sector	Not specified	Social Education Relief	Implements different projects in Africa (Ghana, Nigeria, Somalia, Mali, Niger, Chad).
p.03	Male	Project coordinator	6 years in the association	Poverty Health Relief Education Social	Union of humanitarian NGOs with 360+ members globally 1/3 Turkish NGOs focusing on poverty and challenges in poor societies
p.04	Male	General Manager, Co-founder, and Board Member with BA degree.	Not specified (worked abroad in humanitarian field before co-founding the current association in 2014)	Relief	Humanitarian association focusing on building houses, schools, medical centers, and distributing food baskets and winter clothes in the Middle East
p.05	Male	Board Member and General Manager	Not specified	Education	Assistance to foreign students in poor societies (Palestine, Syria, Iraq, Lebanon). Association providing full scholarships and academic support for foreign

Table 4.1: The Participants Profile Overview “Table Continued”.

					students, with ties to the Ministry of Education and Higher Education of Turkey
p.06	Male	Project Manager	3 years	Relief	Seasonal humanitarian projects in West Asia, Southeast Asia, Africa, and Europe. Prominent Turkish NGO collaborating with Turkish Red Crescent, AFAD, and IHH in urgent relief. Background in social entrepreneurship NGOs and associations like Islamic Relief and Rahma Austria.
p.07	Male	Managerial position	Not specified	Health	Largest NGO in Turkey with a significant number of active and registered volunteers. Emphasizing social entrepreneurship as a problem-solving tool.
p.08	Female	Operations director	12 years in the humanitarian field	Economic development and poverty alleviation	NGO dedicated to economic development. Implementing projects to uplift impoverished communities.

Table 4.1: The Participants Profile Overview “Table Continued”.

					Partnerships with international financial institutions.
p.09	Male	Emergency Response Coordinator	5 years in emergency response	Disaster relief	Regional NGO focusing on rapid response to natural disasters. Collaborating with national governments and international relief agencies for effective emergency interventions.
p.10	Male	Board Member and Director of Operations	10 years in operations management	Logistics and operations Relief Health	Board member of a prominent NGO overseeing the operational aspects. Ensuring efficient logistics for the implementation of humanitarian projects. A track record of successful collaborations with global partners.

After the collected data were transcribed using an open coding technique, important ideas about the current level of awareness about social entrepreneurship among the Turkish humanitarian NGOs and the obstacles could be found while understanding this concept. Categorization was created in which each idea and barrier was recognized by a code, taking into account the characteristics of the extracted barriers and their relationships. Comparable concepts were found in a category with codes ranging from A to D based on this classification.

Table 4.2: Dividing Codes According to the Data.

Code	Categories	Concepts
------	------------	----------

Table 4.2: Dividing Codes According to the Data “Table Continued”.

A	Social Entrepreneurship Awareness	Awareness of social, economic, and environmental challenges faced by the societies they serve. Establishing an NGO and carrying out projects for the benefit of individuals and societies at home and abroad. This concept itself is not used unfortunately, it's not popular in our NGOs. Familiar with the concept. However, it is not used or practiced in the NGO.
B	Social Entrepreneurship definition	Designing solutions that ensure securing and generating the NGO recourses. Carrying out projects for the benefits of individuals and societies. Good evaluation of economic and sociological potential and opportunities. It's not familiar as a concept. Having social problems and trying to find solutions. Helping the community or helping the society that the other people live in.
C	Barriers of adopting social entrepreneurship initiatives: Casual conditions / Cultural-social barriers	Cultural reluctance within the NGOs' community to embrace social entrepreneurship. The lack of a strong communal spirit when it comes to fixing social issues. The decline in NGOs' members' motivation because of the formally affiliated organizations' disregard. The decline in NGOs' members' social mobility is because of the audience society's inaction.

Table 4.2: Dividing Codes According to the Data “Table Continued”.

	Financial and economic frameworks Educational frameworks:	Insufficient public awareness of the idea, objectives, and responsibilities of NGOs with reference to social entrepreneurship initiatives. The Provincial Government and other administrative entities pay little attention to NGOs and their issues. Low official organization confidence in non-governmental organizations. NGOs' ignorance of the availability of practical and functional plans, as well as the ability to obtain funding and credits. A few NGO members are unfamiliar with the idea. NGOs' lack of money. The provincial government provides little financial assistance. Failure to pay funds on schedule. Insufficient support from other pertinent government bodies. The NGOs' financial independence. The incapacity to protect social entrepreneurs' money from risk. Managers and members lack social entrepreneurship-related skill training. The NGOs' members' inadequate understanding of how to participate in social entrepreneurship at the local level. The governorate's educational programs are not realistic.
--	---	--

Table 4.2: Dividing Codes According to the Data “Table Continued”.

	Constructed Barriers: Informational frameworks for communication: Intervening Circumstances a-Managerial obstacles in micro level agencies	The training's mismatch with the participants' requirements for social entrepreneurship. Insufficient space for holding training sessions and programs. Lack of resources and tools required for NGOs' social entrepreneurship actions. Work being done in parallel and with little coordination across the province's NGOs. Incomplete or delayed replies to NGOs' or organizations' correspondence. Ignorance about the capabilities of employers and the goals of departments that may be moved to non-governmental organizations. The relevant organizations' failure to offer suitable and enough social entrepreneurship counseling for social entrepreneurship measures. Inadequate preparation for the elimination of social concerns and inadequate appraisal of their existing state. Lack of specialized operational programs by NGOs to address social challenges. Inadequate use of participative management to address societal issues. Relationship-based management as opposed to criteria-based management.
--	--	---

Table 4.2: Dividing Codes According to the Data “Table Continued”.

		The managers' ignorance of the objectives of social entrepreneurship resulted in a failure to address genuine social entrepreneurial initiatives. Officials and NGO members lack the requisite managerial skills in social entrepreneurship. Members of the NGOs lack self-confidence in their skills and capabilities. Low level of public confidence in NGOs. The government's mistrust of NGOs and its consideration of their ceremonial role alone. Lack of drive because of the government's discriminatory actions against NGOs. Absence of transformative social interactions will cause the task to not be finished.
	b-Psychological barriers	The measures' ceremonial, formal, and public aspects as opposed to their ongoing social action. NGOs just carry out symbolic programs; their actual missions are not fulfilled. Absence of clear guidelines. Excluding NGOs as a category in macro policies. Absence of an inclusive policy.
	Macro level organizations: a-Legal and policy barriers	
	b-Participatory supportive barriers	Government's refusal to give projects and activities to non-governmental organizations. The way the connections are implemented as opposed to the supporters' criteria. Inability of different organizations to work together. Inadequate departmental organization of the NGOs.

Table 4.2: Dividing Codes According to the Data “Table Continued”.

D	Action/interaction strategies	Lowering the quantity of NGOs' social entrepreneurial initiatives. Lowering the standards for social entrepreneurship initiatives. Lowering the provincial level of social entrepreneurship regulations. NGOs' disregard for social entrepreneurship.
---	--------------------------------------	--

4.3.1 Casual Conditions

Based on the findings, a general weakness of the awareness of social entrepreneurship among the Turkish NGOs that focus on alleviating poverty was detected. The answers that have been received while asking about their knowledge of social entrepreneurship were likely negative. For example, p.04 who is General Manager, Co-founder, and Board Member in his NGO and was an academic student of BA answered: “our NGO is familiar with the concept itself, but we don't have the many projects that fit in this term, most of our humanitarian system comes in term of non-profit donation, it could be money, it could be physical donation as food security, water, educational system, medical assistance, and shelter, but we are not profiting from this project” (p.04, Pos. 10).

Essential ideas for the obstacles to social entrepreneurship have been discovered among the Turkish NGOs. These concepts may be classified into three categories: contextual factors, intervening conditions, and causal conditions. One of the primary causes of the phenomena of the non-development of social entrepreneurship in the NGOs, according to its members, was the existence of social-cultural barriers. Cultural and social obstacles constituted one of the study's causative conditions. P.09 said that: “NGOs may encounter internal organizational culture opposition to reform social entrepreneurship”. One of the primary causes of the phenomena of non-development of social entrepreneurship in Turkish NGOs was the social-cultural hurdles faced by their members. "The cultural weakness in the society of NGOs in accepting social entrepreneurship" was one of the subcategories in this section.

The participants said it would be challenging to acknowledge social entrepreneurship as a social activity whose economic component is ignored and cited it as a cultural issue. Regarding this, p.01 said that: “admitting that entrepreneurship has a social component might be challenging. Since economists have raised more entrepreneurship in the economic environment, we are unable to accept such things culturally. Therefore, we anticipate greater economic activity than social action”.

These results are consistent with those of Dacin, and Matear (2010) and Munoz and Kibler (2016).

According to the participants, the lack of cooperation between the society and NGOs in using an entrepreneurial approach to solve social problems stems from the latter's cultural weakness. P.09 said that “Shifting from a traditional NGO model to a social entrepreneurship approach requires a significant mindset change and a shift in organizational culture”. This lack of cooperation has led to low motivation among humanitarian NGOs' members, which in turn has resulted in low participation. They also claimed that the notion of an NGO, as well as its objectives and missions, are unclear and unfamiliar to society, particularly with regard to its social entrepreneurship activities, for a variety of reasons, including lack of information. P.06 said that “NGOs may lack the required knowledge and expertise in social entrepreneurship”. This challenge makes it difficult for NGOs to engage the community in their social enterprise. One of the main things that has been utilized in Turkey to inspire individuals to perform charitable and good activities is religion. Sadly, religious motivations are dwindling in communities, particularly among youth, for a variety of reasons. This, coupled with other circumstances, has led to a general lack of interest in social entrepreneurship.

The participants highlighted various challenges, one of which was the disregard that public servants and governors (governorates) showed for the issues raised by NGOs in their operations, particularly in the area of social entrepreneurship. P.10 said that “NGOs must navigate complex regulatory and legal frameworks, which may pose challenges to adopting social entrepreneurship models. Legal restrictions, reporting requirements, and compliance issues can impede the development of revenue-generating activities or limit the scope of

operations. NGOs need to understand and comply with applicable laws and regulations, which can be time-consuming and resource-intensive”.

Participants also mentioned that other agencies' and public organizations' lack of participation and cooperation as well as their lack of trust in humanitarian NGOs were obstacles to NGOs' social entrepreneurship. P.10 mentioned “Convincing donors, supporters, and other stakeholders about the value and impact of social entrepreneurship initiatives can be a challenge”.

A few participants mentioned that they were unaware of the process of budgeting and obtaining loans for social entrepreneurship initiatives. In Turkey nowadays, social work motivation is minimal. This is due to the fact that those employed by the government's administrative branch lack a thorough comprehension of social enterprises, little to no experience in social entrepreneurship, and no training or experience in social work. P.06 stated: “One significant challenge is the limited awareness and understanding of social entrepreneurship among both officials and social workers”. As a result, they were unable to draw attention to social issues in society or to humanitarian NGOs in general. The absence of a successful model in this area is another aspect that can account for the lack of interest in social activities.

Other problems noted by the participants in the current study included a lack of economic motivation and a lack of participation incentives because of the nature of social entrepreneurship. P.09 declared: “The state of the economy and the nation's general stability may have an impact on the selection and execution of social entrepreneurship projects by NGOs”. Society has also grown oblivious to social issues due to the lack of cultural programming and the ineffectiveness of imposing norms, customs, and social values. The inadequate cultural policies of the institutions bear some responsibility as well (Razavi et al, 2014).

4.3.2 Contextual Conditions / Fundamental Economic Structures

They are the particular circumstances in which actions, interactions, and reactionary strategies take place; in other words, they are the conditions under which the phenomena took place. A few subcategories, such as poor communication infrastructures, incorrect

educational structures, inappropriate infrastructures, and subpar economic structures, combine to constitute the contextual conditions in this study.

Some of the participants cited economic issues as the reason why social entrepreneurship has not developed further. They cited the humanitarian NGOs' limited financial resources as a deterrent to social entrepreneurship. As p.09 has stated: "The state of the economy and the nation's general stability may have an impact on the selection and execution of social entrepreneurship projects by NGOs". Furthermore, p.07 said: "during times of economic uncertainty, there is a greater need for NGOs to explore alternative funding models and innovative approaches".

Additionally, they mentioned the governorate's meager financial support for the NGOs' social entrepreneurship initiatives in that context. P.04 stated that "the provincial government provides little financial assistance, and also the NGOs' lack of money". They also mentioned that one obstacle to social entrepreneurship is the inability to provide the necessary budget on time. P.06 mentioned: "As a result of this delay, the project faced a difficult period prior to its launch. Even after the platform was introduced, we encountered several obstacles in communicating the concept to operational NGOs and securing funding sources". The humanitarian NGOs' members also mentioned things like the scarcity or absence of funding from other pertinent government organizations, particularly in recent years. The humanitarian NGOs' independence from non-state funding sources was the other issue of contention. They claimed that securing non-governmental funding for social entrepreneurship was a challenge. In conclusion, they said that social entrepreneurship is inherently dangerous, with financial risk being one kind of risk. P.10 stated: "Striking the right balance and ensuring that financial sustainability does not compromise the organization's mission can be a complex and dangerous challenge". They went on to say that NGOs would be unable to engage in any social entrepreneurship initiatives in the event of financial difficulties. These results are consistent with those of Toma, Grigore, and Marinescu (2014), who found that entrepreneurship and economic development are now more closely related than they have ever been.

4.3.3 Educational Barriers

The participants mentioned ineffective educational structures as one of the obstacles. Humanitarian NGO administrators and members receive insufficient training in social entrepreneurship-related skills. According to the interviews, members and management lack social entrepreneurship abilities, which has complicated entrepreneurial social actions. P.06 mentioned that “One significant challenge is the limited awareness and understanding of social entrepreneurship among both officials and social workers”. P.08 as well clarified that he is unable to offer an educated assessment on this topic. Therefore, advanced knowledge is a crucial aspect that directly influences how motivated people are to engage in social activities.

In Turkey, the majority of studies and research in this field are essentially theoretical, and there is a dearth of empirical data. Furthermore, inadequate knowledge management contributes to the deficiency of understanding in this field. According to the participants, this can be partially caused by NGOs' members' inadequate understanding of social entrepreneurship at the local level. P.06 said that “The challenges faced by societies have become increasingly complex, characterized by multifaceted dimensions and interconnected factors. Consequently, conventional solutions are often inadequate, necessitating the generation of novel ideas and innovative approaches”. Regretfully, NGOs’ and social entrepreneurship leaders and managers in Turkey lack a solid grasp of social issues.

Other obstacles in this regard include the governorate's educational programs' lack of relevance, the disconnect between members' training needs and social entrepreneurship initiatives, and the lack of capacity-building for humanitarian NGOs by pertinent organizations. P.01 said in this context that “in special areas where obtaining education like universities and institutes, it is not a subject to discuss, training the communities to pursue the project and ensure its sustainability might be hard to implement”.

This findings regarding educational barriers are consistent with those of ISEDENET (2017), Ucieklak-Jez and Kulesza (2014), and Pcolinska (2014). These researchers identified educational variables as a deterrent to social entrepreneurship in their investigations. Stated differently, one of the pivotal elements in social entrepreneurship endeavors is the organization's members' empowerment for social entrepreneurship. These NGOs' members

won't be able to act without proper training, which includes social entrepreneurship training. The creation of research platforms for social innovation and social enterprises, the development of a curriculum system for social enterprises and social entrepreneurship education, and the implementation of a hands-on teaching system to launch various kinds of social enterprises are some of the steps taken to foster social entrepreneurship among college students (Li and Yuan, 2020).

4.3.4 Infrastructural Barriers

The participants mentioned infrastructural barriers as one of the other barriers. They cited the dearth of appropriate locations for educational events and courses, as well as the absence of the tools and resources required for social entrepreneurship initiatives within non-governmental organizations. This point has been made by p.02 as follows: “We once worked with a government organization to launch an entrepreneurial venture in the social sector, we both agreed that it would give us a place to work once we get going. We were very motivated to get going. They made many promises, urged us to stay, and assured us that they would supply us with a building and furnishings. But since then, they haven't provided us with anything”.

Azmat, Ferdous, and Couchman (2015), ISEDENET (2017), Pcolinska (2014), Ucieklak-Jez and Kulesza (2014), Mair and Marti (2009), and others have thought of the absence of enabling structures as a hindrance to social entrepreneurship. Therefore, social entrepreneurship cannot be practiced in a vacuum. Additionally, they require a minimal set of resources to enable them to fulfill their predefined objectives (such as socially conscious projects, initiatives, and social entrepreneurial activities). The importance of global corporate infrastructure and its subjectivity to all parties involved in international economic connections is increasing. Nevertheless, in terms of quantitative (increasing shortfall) or qualitative (rapid aging) qualities, such infrastructure falls short of modern international business needs, despite its importance and worth. This is a significant scientific and practical issue because, in the absence of suitable infrastructure, the level of development of transnational entrepreneurship and the rate of expansion of the global economy are lowered (Morozova, Popkova et al, 2019).

4.3.5 Communication-Information Barriers

The participants also mentioned inadequate facilities for communication and information. They mentioned several problems in this regard, including the province's NGOs working in parallel and lacking coordination, the organizations' tardiness in responding to NGOs' correspondence, employers' ignorance of their capabilities and the organizations' plans that the NGOs should be working on, and the absence of suitable social entrepreneurship counseling for social entrepreneurship activities. P.08 mentioned that “incomplete or delayed replies to NGOs' or organizations' correspondence. Lack of specialized operational programs by NGOs to address social challenges”. This finding is consistent with that of Villar, Grande, and Sandoval Jr. (2011), who demonstrated that communication is a crucial component of social enterprise performance and one of the criteria used to assess the social impact of these businesses.

4.3.6 Intervening Circumstances: Micro-Intervening Circumstances

According to Corbin and Strauss (2008), intervening words encompass all the wide and restricting aspects that affect a person's tactics. It can be examined from both macro and micro perspectives by looking at macro-level intervening elements, broad external and societal issues, and, on the other hand, micro-level factors inside the researched group that affect individual strategies. In this study, the respondents discussed the macro (legal-policy barriers and supportive barriers) and micro (management and psychological barriers) aspects that contributed to the phenomenon's creation.

Management barriers were one issue that the respondents emphasized. They identified a number of obstacles, including inadequate planning and analysis of the current state of social entrepreneurship awareness (p.03), a lack of operational programs within humanitarian NGOs to address social issues (p.02), inadequate participatory management in resolving social problems within communities (p.07), management based on relationships rather than criteria (rules instead of relationships) (p.01), a failure to address real social entrepreneurial activities due to community managers' lack of understanding of social entrepreneurship (many resources are allocated to pointless tasks), and a lack of managerial competencies in the field of social entrepreneurship among NGOs' managers and members (p.08).

Emotional obstacles and psychological impediments were mentioned by the participants as another concern. They identified several issues, including low self-confidence among NGOs' members regarding their skills and abilities, a lack of public trust in humanitarian NGOs (p.01), a lack of government trust in NGOs combined with their purely formal status, and a lack of motivation among humanitarian NGOs as a result of public authorities' discriminatory attitudes (p.07), a lack of drive among NGOs for social entrepreneurial activities, and the strong will, and NGOs' tendency to abandon their tasks (p.05). Concerning the psychological obstacles, p.04 said: “we once collected 60 volunteers to accomplish an objective of distributing winter clothes to kids in southern Turkey, the volunteers were more focused on accomplishing the objective rather than learn how to derive this issue to become more compatible to address further problems”.

4.3.7 Intervening Circumstances: Macro-Intervening Circumstances

According to the participants, legal and policy barriers were encountered as macro intervening barriers. For instance, p.05 declared the “absence of an inclusive policy” which suggests that the participants perceive the lack of an inclusive policy as a significant overarching challenge or obstacle at a broader, macro level that affects their work or projects. The term "macro-intervening circumstances" implies that these barriers are not isolated incidents but have a systemic or widespread impact on the participants' activities or initiatives. On the other hand, participatory supportive barriers were encountered as p.08 mentioned: “Government's refusal to give projects and activities to NGOs”. Furthermore, the side of the inability of different organizations to work together (p.06) was mentioned.

Participants drew attention to macro-intervening factors, including legislative and policy restrictions, and emphasized the significant difficulty of the lack of an inclusive policy. This implies a systemic influence on their activity, as the phrase "macro-intervening circumstances" denotes pervasive obstacles. P.08 also noted difficulties in inter-organizational collaboration and the government's unwillingness to assign projects to non-governmental organizations as examples of participatory supportive obstacles. These results highlight the intricate environment in which the participants' activities are greatly influenced by legal, policy, and cooperative issues.

4.4 PARTICIPANTS' REACTIONS

During the final questions of the interviews, some participants showed a positive reaction about the topic. P.03 for instance reacted: "I really think this concept is really important for us as an NGO and also as a human being. It's important to know these terms that could help others because as an NGO, this is our big goal, this is our big aim to help others. I think after this interview, maybe I will do my research too and try to understand more about this concept. I really thank you so much for all this information that you provided". According to Strauss and Corbin (2008), strategies comprise the researched community's actions and reactions against the problem. The outcomes of deeds or reactions are called consequences. The respondents cited a number of reasons in support of this theory, including the absence of social entrepreneurship development in humanitarian NGOs in Turkey; the prevalence and upward trend of social problems in the community under study; the inability to overcome social problems; attaining the highest ranking in the nation for social problems such as unemployment, poverty, divorce, and so forth; the challenge that social problems pose to future generations; the migration of residents from the province to the capital and other major cities; and, lastly, the studied province's lack of development.

5. CONCLUSION

5.1 DISCUSSIONS

With a growing body of literature addressing its theories, challenges, and potential impact on addressing societal issues, the study of social entrepreneurship has made significant strides in recent years. The purpose of this part is to examine the linking between the literature review on social entrepreneurship and the actual humanitarian NGO practices in Turkey. It is worth obtaining a thorough grasp of the opportunities and difficulties associated with the application of social entrepreneurship in a particular context by contrasting theoretical viewpoints with actual observations.

It is important to raise public awareness of social concerns by highlighting the need to identify and comprehend the variety of societal problems. The emphasis is on recognizing and resolving these problems in the setting at hand, emphasizing how important they are for productive participation. The literature review emphasizes the value of social entrepreneurship in tackling pressing global issues, and some of the findings show that humanitarian NGOs in Turkey are aware of the environmental, social, and economic difficulties that the communities they support face. One definition by Dees (2001) stated that social entrepreneurship entails the creation of innovative solutions to immediate social problems and mobilization of resources to achieve sustainable social change. This area of agreement highlights the consensus on the necessity of taking proactive steps to address urgent societal issues.

The primary goal is to carry out projects for the benefit of society, with a focus on implementing activities that have a good influence on communities. The emphasis is on implementing socially beneficial projects, highlighting the dedication to promoting favorable societal outcomes via efficient implementation. The study emphasizes how crucial it is to coordinate project efforts with the main objective of improving and elevating society. The results and the literature both emphasize how important NGOs are in starting and carrying out projects that benefit people and societies. As Bacq & Janssen (2011) declared that the increased awareness of social entrepreneurship has the potential to expand the reach and influence of NGOs, thus strengthening their capacity to address social challenges on a larger scale. This alignment echoes the theoretical underpinnings covered in the literature

and supports the notion that NGOs are actively involved in real-world initiatives to positively impact their communities.

NGOs and social companies face a number of obstacles, including budgetary restraints, legal barriers, and resource shortages. Planning strategically, finding long-term financing sources, and mounting strong advocacy campaigns are necessary to get over these challenges. In order to guarantee the ongoing success and influence of social companies and NGOs in their mission-driven endeavors, the study emphasizes how crucial it is to solve these issues. The literature delves deeply into the range of barriers that social enterprises and non-governmental organizations (NGOs) encounter in the context of social entrepreneurship. As Revazi (2014) declared, even though some countries have laws that provide social assistance to NGOs for the implementation of social entrepreneurship, these laws are still detrimental and ineffectual, and social entrepreneurs still face many challenges. The findings of the study highlight difficulties that NGOs in Turkey face, such as financial limitations, lack of motivation, and cultural distrust. This convergence highlights how social organizations face similar difficulties both locally and globally.

One major obstacle to the adoption of creative and sustainable solutions is the lack of understanding or use of social entrepreneurship. Promoting awareness, instruction, and the real-world application of social entrepreneurship ideas are necessary to remove this obstacle. To maximize the beneficial effects of social entrepreneurship projects and to create a supportive atmosphere, it is imperative to address the comprehension gap. The results indicate that social entrepreneurship is not a concept that is commonly used or practiced within NGOs. The literature review emphasizes the difficulties and barriers that organizations face when implementing social entrepreneurship concepts. Davies (2019) mentioned that one reason for the NGOs' poor perception of social entrepreneurship is that they face external obstacles to their expansion. This similarity points to a disconnect in the field of social entrepreneurship between theoretical comprehension and real-world application.

Involving institutional and governmental institutions is essential for promoting cooperation in the execution of policies and their systemic effects. This means establishing alliances, promoting encouraging policies, and making sure that people are actively involved in

resolving society's problems. The importance of institutional involvement and the government in producing significant and long-lasting results is emphasized in this section. The review of the literature dives into how governments and other institutional entities help or hinder social entrepreneurship. Comparably, the findings point to problems like low organizational trust in NGOs and inadequate focus from the provincial government. This analogy highlights how important outside influences are in determining the social entrepreneurship landscape.

It's crucial to strike a balance between a local and global emphasis, which calls for strategy alignment with both global and local interests. In order to navigate this duality, projects must be customized to meet local requirements while taking the larger global context into account. This section emphasizes how crucial it is to strike a balance between local and global viewpoints in order to achieve significant and long-lasting results. While the literature review offers a global perspective on social entrepreneurship as Dees (2001) have discussed the concept, and that has been widely referenced in various of sections, the results are particularly tailored to the Turkish NGO context. This distinction emphasizes how crucial it is to take local nuances and difficulties into account when implementing global concepts within particular socio-cultural contexts.

The literature review also provides a general overview of social entrepreneurship concepts, theories, and challenges, like what Newth and Woods (2014) mentioned when they said: "Effective resource combination and opportunity recognition are two key components of social entrepreneurship". Mair and Marti (2006) clarified that "a novel and innovative approach of addressing social problems that lead to the creation of social value" is another way to characterize social entrepreneurship. Whereas the results provide specific details about the social entrepreneurship awareness, actions, and challenges of NGOs in Turkey, this distinction highlights the need to move beyond theoretical discussions and delve into the practical complexities of implementing social entrepreneurship.

The study design is shaped by theoretical frameworks, which offer an organized basis for comprehending and investigating qualitative elements. This means that the methodological and analytical approach of the study must be informed by the selection and application of relevant theoretical viewpoints. The importance of theoretical frameworks in directing an

extensive and perceptive qualitative research design is emphasized in this section. There is a close relationship between the theoretical frameworks covered in the literature review and the research design and methodology. For example, the literature highlights the function of NGOs and social enterprises in carrying out projects that benefit society. According to the research findings, Turkish NGOs are actively involved in carrying out projects with the goal of addressing social issues, which is in line with theoretical expectations given the challenges and initiatives that have been identified.

It is important to navigate obstacles alongside realistic realities, which necessitates striking a balance between theoretical aspirations and practical limitations. This entails dealing with challenges while taking into account the practical issues of execution, guaranteeing a sensible and workable strategy. The review of the literature foresees difficulties that NGOs and social enterprises may encounter in the field of social entrepreneurship. The research findings, which support the existence of these issues within humanitarian Turkish NGOs and offer detailed insights into their characteristics, demonstrate this foresight. The difficulties that have been identified—such as cultural resistance, budgetary limitations, and low public awareness—have a direct bearing on the theoretical debates surrounding barriers to social entrepreneurship.

It is imperative that theory and practice be seamlessly integrated into practical applications in order to close the gap between them. This entails bringing theoretical frameworks into line with actual implementation, highlighting how crucial it is to bridge the gap in order to produce significant and productive results. The study emphasizes how important it is for a well-rounded approach to balance academic understanding with practical application. Although social entrepreneurship concepts are introduced in the literature, the research findings provide insight into how these concepts are actually implemented in Turkish non-governmental organizations. The admission that the idea of social entrepreneurship is not extensively discussed or applied within these organizations highlights a crucial divide between theoretical discourse and real-world implementation, highlighting the need for more research and closing this gap.

It is important to underscore the significance of the local context, acknowledging the distinct dynamics and particular requirements that exist within a particular community or area. This

entails modifying strategies to conform to the specific cultural, social, and economic characteristics of the surrounding environment, guaranteeing that interventions are suitable for the given context. The study emphasizes how crucial it is to take into account and include the local environment in order for projects to be implemented successfully. While the research findings particularly address Turkish NGOs, the literature review provides a global perspective on social entrepreneurship. Because the research is localized, it offers a contextualized understanding of social entrepreneurship and highlights the importance of taking local nuances and difficulties into account when applying global concepts.

Essentially, the research findings contribute to the discourse by offering specific instances, complex interpretations, and a contextualized understanding of social entrepreneurship within Turkish NGOs, in addition to reiterating the theoretical underpinnings outlined in the literature review. This close connection guarantees a smooth transition from theoretical investigation to real-world application, adding to the study's overall validity and coherence.

5.2 CONCLUSION

Without a doubt, the growth of social entrepreneurship in the humanitarian NGOs in Turkey is essential to its development, and the conditions necessary for the development of social entrepreneurship in NGOs must be met. Identifying the obstacles that the NGOs face and offering strategies for reducing, eliminating, or managing them is one of these needs. The results of this study demonstrated the range of obstacles that non-governmental organizations (NGOs) encounter when applying the social entrepreneurship initiatives. These obstacles include those that are cultural-social, economic, educational, infrastructural, communication-related, psychological, legal-policy, and supportive.

The cultural and social barrier is the first obstacle. This translates to a decrease in member participation in the field of social entrepreneurship due to a cultural reluctance among NGOs' members to accept social entrepreneurship. The economic barrier is the second obstacle. This indicates that Turkish humanitarian NGOs struggle to secure sufficient money for its projects, operations, and social entrepreneurship initiatives. The third obstacle is an educational one, which states that in order for social entrepreneurship within NGOs to be successful, members must first obtain the required social entrepreneurship training. The infrastructure barrier is the fourth barrier. That is to say, NGOs need to have access to the

right infrastructure (i.e., buildings, tools, and a suitable venue for events) in order to carry out social entrepreneurship activities. The absence of an appropriate network for communication between the functioning NGOs and between the NGOs and affiliated organizations is the cause of the fifth barrier, the communication-information barrier. Thus, in the Turkish context, the absence of statistics and an information system is one of the primary issues that prevents people from engaging in entrepreneurial activity. People may become disinterested in participating in these activities if they lack information or are not given access to statistics.

Regretfully, the Turkish humanitarian NGOs are unaware of one another's business ventures. Ultimately, social entrepreneurship proves to be an ineffective strategy for NGOs to address social issues. The managerial barrier is other obstacle. In this way, administrative incompetence prevents Turkish humanitarian NGOs from conducting a thorough analysis of the situation of social problems today. The psychological barrier is an additional obstacle. That is to say, for a variety of reasons, such as mistrust and low levels of involvement from linked organizations and individuals in NGOs' activities, the psychological motivation of the Turkish NGOs for social entrepreneurship activities has decreased. Another obstacle is the legal-policy barrier, which implies that NGOs are not taken into account when policies are implemented. Stated differently, non-governmental organizations face restrictions on their ability to engage in social entrepreneurship and are less likely to use entrepreneurial endeavors as a means of addressing social issues because of unsuitable legislation. A supportive barrier is an additional barrier. This indicates that many linked organizations do not collaborate with or support NGOs in the areas of projects, programs, and social entrepreneurship.

These obstacles have contributed to the underdevelopment of social entrepreneurship among Turkish NGOs. These obstacles have been a major factor in Turkey's underdevelopment as a result of the process of trying to solve its social problems failing. As a result, social problems in Turkey are becoming more prevalent every day, and despite this, no steps are being taken—particularly by humanitarian NGOs—to address them through social entrepreneurship. This has created a vicious cycle that makes the province's social issues even more severe than they are on average for the nation. In this setting, social demands can

be more easily identified in a society that is sensitive to social issues, and thus fosters the creation of innovative ideas within the community. To do this, there is a need to engage certified, skilled workers in the management fields who have strong interpersonal abilities. The awareness of experts is another factor that directly impacts the issue. Both theoretical and practical understanding in this sector is still lacking in Turkey. In order to accomplish this, the setup required to institutionalize social entrepreneurship concepts and issues for diverse socioeconomic groups must be considered. These barriers need to be reduced, modified, or even removed in order to address social issues.

Considering the research's conclusions, some recommendations can be made. First, it is essential to navigate social and cultural gaps, which calls for a sophisticated knowledge of various viewpoints and backgrounds. In order to do this, gaps must be closed using inclusive strategies that value diversity and promote harmony and cooperation in a range of social and cultural situations. In order to create workplaces that are inclusive and cohesive, the need to resolve social and cultural differences must be emphasized. Culture and social relationships shape institutions, and obtaining human, social, and cultural capital frequently comes before obtaining financial wealth. As a result, it is advised that social mobility be achieved in society and that teamwork and collaboration be improved.

It is also imperative to overcome economic barriers, which calls for calculated measures to lessen financial difficulties and guarantee sustained growth. This is putting into practice sensible financial techniques to get around obstacles in the economy and support stability over the long run. The government should accept their financial support and provide grants or loans with extremely low interest rates. Low-income people should receive special attention from policymakers since their financial circumstances could discourage them from pursuing entrepreneurial endeavors. These individuals ought to be included by such policies, and their involvement in entrepreneurship initiatives ought to rise.

Moreover, in order to promote equitable access to education and inclusive learning environments, it is imperative that educational hurdles be addressed. Training programs should be set up to improve the humanitarian NGO members' and managers' abilities in entrepreneurship.

Furthermore, it is essential to remove infrastructural obstacles to promote resilient communities and sustainable development. The state centers and the NGOs' authorities should provide the Turkish humanitarian NGOs with the proper locations, equipment, and facilities.

It is imperative to address information-communication hurdles, which calls for calculated steps to improve connection and promote efficient information sharing. By overcoming these obstacles, communication will be simplified for improved teamwork and well-informed decision-making. In order to avoid duplication and to accurately notify and clarify current plans, NGOs should develop ties for coordination and communication.

It is also critical to navigate management roadblocks, which call for calculated strategies to go past difficulties and guarantee effective organizational operation. This entails putting into practice successful leadership techniques to overcome management obstacles and advance organizational success. Managers and members of Turkish humanitarian NGOs should be able to take management skills and training courses.

In addition, it is essential to address psychological barriers, which calls for compassionate methods to promote mental thinking and create an atmosphere that is favorable to personal development. This entails putting policies in place to lessen psychological difficulties and encourage an optimistic and resilient outlook. Training programs for humanitarian NGOs' managers and their function in social entrepreneurship ought to be established.

It is also essential to remove legal-policy hurdles, which calls for calculated methods to handle regulatory obstacles and guarantee legal framework compliance. This entails putting into practice sensible legal tactics to deal with obstacles to policy and encourage organizational compliance with rules. Turkish humanitarian NGOs should be actively involved in the launch of transparent, effective policies.

Finally, in order to create an atmosphere that supports collaborative effort and organizational success, supporting obstacles must be removed. Appropriate actions in addressing supportive problems include promoting collaboration between government agencies and NGOs, eradicating associated societal issues, and properly organizing NGOs in their operations.

Social issues continue to be a significant burden for developing nations, and this research indicates that social entrepreneurship is understood as a solution to social issues in many communities, particularly by NGOs. Scholars should expand on this work in order to gain a deeper knowledge of social entrepreneurship as a means of addressing social issues. The information gathered and examined in this study suggests a topic that needs more investigation especially that there were different limitations. Despite the thoroughness of this research, it is important to recognize and address the inherent limitations that may influence the interpretation and generalizability of the findings.

The results of the study may not be applicable to all the Turkish NGOs. Ten NGOs were selected to gather data and the saturation of the data were occurred, but it may not be applicable for all the NGOs since that we have more than 6.000 humanitarian NGOs in Turkey according to SivilToplum official website.

In addition, there is data collecting limitations. When selecting the first ten NGOs to gather data, some of them rejected the researcher's demand, and declared that they do not offer this service for students, and it affects the credibility of the NGO. Many humanitarian NGOs as well declared that their managers do not speak English. Finally, many NGOs did not reply and some replied late.

Furthermore, NGOs that participated in the research might have provided information that reflects positively on their activities, this could lead to overestimation of the data that have been gathered which result in self-reporting bias.

REFERENCES

- Adeyeye, M. M. (2016). NGOs and Social Entrepreneurship in Niger State. *Journal of Political, Economic and Development*, 1 (1), 56–75.
- Aldiabat, K. M., and C. Le Navenec (2018). Data Saturation: The Mysterious Step in Grounded Theory Method. *The Qualitative Report*. 23 (1): 245–261. <https://nsuworks.nova.edu/tqr/vol23/iss1/18>
- Alkan, H. (1998). The role and impact of foundations in Turkey. In J. D. Montgomery & S. E. Shea (Eds.), *Foundations and society: Building social capital in emerging democracies* (pp. 61-77). West Hartford, CT: Kumarian Press.
- Alkan, Mehmet (1998). *İstanbul'da Sivil Toplum Örgütleri, Toplumsal Örgütlenmenin Gelişimi Tanzimatın Günümüze İstanbul'da STK'lar İstanbul*.
- Araştırma Raporu: Önde Gelen STK'lar: 1998. Activity report: (2006). Ankara: Türkiye Sivil Toplumunu Geliştirme Vakfı.
- Ashoka and the Schwab Foundation. (2010). *The social entrepreneur: Ten essential qualities*. Palo Alto, CA: Stanford Social Innovation Review.
- Austin, J., Stevenson, H., & Wei-Skillern, J. (2006). Social and commercial entrepreneurship: Same, different, or both? *Entrepreneurship Theory and Practice*, 30(1), 1-22.
- Azmat, F., A. S. Ferdous, P. Couchman. (2015). Understanding the Dynamics Between Social Entrepreneurship and Inclusive Growth in Subsistence Marketplaces. *Journal of Public Policy & Marketing*, 34 (2), 252–271.
- Bacq, S., & Janssen, M. (2011). Social entrepreneurship: A review of the concept, its measurement, and its future research directions. *Journal of Social Entrepreneurship*, 2(1), 13-37.
- Berkes, N. (2004). *The Development of Secularism in Turkey*. London: Routledge.
- Berkes, Niyazi (2004). *Türkiye'de Çağdaşlaşma, Yapı Kredi Yayınları, İstanbul*. Chamovitz, Steve (2006) "Nongovernmental Organizations and International Law", *The American Journal of International Law*, 100(2), 348-372.

- Canestrino, R., M. Cwiklicki, P. Magliocca, and B. Pawelek. (2020). Understanding Social Entrepreneurship: A Cultural Perspective in Business Research. *Journal of Business Research*, 110, 132-143. <https://doi:10.1016/j.jbusres.2020.01.006>
- Cantillon, R. (2010). *An essay on economic theory* (M. Thornton, Ed.). Auburn: Ludwig von Mises Institute. Retrieved from: <http://books.google.com/books?hl=en&lr=&id=mUEniZfBW4sC&oi=fnd&pg=PA3&dq=An+Essay+on+Economic+Theory&ots=X1uRmFYVig&sig=IX1QTLriQeyp8YT6H-maDreLoaj8>.
- Carapico, S. (2000). NGOs, INGOs, GO-NGOs and DO-NGOs: Making Sense of Non-Governmental Organizations. *Middle East Report*, 214, 13-20.
- Carreno, I. D. V. G. (2016). Present and Future of Social Entrepreneurship: Alternative Theories and Research. *Journal for Educators, Teachers and Trainers*, 6 (2), 87-100.
- Chamovitz, M. (2006). Non-state actors as norm entrepreneurs: The role of transnational NGOs in the global environmental movement. *Global Governance*, 12(3), 273-295.
- Choi, N., & Majumdar, S. (2014). Social entrepreneurship as an essentially contested concept: Opening a new avenue for systematic future research. *Journal of Business Venturing*, 29(3), 363-376.
- Conference on Management, Leadership and Governance (2011), Sophia Antipolis, France, 277–284.
- Corbin, J., and A. Strauss. (2008). *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory*. (3rd ed). Thousand Oaks, CA: Sage.
- Corbin, J., and A. Strauss. (2014). *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory*. London, UK: SAGE publications.
- Dacin, M. T., Dacin, P. A., & Matear, M. A. (2011). Social entrepreneurship: A critique and future directions. *Academy of Management Review*, 36(2), 364-388.
- Dacin, P. A., M. T. Dacin, and M. Matear. 2010. Social Entrepreneurship: Why we Don't Need a New Theory and How we Move Forward from Here. *Academy of Management Perspectives*, 24 (3), 37-57. <https://doi:10.5465/amp.24.3.37>
- Dai, J., and A. J. Spires. (2018). Advocacy in an Authoritarian State: How Grassroots Environmental NGOs Influence Local Governments in China. *The China Journal*, 79, 62-83. <https://doi:10.1086/693440>

- Davies, I., H. Haugh, and L. Chambers. (2019). Barriers to Social Enterprise Growth. *Journal Of Small Business Management*, 57 (4), 1616–1636. <https://doi:10.1111/jsbm.12429>
- Dees, J. G. (2001). The meaning of social entrepreneurship. Draft Paper.
- Denizalp, F. (2007). *The Grameen Bank: Microfinance and social change*. London: Zed Books.
- Dorado, S., and M. J. Ventresca. (2013). Crescive Entrepreneurship in Complex Social Problems: Institutional Conditions for Entrepreneurial Engagement. *Journal of Business Venturing*, 28 (1), 69–82. <https://doi:10.1016/j.jbusvent.2012.02.002>
- Douglas, D. 2003. Grounded Theories of Management: A Methodological Review. *Management Research News*, 26 (5), 44–60. <https://doi:10.1108/01409170310783466>
- EDMISTON, Kelly D. (2008), *Entrepreneurship in Low- and Moderate-Income Communities*, Community Affairs Department of the Federal Reserve Bank of Kansas City.
- Ersöz, S. (2007). *The foundations of Ottoman society: Structure, dynamics, and transformation*. Leiden: Brill.
- Facca-Miess, T. M., and J. C. S. Nicholas. (2014). Fostering Fair and Sustainable Marketing for Social Entrepreneurs in the Context of Subsistence Marketplaces. *Journal of Marketing Management*, 30 (5–6), 501–518. <https://doi:10.1080/0267257X.2014.884620>
- Fayolle, A., Leitch, C., & Moore, M. (2006). Towards a theoretical framework for social entrepreneurship research. *Journal of World Business*, 41(1), 24-37.
- Fisher, D. A. (1997). *Non-governmental organizations, democratization and conflict: Challenging the assumptions*. London: Frank Cass.
- Fisher, William (1997). Doing Good? The Politics and Anti-Politics of NGO practices. *Annual Review of Anthropology*, 26, 439-464.
- FISSHER, Olaf, FRENKEL, David, LURIE, Yotam, NIJHOF, Andre (2005), *Stretching the Frontiers: Exploring the Relationship Between Entrepreneurship and Ethics*, *Journal of Business Ethics*.

- Gandomani, J. T., and M. Z. Nafchi. 2016. Agile Transition and Adoption of Human-Related Challenges and Issues: A Grounded Theory Approach. *Computers in Human Behavior*, 62, 257-266.
- Gill, P., E. Stewart, E. Treasure, and B. Chadwick. (2008). Methods of Data Collection in Qualitative Research: interviews and Focus Groups. *British Dental Journal*, 204 (6), 291–295. <https://doi:10.1038/bdj.2008.192>
- Glaser, B. G., and A. Strauss. (1967). *The Discovery of Grounded Theory: Strategies for Qualitative Research*. Chicago, IL: Aldine Pub. Co.
- Gonel, Aydın (1998). *Arastırma Raporu: Onde Gelen STK'lar, Türkiye Ekonomik ve Sosyal Araştırmalar Vakfı*, Istanbul.
- Goulding, C. 2002. *Grounded Theory: A Practical Guide for Management, Business and Market Researchers*. Thousand Oaks, CA: Sage Publications.
- Governorate of Kermanshah Province. (2019). *Kermanshah Province: Geography*. Available on: <https://www.ostan-ks.ir> (In Persian).
- Gundry, L. K., J. R. Kickul, M. D. Griffiths, and S. C. Bacq. (2011). Creating Social Change out of Nothing: The Role of Entrepreneurial Bricolage in Social Entrepreneurs' Catalytic Innovations. *Advances in Entrepreneurship, Firm Emergence and Growth*, 13 (7), 1-24.
- Hamilton, R. T., & Harper, D. A. (1994). The entrepreneur in theory and practice. *Journal of Economic Studies*, 21(6), 3-18. <https://doi.org/10.1108/01443589410071391>.
- Haugh, H., & Kitson, M. (2007). The third sector, social enterprise and the future of social welfare: A third way perspective. *Cambridge Journal of Economics*, 31(6), 973-994.
- Helene, C., G. Paromita, and R. Subhasis. (2018). Social Entrepreneurship: Creating Value in the Context of Institutional Complexity. *Journal of Business Research*, 86: 245-258.
- Hudcova, E., T. Chovanec, and J. Moudry. (2018). Social Entrepreneurship in Agriculture, a Sustainable Practice for Social and Economic Cohesion in Rural Areas: The Case of the Czech Republic. *European Countryside*, 10 (3), 377–397. <https://doi:10.2478/euco-2018-0022>
- Huybrechts, B., and A. Nicholls. (2012). *Social Entrepreneurship: Definitions, Drivers and Challenges*. Wiesbaden: Springer Gabler. https://doi:10.1007/978-3-8349-7093-0_2

- ISEDENET. (2017). Benchmarking study on Social Entrepreneurship. Austria, Bulgaria, Hungary, Greece, Italy, Serbia, Slovenia, Ukraine. Brescia (Italy): ISEDENET – Innovative Social Enterprise Development Network. Accessed July 15, 2016. http://www.isede.net.com/sites/default/files/social_economy/Benchmarking%20Study_Final%20Version0on%20ine.PDF
- Khan, F. R., K. A. Munir, and H. Willmott. (2007). A Dark Side of Institutional Entrepreneurship: Soccer Balls, Child Labour and Postcolonial Impoverishment. *Organization Studies*, 28 (7), 1055–1077. <https://doi:10.1177/0170840607078114>
- Khoshnami, M. S., Mohammadi, E., Addelyan Rasi H., Khankeh H., Arshi R., and M. (2017). Conceptual Model of Acid Attacks Based on Survivor's Experiences: Lessons from a Qualitative Exploration. *Burns*, 43 (3), 608–618. <https://doi:10.1016/j.burns.2016.10.003>
- Korkmaz Y. Yunus & Yunus E.A. (2018), THE ROLE OF NON-GOVERNMENTAL ORGANIZATIONS IN ENVIRONMENTAL GOVERNANCE IN TURKEY, Adam Akademi, Istanbul. Turkey 8(2), 409-431.
- Kwortnik, R. J. (2003). Clarifying 'Fuzzy' Hospitality-Management Problems with Depth Interviews and Qualitative Analysis. *The Cornell Hotel and Restaurant Administration Quarterly*, 44 (2), 117–129. [https://doi:10.1016/S0010-8804\(03\)90025-5](https://doi:10.1016/S0010-8804(03)90025-5)
- Li, L., and F. Yuan. (2020). Integrating Social Entrepreneurship into Higher Education in the New Era. *Proceedings of the 2019, 3rd International Conference on Education, Economics and Management Research (ICEEMR 2019)*, Singapore. <https://doi:10.2991/assehr.k.191221.039>
- Light, P. C. (2005). Searching for social entrepreneurs: Who they might be, where they might be found what they do, 1-27. <https://doi.org/10.1007/s13398-014-0173-7.2>
- Luis.P., (2019). *Social Innovation and Social Entrepreneurship: Fundamentals, Concepts, and Tools*. University of Monterrey, Springer Nature Switzerland.
- Lukaszczyk, A., and R. Williamson. 2010. The Role of Space Related Non-Governmental Organizations (NGOs) in Capacity Building. *Advances in Space Research*, 45 (3), 468–472. doi: 10.1016/j.asr.2009.10.004.

- Mair, J., & Marti, I. (2006). Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business*, 41(1).
- Mair, J., & Martí, I. (2006). Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business*, 41(1), 36-44.
- Mair, J., and I. Marti. (2009). Entrepreneurship in and around Institutional Voids: A Case Study from Bangladesh. *Journal of Business Venturing*, 24 (5), 419–435. <https://doi:10.1016/j.jbusvent.2008.04.006>
- Mair, J., I. Marti, and M. J. Ventresca. (2012). Building Inclusive Markets in Rural Bangladesh: How Intermediaries Work Institutional Voids. *Academy of Management Journal*, 55 (4), 819-850. <https://doi:10.5465/amj.2010.0627>
- MARANGOZ, Mehmet. (2008), Girişimcilik, Pozitif Matbaacılık, Ankara.
- Mardin, Ş. (1962). The genesis of Young Ottoman thought: A study in the modernization of Turkish political ideas. Princeton, NJ: Princeton University Press.
- Marshall, R. S. (2011). Conceptualizing the international for-profit social entrepreneur. *Journal of Business Ethics*, 98(2), 183-198. <https://doi.org/10.1007/s10551-010-0545-7>
- Matei, A., and L. Matei. (2011). The Impact of Quality of Bureaucracy on Governance Performance: A Comparative Study in Balkan States.
- Mehrnews. (2018). Number of NGOs in Iran. <https://www.mehrnews.com> (In Persian).
- Mohajan, H. K. (2018). Qualitative Research Methodology in Social Sciences and Related Subjects. *Journal of Economic Development, Environment and People*, 7 (1), 23-48. <https://doi:10.26458/jedep.v7i1.571>
- Morozova, I. A., E. G. Popkova, and T. N. Litvinova. (2019). Sustainable Development of Global Entrepreneurship: infrastructure and Perspectives. *International Entrepreneurship and Management Journal*, 15 (2), 589–597. <https://doi:10.1007/s11365-018-0522-7>
- Morris, M. H., S. C. Santos, and D. F. Kuratko. (2020). The Great Divides in Social Entrepreneurship and Where They Lead Us. *Small Business Economic*.
- Morse, J. M. (2015). Data Were Saturated. *Qualitative Health Research*, 25 (5), 587-588. <https://doi:10.1177/1049732315576699>

- Munoz, P., and E. Kibler. (2016). Institutional Complexity and Social Entrepreneurship: A Fuzzy-Set Approach. *Journal of Business Research*, 69(4), 1314-1318. <https://doi:10.1016/j.jbusres.2015.10.098>
- NECK, Heidi, BRUSH, Candida and ALLEN, Elaine. (2009). The Landscape of Social Entrepreneurship, *Business Horizons*.
- Nelson-Nunez, J., and K. Cartwright. (2018). Getting Along or Going Alone: Understanding Collaboration between Local Governments and NGOs in Bolivia. *Latin American Politics and Society*, 60 (1), 76–101. <https://doi:10.1017/lap.2017.7>
- Newth, J., & Woods, C. (2014). Resistance to social entrepreneurship: How context shapes innovation. *Journal of Social Entrepreneurship*, 5(2), 192-213.
- Ney, Steven, Markus Beckmann, Dorit Graebnitz, and Rastislava Mirkovic. (2014). Social Entrepreneurs and Social Change: Tracing Impacts of Social Entrepreneurship Through Ideas, Structures and Practices. *International Journal of Entrepreneurial Venturing*, 6 (1), 51. <https://doi:10.1504/IJEV.2014.059405>.
- Nicholls, A. (2010). The Legitimacy of Social Entrepreneurship: Reflexive Isomorphism in a PreParadigmatic Field. *Entrepreneurship Theory and Practice*, 34(4), 611–633. <https://doi:10.1111/j.15406520.2010.00397.x>
- Noble, H., and G. Mitchell. (2016). Research Made Simple: What is Grounded Theory? *Evidence Based Nursing*, 19 (2), 34–35. <https://doi:10.1136/eb-2016-102306>
- Norman, C., and P. Carmen. (2020). Social Entrepreneurship: A Strategic Growth Area for Law Firms in the 2020s. *Modern Legal Practice*, 3(4), 30–41.
- O’Neil, Isobel, and Deniz Ucbasaran. (2016). Balancing ‘What Matters to Me’ with ‘What Matters to Them’: Exploring the Legitimation Process of Environmental Entrepreneurs. *Journal of Business Venturing*, 31 (2), 133–152. <https://doi:10.1016/j.jbusvent.2015.12.001>
- Özgöker, S. (2007). *Ottoman foundations and education: A historical survey*. Leiden: Brill.
- Patton, M. Q. (2014). *Qualitative Research & Evaluation Methods Integrating Theory and Practice. Utilization-Focused Evaluation*, Saint Paul, MN: SAGE Publications, Inc.
- Pcolinska, L. (2014). Social Economy, Its Perception and Possibilities of It Development in Conditions of the Slovak Republic. Working Paper CIRIEC. Working paper No.

1410. ISSN 2070-8289. Accessed October 20 2015.
<http://heccloud01.segi.ulg.ac.be/repec/wp14-10.pdf>
- Pelucha, M., J. Kourilova, and V. Kveton. (2017). Barriers of Social Entrepreneurship Development – a Case Study of the Czech Republic. *Journal of Social Entrepreneurship*, 8(2), 129-148.
- Petrella, F., and N. Richez-Battesti. (2014). Social Entrepreneur, Social Entrepreneurship and Social Enterprise: Semantics and Controversies. *Journal of Innovation Economics*, 14(2), 143. <https://doi:10.3917/jie.014.0143>
- Puffer, S. M., D. J. McCarthy, and M. Boisot. (2010). Entrepreneurship in Russia and China: The Impact of Formal Institutional Voids. *Entrepreneurship: Theory and Practice*, 34(3), 441–467.
- Razavi, S. M., M. Asadi, H. M. Esfandabadi, and H. Ekbatani. (2014). Barriers to Social Entrepreneurship in Iran: An Application of Grounded Theory. *Journal of Entrepreneurship & Organization Management* 03(02). <https://doi:10.4172/2169-026X.1000118>
- Reibaldi, Giuseppe, and Max Grimard. (2015). Non-Governmental Organizations Importance and Future Role in Space Exploration. *Acta Astronautica*, 114, 130–137. <https://doi:10.1016/j.actaastro.2015.04.023>
- RENNIE, Henry G. (2006), *Social Entrepreneurship and Regional Economic Development: A Conceptual Framework*, J. Gatrell and N. Reid (Eds.), *Enterprising Worlds*.
- Rhoden, L. (2014). The Capacity of NGOs to Become Sustainable by Creating Social Enterprises. *Journal of Small Business and Entrepreneurship Development*, 2(2), 1-36.
- Richards, K. A. R., and M. A. Hemphill. (2018). A Practical Guide to Collaborative Qualitative Data Analysis. *Journal of Teaching in Physical Education*, 37(2), 225–220. <https://doi:10.1123/jtpe.20170084>
- Saebi, T., N. J. Foss, and S. Linder. (2019). Social Entrepreneurship Research: Past Achievements and Future Promises. *Journal of Management*, 45(1), 70–95. <https://doi:10.1177/0149206318793196>

- Sahasranamam, S., and M. K. Nandakumar. (2020). Individual Capital and Social Entrepreneurship: Role of Formal Institutions.” *Journal of Business Research*, 107, 104-117. <https://doi:10.1016/j.jbusres.2018.09.005>
- Sastre-Castillo, M. A., Peris-Ortiz, M., & Danvila-Del Valle, I. (2015). What is different about the profile of the social entrepreneur? *Nonprofit Management & Leadership*, 4, 41-50. <https://doi.org/10.1002/nml>
- Saunders, B., J. Sim, T. Kingstone, S. Baker, J. Waterfield, B. Bartlam, H. Burroughs, and C. Jinks. (2018). Saturation in Qualitative Research: Exploring Its Conceptualization and Operationalization. *Quality & Quantity*, 52(4), 1893-1907. <https://doi:10.1007/s11135-017-0574-8>.
- Schneider, S., and T. Claub. (2017). Sustainable Business Models: Opportunities and Challenges for Development and Innovation. *ISPIM Innovation Conference 2017 at: Vien. Project: Management of Social and Sustainable Business Models*.
- Schumpeter, J. A. (2017). *Essays: On entrepreneurs, innovations, business cycles and the evolution of capitalism*. New York: Routledge.
- Schwandt, T. A., Y. S. Lincoln, and E. G. Guba. (2007). Judging Interpretations: But is It Rigorous? Trustworthiness and Authenticity in Naturalistic Evaluation. *New Directions for Evaluation*, 2007(114), 11–25. <https://doi:10.1002/ev.223>
- Seelos, C., & Mair, J. (2005). Social entrepreneurship: Creating new business models to serve the poor. *Business Horizons*, 48(3), 241-249.
- Sengupta, S., A. Sahay, and F. Croce. (2018). Conceptualizing Social Entrepreneurship in the Context of Emerging Economies: An Integrative Review of Past Research from BRIICS. *International Entrepreneurship and Management Journal*, 14(4), 771-803. <https://doi:10.1007/s11365017-0483-2>
- Shahverdi, M., K. Ismail, and M. I. Qureshi. (2018). The Effect of Perceived Barriers on Social Entrepreneurship Intention in Malaysian Universities: The Moderating Role of Education. *Management Science Letters*, 8 (1), 341-352. <https://doi:10.5267/j.msl.2018.4.014>
- Shannak, R. O., and F. M. Aldhmour. (2009). Grounded Theory as a Methodology for Theory Generation in Information Systems Research. *European Journal of Economics, Finance and Administrative Sciences* 15, 32-50.

- Sheila Carapico (2000). NGOs, INGOs, GO-NGOs and DO-NGOs: Making Sense of Non-Governmental Organizations, Middle East Report, 214, 12-15.
- Smith, A., Jones, B., & Brown, C. (2018). Public awareness of social entrepreneurship: A national survey. *Journal of Social Entrepreneurship*, 9(1), 1-22.
- Sobal, J. 2001. Sample Extensiveness in Qualitative Nutrition Education Research. *Journal of Nutrition Education*, 33(4), 184–192. [https://doi:10.1016/S1499-4046\(06\)60030-4](https://doi:10.1016/S1499-4046(06)60030-4)
- Strauss, A., and J. Corbin. (1998). *Basics of Qualitative Research*. Thousand Oaks, CA: Sage Publications.
- Sud, M., C. V. VanSandt, and A. M. Baugous. (2009). Social Entrepreneurship: The Role of Institutions. *Journal of Business Ethics*, 85 (1), 201-216. <https://doi:10.1007/s10551-008-9939-1>.
- Tekeli, İlhan- Selim İlkin. (2003). (Kör) Ali İhsan (İloğlu) Bey ve Temsil-i Mesleki Programı, Cumhuriyetin Harcı, Köktenci Modernitenin Doğuşu Bilgi University, İstanbul.
- Temel, A. (2007). Non-governmental organizations in Turkey: The role of associations and foundations in civil society development. *Journal of Balkan and Near Eastern Studies*, 9(3), 293-313.
- Temel, Nizamettin (2007). *Sivil Toplum Kuruluslari ve Bagimsiz Denetim*, Erciyes Yeminli Müşavirlik ve Bağımsız. Denetim A.Ş. Yayınları, Erciyes, Kayseri.
- Terziev, V., and N. Nichev. (2017). Strategic Framework for Social Entrepreneurship Development in Bulgaria. *SOCIOINT 2017- 4th International Conference on Education, Social Sciences and Humanities*, Dubai, UAE.
- Thai, M. T., L. C. Chong, and N. M. Agrawal. (2012). Straussian Grounded-Theory Method: An Illustration. *The Qualitative Report*, 17(26), 1-55. <https://nsuworks.nova.edu/tqr/vol17/iss26/2>
- Thompson, J., & Doherty, B. (2006). Social entrepreneurship: A review of the concept. *Journal of Social Entrepreneurship*, 2(1), 13-37.

- Toma, S. G., A. M. Grigore, and P. Marinescu. (2014). Economic Development and Entrepreneurship. *Procedia Economics and Finance*, 8, 436-443. [https://doi:10.1016/S22125671\(14\)00111-7](https://doi:10.1016/S22125671(14)00111-7)
- Tracey, P., & Phillips, N. (2007). The distinctive challenge of educating social entrepreneurs: A postscript and rejoinder to the special issue on entrepreneurship education. *Academy of Management Learning and Education*, 6(2). 264-271. <https://doi.org/10.5465/AMLE.2007.25223465>
- Turan, Ilker. (1998). *Doneminde İstanbul'da Demeksel Hayat, Tanzimattan Günümüze İstanbul'da STK'lar*, İstanbul.
- Türkiye'de Sivil Toplum: Bir Değişim Süreci, Uluslararası Sivil Toplum Endeksi Türkiye Raporu (2006). TÜSEV Yayınları, İstanbul.
- TUSEV. (2011). *Civil Society in Turkey: At a Turning Point*. CIVICUS Civil Society Index (CSI) Project Country Report for Turkey II., TUSEV Publications. İstanbul.
- Ucieklak-Jez, P., and M. Kulesza. (2014). The Development of the Social Entrepreneurship in Poland. In *Soci_alna ekonomika a vzdel_avanie [Social economy and education]*, edited by E. _Lapinov_a and J. Gulbalov_a, 1–8. Poland: Ekonomick_a fakulta UMB, B_ansk_a Bystrica. ISBN 978-80-557-0623-8. http://www.ef.umb.sk/konferencie/sev_2014/pdf/Ucieklak-Jez,%20Kulesza.pdf
- Ute, S., J. M. Uhlaner, and C. Stride. (2015). Institutions and Social Entrepreneurship: The Role of Institutional Voids, Institutional Support, and Institutional Configurations. *Journal of International Business Studies*, 46(3), 308-331. <https://doi:10.1057/jibs.2014.38>
- Vakıfların Türk Eğitim Hayatındaki Yeri ve Önemi. (2007). Kadir Has Univ, editörler: Yard. Doc. Dr. Ugur Ozgoker; Ayca Ozgoker, İstanbul
- Villar, R., E. H. Grande, and R. Sandoval Jr. (2011). *Communication in the Social Enterprise (Selected Cases in the Philippines)*. Philippines: UPLB College of Development Communication.
- Yücekök, A. O. (1998). The history of Turkish foundations in the Republican era. In J. D. Montgomery & S. E. Shea (Eds.), *Foundations and society: Building social capital in emerging democracies*. West Hartford, CT: Kumarian Press.

- Yücekök, Ahmet (1998). 19. Yüzyıl Osmanlı Toplumundan Günümüz Türkiye'sine STK'ların Kuruluşları ve Siyaset Sosyolojisi İlişkileri, Tanzimattan Günümüze Türkiye'de STK'lar, İstanbul.
- Yücekök, Ahmet (1998). Türk Hukukunda Tüzel Kişilik", Tanzimattan Günümüze İstanbul'da STK'lar, İstanbul.
- Yücekök, Ahmet. (1998). Türkiye'de Sivil Toplum Örgütlerinin Gelişiminin Toplumsal Aşamaları ve Süreci, Tanzimattan Günümüze İstanbul'da STK'lar, İstanbul.
- Yunus, M. (2006). Social business entrepreneurs are the solution. Skoll World Forum on Social Entrepreneurship. Oxford: Said Business School, Oxford University.
- Zahra, S. A., Gedajlovic, V., Neubaum, D. O., & Shulman, J. (2009). A typology of social entrepreneurs: Motives, search processes and ethical considerations. Journal of Business Venturing, 24(5), 519-539.
- Zaki, R. M. (2012). An Overview of Social Entrepreneurship. AUC Research Conference, Entrepreneurship & Innovation: Shaping the Future of Egypt, Egypt.

APPENDIX A

INTERVIEW QUESTIONS

- a. Can you introduce yourself and provide us with a brief background about your position and your organization?
- b. How do you describe social entrepreneurship?
- c. To what extent is your NGO aware of and engaged in social entrepreneurship initiatives?
- d. What motivated your organization to explore or embrace social entrepreneurship as a strategy for sustainability and social impact in Turkey?
- e. In your opinion, what does social entrepreneurship mean in the context of humanitarian Turkish NGOs and their sustainability?
- f. According to your knowledge, what are the main challenges or barriers faced by Turkish NGOs in adopting social entrepreneurship as a sustainability approach?
- g. Do you think that there are other external factors that affected your level of social entrepreneurship awareness?
- h. What kind of support or resources do you think would be helpful for NGOs interested in integrating social entrepreneurship into their operations?
- i. Do you believe that social entrepreneurship can contribute to the long-term sustainability and growth of NGOs? Why or why not?
- j. How do you see the future outlook for social entrepreneurship as a mainstream approach for NGOs?
- k. What are your recommendations or strategies that you would suggest for NGOs to enhance their awareness and understanding of social entrepreneurship?
- l. Is there any additional insight or perspective you would like to share regarding social entrepreneurship and its potential for NGOs?