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**THE ROLE OF SOCIAL ENTREPRENEURSHIP IN THE PROCESS OF  
RECOVERY FROM DISASTER**

**A SYSTEMATIC LITERATURE REVIEW DURING COVID-19 ERA**

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**Abstract**

The study employs a systematic literature review design to evaluate the importance and roles of social entrepreneurship in the process of recovery after disasters. The study assesses the findings of twelve articles with relevant evidence on how social entrepreneurship works to stimulate and promote sustainable recovery of the economy and social life after disaster. The major finding of the paper is the innovative role of social entrepreneurship. It is responsible for creating job opportunities and increasing the value of locally produced products in affected communities.

**Keywords:** Entrepreneurship, power distance; masculinity; short-term orientation; indulgence; Crisis management; Covid-19; SMEs; SMEs business survival; social enterprise; social entrepreneurship.

**1. Introduction**

Social entrepreneurship is an emerging business field that is rapidly gaining popularity and relevance. Many people around the world are now realizing the role of social entrepreneurship. As opposed to normal businesses whose main focus is to make profits, social entrepreneurship enterprises aim to promote better social welfare and create social value for citizens (Teasdale & Dey, 2019). As an emerging field, the literature on social entrepreneurship is limited. The available literature successfully distinguished social entrepreneurship from business companies. According to Tauber (2019), the goal for companies is profits, while the goal for social enterprises is creating social value. Moreover, Social entrepreneurship is vital during economic crisis recovery process since it helps in organizing and engaging activism and advocacy for their communities. They also assist in providing essential services and help in collectively solving problems related to rebuild and return (Chamlee-Wright & Storr, 2010). Finally, it plays an important role in the process of recovery from crisis by addressing the consequences of the crisis. However, the government and relevant disaster response organizations should value these entrepreneurs' contribution through enhancement of policies that support them and their ventures (Tan, 2016).

The purpose of the current study is to assess the role and importance of social entrepreneurship to create social value and promote economic recovery after a disaster.

## **2. Methodology**

To fulfill the objective of the study, the research employs a systematic review of the literature. The review focused on articles related to the field of social entrepreneurship. Primarily, the research reviewed the literature on the role of social entrepreneurship to create social value and recovery the economy after a disaster. The review aims to find evidence extracted from empirical studies, literature review, and literary analysis to assess the role of social entrepreneurship. The research employs systematic literature patterns that have been used in prior studies and proven to be effective in finding evidence. Based on the defined research objectives, the methodology section is divided into three sections with related and subsequent actions. The stages are identified as planning, implementation, and reporting stages.

### *2.1 Planning*

#### **2.1.1 Initial Literature Analysis and Formulation of Research Question**

This is the initial stage of the review. At this stage, recent and current literature available on the topic of the role of social entrepreneurship is reviewed. The stage also focuses on any related article to the research topic. To determine trends in the social entrepreneurship field, the research is conducted from a broad perspective. From this broad approach, the direction of the research is established.

The building blocks of social entrepreneurship revolve around two forms of cultures. The first culture contributing to the nurturing and sustaining of social entrepreneurship is the culture of charity, which is considered an aged culture of giving. The entrepreneurial problem-solving culture is the second culture that contributes to social entrepreneurship. A culture of philanthropy or a culture of entrepreneurial problem solving characterizes all actions linked with social entrepreneurship (Dees, 2012). The two cultures are directly linked to the psychological responses to other people's needs and draw their support from social behaviors. The culture of charity and contemporary entrepreneurial problem-solving culture support each other but sometimes contradict each other. Although many successful social entrepreneurs are against charity, they are at least a product of charity especially during their early stages of development. Most of them received support from charity funds to kick-start their operations. Thus, the integration of the core values of charity and problem solving promote successful entrepreneurial enterprises. In this way, social benefits of intense problem solving meet the satisfaction of giving.

Social entrepreneurship also plays a significant role in shaping the general market. Attempts to describe social entrepreneurship should point on the need to replace the current market with a new market environment that is effective and efficient for business entrepreneurs (Chandra & Paras, 2020). Social entrepreneurs contribute to fundamental changes in how processes are carried out in the social field. According to Dees (2018), the core objective for social entrepreneurs is changing the social outlook of those it serves. They work to find long-term solutions to social problems. For social entrepreneurs, problems are a source of inspiration (Wright & Storr, 2010). They find opportunities during problems. In this regard, they portray unique leadership characteristics that command recognition and respect.

The role of social entrepreneurship in areas struck by natural disasters is undeniably crucial for faster recovery process. After disasters, the roles of social entrepreneurs are many and diverse in nature. The first role is to assist in decision-making. They facilitate to decide when to begin rebuilding and returning to normalcy. Secondly, they are involved in advocacy and activism on behalf of the affected community. Lastly, they engage in direct processes or rebuilding and giving services to the community. Although the efforts of the social entrepreneurs are vital for recovery, their operations are frustrated by government officials and policy-makers.

In recent years, policymakers and academicians have been drawn to the critical role of social entrepreneurs. The interest on the field is growing year after year. Scholars argue that social innovation and social entrepreneurs are inextricably linked. In this association, social entrepreneur performs social innovations. Santos (2012) describes social entrepreneurship as the process of economic innovation characterized by a variety of institutions focusing on value creation that appropriately and suitably tackles modern society problems. Sometimes, social innovation is described as social change. It is through social innovation that societies realize change. According to Hoogendoorn et al., (2011), social entrepreneurs assemble and utilize ideas to develop innovative solutions that are used to overcome social problems.

### **Social Entrepreneurship**

Entrepreneurship scholars have shifted focus to social entrepreneurship due to its tremendous growth. Social entrepreneurship (SE) is a new method used to innovatively tackle problems affecting societies. Unlike normal business entities whose aim is to maximize profits, social entrepreneurship strives to solve social problems and create value (Chandra & Shang, 2017). Entrepreneurs in the business world are good for the economy, whereas social entrepreneurs are good for the community. Primarily, social entrepreneurs are responsible for resource mobilization to create social value. The resources mobilized can be public, corporate, or private. As opposed to personal or shareholder wealth, social entrepreneurship entails recognizing, evaluating, organizing, and exploiting opportunities that lead to solving the basic and long-standing needs of societies.

The process of finding and exploiting possibilities in social problems, organizing resources, and acting innovatively to solve such problems while producing social value and positively transforming societies, is what social entrepreneurship is all about. Despite all residents of a community understanding the community's social problems, only a few individuals with unique values, competencies, and capacities are attracted to social entrepreneurship. Social entrepreneurs are motivated by the quest to achieve goals that benefit society rather than personal goals.

### **Social Entrepreneurship after Disaster**

The occurrence of disasters and pandemics is becoming increasingly frequent and more disruptive. In recent years, pandemics like COVID 19 have impacted negatively on the social life of individuals. Due to its influence in societies, more studies are now focusing on post-disaster response. Consequently, it has been found that social entrepreneurship undertakings have a positive influence on a country's competitiveness and regional development (Teasdale & Dey,

2019). Economic recovery from disasters is fastened by social entrepreneurship due to its strength that is based on the community.

According to Ibrahim & El Ebrashi (2017), Social entrepreneurship promotes the development, growth, transfer, and distribution of services in long term recovery humanitarian and development processes. Moreover, Dickinson (2018) demonstrate that social entrepreneurship needs to remain vigilant to the opening and closing spaces of opportunity to draw interest to conflicting temporalities. Social entrepreneurship helps in responding to developing collective-goods issues, i.e., recovery, through greater associational diversity which provides more affluent collection of civic organizing solutions (Dutta, 2014). Embedded entrepreneurs who enhance post-disaster recovery exhibit social and commercial goals which enhance the recovery process alongside other functions such as being motivated by high place attachment and leveraging social capital to be useful during times of severe uncertainties (Grube, & Storr, 2018).

In many countries, citizens expect governments to be the driving force behind economic development. But due to financial constraints, governments have not performed according to expectations. Although governments are implementing policies aimed at improving livelihood and stimulating economic growth, there are still gaps within societies. Traditionally, NGOs and charitable organizations bridged the gap left by governments. Currently, things are changing, and social entrepreneurship is taking center stage to fill the gap as NGOs are experiencing significant financial problems associated with diminishing grants. Social entrepreneurship has been supported through several programs, funds, and training. Now, it is an important remedy for post-disaster recovery. Due to its structures that have little to no bureaucracies, social entrepreneurship effectively mobilizes and deploys resources that enhance recovery after disasters and pandemics (Zhang et al., 2008).

There are numerous ways to look at the role of social entrepreneurship on economic growth. It creates jobs through its engagement with communities directly. It also employs innovative ways to create value for societies. For example, it can add value to goods produced within communities, hence increasing income for those involved. It also promotes sustainable methods of doing business and gives hope for the future. Social entrepreneurship has an impact on for-profit firms as well.

There are several investments that determine economic growth in societies. They include physical and non-physical investments. Non-physical investment is described as investment that increases the value and capacity of human capital and requires long processes and economic freedom to develop. Practically, the deployment of both physical and non-physical investments leads to faster economic growth, more employment opportunities, and reduction of poverty (Seran, 2018).

The profitability of a business is based on the cultural context it operates in. Identification of opportunities is one of the major components that connect business entrepreneurship and social entrepreneurship (Granovetter, 2002). Furthermore Vide (2016) has explored State competitiveness and entrepreneurship as drivers of economic growth.

For social entrepreneurship, natural disasters and pandemics offer opportunities for individuals to offer solutions to issues instead of relying on governments who might lack the capacity to understand grassroots problems. The initial findings of the paper reveal that social entrepreneurship plays a significant role in fastening economic and social recovery after a disaster.

The key research issues of this research are as follows:

What role does social entrepreneurship play during disaster?

#### 2.1.2 Data Search

The following procedure was used to find related articles from online databases:

- The first step involved determining the databases. The research utilized reliable data sources where articles are downloadable. The search was conducted in the Google Scholar and Scopus databases.
- The focus of the paper is to assess the roles of social entrepreneurship in economic and social recovery after disasters by establishing trends from recent and current research articles. Thus, the search included articles published not more than two years ago.
- To narrow down search results, the researchers applied advanced search options in the Google and Scopus databases. The search was narrowed down by year and publisher where Springer and Emerald's publishers were included.
- Several terms related to social entrepreneurship were used in the search process. The search terms included Entrepreneurship, power distance; masculinity; short-term orientation; indulgence; Crisis management; Covid-19; SMEs; SMEs business survival; social enterprise; social entrepreneurship.
- The search included overview studies and empirical studies only. No online sources or books were included in the research.

#### 2.1.3 Inclusion Criteria

The initial search resulted in twelve articles. And since the research aims to assess the role of social entrepreneurship during recovery after a disaster, the articles were all related to the topic but with different indexes of similarity to the search terms. Thus, to further sought the articles to find the most relevant to the topic, the research ranks the papers based on the indexed key. The ranking process will enable the researcher to discard less relevant articles and focus on the articles containing the key phrases of the search terms in their titles. After that, the summary of the remaining articles is reviewed to further streamline articles and ensure only relevant articles are included.

#### 2.2 *The Implementation Stage*

This stage involves the adoption of the steps discussed in the planning stage. The initial search in Scopus and Google databases using the search terms resulted in forty articles. After ranking the articles based on the appearance of the key search terms in the titles, the research discards seven articles. The process is followed by the deletion of any duplicates, chapters, and books from the list. The step drops another four articles. Summary and abstract analysis resulted in further

dropping of another six papers. The remaining articles now stand at twenty-three. The final step involved picking recently published articles. Only twelve articles were found to be published not more than two years ago and were included in the study.

### 3. Findings

#### 3.1 Descriptive Results

The section provides the details of all included papers. The details to be listed will include article titles, authors, publication year, journal of the paper, type of the article, and publisher.

Table 2: Included Papers in SLR

Authors	Paper Name	Journal	Year
Zainea, N. L. Tomac, S.G. Grădinaru, C. Catană, S.	Social Entrepreneurship, a Key Driver to Improve the Quality of Life: The Case of TOMS Company	Sumy State University	2020
<a href="#">Veeshan Rayamajhee</a> , <a href="#">Virgil Henry Storr</a> , <a href="#">Alok K. Bohara</a>	Social entrepreneurship, co-production, and post-disaster recovery	<i>Disasters</i>	2020
P. Eko Prasetyo, Nurjannah Rahayu Kistanti	Role of Social Entrepreneurship in Supporting Business Opportunities and Entrepreneurship Competitiveness	Open Journal of Business and Management	2020
Chandra, Y., & Paras, A.	Social entrepreneurship in the context of disaster recovery: Organizing for public value creation	<b>Public Management Review</b>	2020
Audrone Urmanaviciene Udara Suwanda Arachchi	<b>The effective methods and practices for accelerating social entrepreneurship through corporate social responsibility</b>	European Journal of Social Impact and Circular Economy,	2020
<i>Stefanie Haeffele</i> <i>Anne Hobson</i> <i>Virgil Henry Storr</i>	Coming Back from COVID-19: lessons in entrepreneurship from disaster recovery research	SSRN	2020
<i>Sussie C.Morrish<sup>a</sup></i> <i>Rosalind Jones</i>	<b>Post-disaster business recovery: An entrepreneurial marketing perspective</b>	Journal of Business Research	2020
<i>Solichul Hadi Achmad Bakri</i>	Social Entrepreneurship in The Time of Covid-19	In Proceeding of International Conference on Family Business and Entrepreneurship	2021
Kien Nguyen-Trung Helen Forbes-Mewett Dharmalingam Arunachalam	Social support from bonding and bridging relationships in disaster recovery: Findings from a slow-onset disaster	International Journal of Disaster Risk Reduction	2020
Stefanie Haeffele Alexander Wade Craig	<b>Commercial social spaces in the post-disaster context</b>	Journal of Entrepreneurship and Public Policy	2020

Roopinder Oberoi, Jamie P. Halsall & Michael Snowden	<b>Reinventing social entrepreneurship leadership in the COVID-19 era: engaging with the new normal</b>	Entrepreneurship Education	2021
Abdo Hasan Al-Harasi, Ehsan Fansuree Surin, Hardy Loh Rahim, Mohammed Abdulrab, Yaser Hasan Al- Mamary, Serhan A. Al- Shammari, Ali Saleh Alshebami, Mohieddin Grada	The Impact of Social Entrepreneurial Personality on Social Entrepreneurial Intention Among University Graduates in Yemen: A Conceptual Framework	HOLOS	2021

Table 3: The author’s main views on the impact of the crisis on entrepreneurship

	Article Title	Point of View
1.	Social Entrepreneurship, a Key Driver to Improve the Quality of Life: The Case of TOMS Company	Social entrepreneurship that involves consideration of the stakeholders’ expectations and needs enhance survival or recovery in competitive and turbulent global environment. The activity of social enterprises brings balance in social, financial, economic, cultural, and environmental needs.
2.	Social entrepreneurship, co-production, and post-disaster recovery	Social entrepreneurs enhance successful post-disaster recovery through facilitation of co-production, which considers the citizen’s input such as post-disaster recovery efforts and taking place in decision making roles.
3.	Role of Social Entrepreneurship in Supporting Business Opportunities and Entrepreneurship Competitiveness	Social entrepreneurs enhance business opportunities higher than the product factors and human capital by encouraging competitiveness, which can enhance recovery. This enhancement requires economic laws that strengthen the social entrepreneurship role more comprehensively and extensively.
4.	Social entrepreneurship in the context of disaster recovery: Organizing for public value creation	Social entrepreneurs enhance development of opportunities and organization of the public value creation over time; this is done through effectuation which is the main rule in organizing and explaining the effect of organization ability to recover and provide public services.
5.	<b>The effective methods and practices for accelerating social entrepreneurship through corporate social responsibility</b>	Social entrepreneurship involves providing solution to social issues and creating a constructive social affect in an inventive entrepreneurial way. Social entrepreneurship by corporate social responsibility creates mutual benefits and social values, resulting in a non-zero game.
6.	Coming Back from COVID-19: lessons in entrepreneurship from disaster recovery research	Social entrepreneurs and commercials are the main drivers and response and recovery from disasters; this is done through development of entrepreneurial ideas and solutions as well as providing policy environment that enhance entrepreneurship rather than stifling it.
7.	<b>Post-disaster business recovery: An entrepreneurial marketing perspective</b>	Entrepreneurial Marketing is an important tool in enhancing the speedy business recovery through opportunity seeking, resource organization, creation of customer value and acceptance of risk.
8.	Social Entrepreneurship in The Time of Covid-19	Social entrepreneurs can combat and recover from economic crisis like COVID-19 by continuing innovation to find opportunities by forming a network or alliance

9.	Social support from bonding and bridging relationships in disaster recovery: Findings from a slow-onset disaster	Social capital, used by social entrepreneurship, is essential in the recovery phases from economic crisis. For long term recovery, the bridging social capital is brought into action.
10.	<b>Commercial social spaces in the post-disaster context</b>	The activities of commercial entrepreneurs can offer the required social spaces in the process of disaster recovery.
11.	<b>Reinventing social entrepreneurship leadership in the COVID-19 era: engaging with the new normal</b>	Social entrepreneurs enhance innovation for solutions and has become the shining light to public policy makers in times of uncertainties such as the COVID-19 pandemic. Therefore, there is a link between social entrepreneurship and management/leadership.
12.	The Impact of Social Entrepreneurial Personality on Social Entrepreneurial Intention Among University Graduates in Yemen: A Conceptual Framework	Social entrepreneurship is a fast and efficient tool in solving humanitarian complex socioeconomic crises which enhance recovery by entrepreneurs in the world that is currently highly plagued.

### 3.2 Systematic Review findings

The included articles provided strong arguments concerning the role and importance of social entrepreneurship after pandemics or disaster. This section provides the points put forward by the authors of the articles. It systematically evaluates evidence presented in the selected articles.

Crises and Pandemics are in most cases unpredictable and happen when governments and the population are not prepared. According to Zainea et al. (2020), pandemics drastically change the living standards of those it affects. Social entrepreneurship is crucial in the recovery process after a pandemic. Zainea states that since social entrepreneurship creates social value and innovates ways to address vital social needs, it is significant in promoting recovery after pandemics. Based on social thinking, there should be a collective prosperity in societies to ensure that equitable economic growth is realized.

Social entrepreneurship improves the quality of life. Social entrepreneurship stimulates a uniform improvement in the quality of living. Urmanaviciene and Arachchi (2020) suggest that during recovery, social entrepreneurship ensures that people in the low standards of living restore or surpass their previous status (Rayamajhee et al,2020). further argue that citizen’s involvement in decision-making and volunteer activities creates social value. Direct programs such as cash transfer or housing programs guarantee basic needs for affected populations. Post-disaster entrepreneurs leverage social capital to navigate extreme uncertainty, supply needed resources to disaster victims, and exhibit social as well as commercial goals. Social entrepreneurship improves inclusiveness in societies. All people have an opportunity to contribute to decision-making especially on resource allocation (Haeffele et al., 2020). Social entrepreneurship programs such as advocacy promotes community involvement in making decisions on which programs should be prioritized during recovery.

Furthermore, social entrepreneurship stimulates active citizenship engagement in the production of goods and services after disasters. Chandra & Paras (2020), suggest that the presence of social



entrepreneurship in pandemic-stricken places encourages people to engage in voluntary activities, participation, and community engagement in the construction process after a crisis. Based on Nguyen-Trung's et al. (2020) work, social capital provides the platform for long-term recovery process. When citizens realize their social agency, they become close together, speak in the same voice, and collectively manage common resources to create more value.

Social entrepreneurs contribute to humanitarian services. Bakri points that social entrepreneurs easily access and coordinate local networks, understand local needs, and innovatively design core and non-core services. Additionally, social entrepreneurs can professionally manage human resources, duplicate business models, and impact analysis. Thus, a combination of all the mentioned capabilities contributes to a faster recovery from pandemics. Sustainability and continuity of post-disaster business initiatives greatly lies on social entrepreneurs (Morrish & Jones, 2020).

The importance of social entrepreneurship is now emphasized more than ever. According to Oberoi et al. (2021) the Covid-19 pandemic disrupted the socio-economic status of the world. Social entrepreneurs played a significant role during and after the pandemic. Thus, there is need to understand and promote social entrepreneurs globally. The first step towards promotion of social entrepreneurship is by understanding the personality of social entrepreneurs. Abdo et al. (2021) argues that social entrepreneurs portray a voluntary behavior intended to benefit others. Empathy encourages people to become social entrepreneurs. According to (Prasetyo & Kistanti, 2020), people who can recognize and share emotions of others will most likely become a social entrepreneur. Thus, there is need to develop such characteristics that promote social entrepreneurship within communities and societies. There are numerous opportunities for social entrepreneurship due to the high cases of occurrence of pandemics, conflicts, and natural calamities.

#### **4. Conclusion and Limitations**

The research on disaster recovery provides a hopeful lesson as the world lives through and ultimately recovers from the COVID-19 pandemic. Social entrepreneurship is crucial in the recovery process after a pandemic. Since social entrepreneurship creates social value and innovates ways to address vital social needs, it is significant in promoting recovery after pandemics. Based on social thinking, there should be a collective prosperity in societies to ensure that equitable economic growth is realized. Oftentimes, after a crisis, the less privileged people in the society are left behind in terms of recovery. But due to social entrepreneurship, everyone can realize faster recovery.

Social entrepreneurship improves the quality of life. Social entrepreneurship stimulates a uniform improvement in the quality of living. Thus, during recovery, social entrepreneurship ensures that people in the low standards of living restore or surpass their previous status. Direct programs such as cash transfer or housing programs guarantee basic needs for affected populations. It improves inclusiveness in societies. All people have an opportunity to contribute to decision-making especially on resource allocation. Social entrepreneurship programs such as advocacy promotes community involvement in making decisions on which programs should be prioritized during recovery.

Furthermore, social entrepreneurship stimulates active citizenship engagement in the production of goods and services after disasters. The presence of social entrepreneurship in pandemic-stricken places encourages people to engage in voluntary activities, participation, and community engagement in the construction process after a crisis. Again, social agency generated through social entrepreneurship promotes citizen involvement in improving local economies to ensure development is sustainable. It equips affected people with the knowledge and stimulates entrepreneurial instincts that ensure continuity after disaster. Social entrepreneurship links citizenship and social agency. When citizens realize their social agency, they become close together, speak in the same voice, and collectively manage common resources to create more value.

It is evident that social entrepreneurship creates social value by solving social problems, creating jobs, creating a level playing ground for all, improving human capital, and including citizens in policy-making processes. Although the review process followed a strict research design, it is not short of limitations. The first limitation concerns the number of articles involved in the study. Only twelve articles were included. As this is a wide field, more studies ought to be included in the study to provide a wider variety of views and arguments. Secondly, the articles were published within the last two years. The timeframe prevented many important articles from being included. It is likely that many important arguments were locked out.

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