Bibliometric Analysis of Social Entrepreneurship and Leadership

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Article Info	ABSTRACT
	This research paper presents a bibliometric analysis of social entrepreneurship and leadership literature to identify key themes, trends, and collaborative patterns within the field. The study uses VOSviewer software to visualize co-authorship networks and generate keyword co-occurrence maps. Data was collected from the Scopus database, focusing on publications from 2013 to this year. The results show six distinct clusters of research themes: social justice, corporate social responsibility, social capital, social class, social leadership, and power. Trend analysis shows a steady increase in research outcomes, underscoring the growing importance of social entrepreneurship and leadership in addressing societal challenges. In addition, the authors' collaboration network shows a thriving research community with active cross-disciplinary collaborations. This visualization provides valuable insights for researchers, policymakers, and practitioners, facilitating the identification of influential works, research gaps, and potential areas for collaboration in social entrepreneurship and leadership.

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1. INTRODUCTION

Social entrepreneurship is an exciting field that combines social and environmental goals with innovative business models. It is driven by a personal mission to enable socially or ideologically motivated altruism and other factors, such as the attractiveness of the social entrepreneurship business model itself [1]. Leadership plays a critical role in the success of social entrepreneurship initiatives, as it influences various aspects of the entrepreneurial process, including individual innovation, opportunity recognition, and social networks [2].

Authentic leadership, compassion, and grit are essential qualities for social entrepreneurs. Authentic leadership positively influences all aspects of the entrepreneurial process, while compassion has a lesser positive influence on outcomes, except economic performance. Fortitude positively affects innovation and economic performance [3], [4]. In addition, CEO relationship-focused leadership can influence corporate entrepreneurship through middle managers' organizational identification [5]–[7].

Social entrepreneurship education is critical in preparing future leaders for this

field. Cross-cutting social entrepreneurship projects in various courses can help students feel more capable regarding their social entrepreneurial potential [8], [9]. Some key leadership challenges in social entrepreneurship include balancing social and financial objectives, managing diverse stakeholders, and driving innovation. During the Covid-19 pandemic, leadership qualities such as paradoxical, transformational, and entrepreneurial leadership have been influential in adopting social entrepreneurship initiatives, especially in the pharmaceuticals and textile manufacturing sectors. Public Service Motivation (PSM) has also been found to mediate the relationship between leadership styles and social entrepreneurship.

In conclusion, leadership is closely related to social entrepreneurship, as it influences various aspects of the entrepreneurial process and helps drive social change. Authentic leadership, compassion, grit, and relationship-focused leadership are essential for social entrepreneurs. Education and training in social entrepreneurship can help prepare future leaders to address the unique challenges in this field and contribute to positive social change.

Social entrepreneurship and leadership are two interconnected fields that have gained significant attention in recent years due to their potential to address social and environmental challenges while driving positive change in society [10]. Social entrepreneurship is applying entrepreneurial principles to create innovative and sustainable solutions to social and environmental problems [11]. On the other hand, leadership plays a critical role in guiding and influencing individuals and organizations to achieve their social missions and goals [12].

The merging of social entrepreneurship and leadership has resulted in a growing interdisciplinary research area, attracting the attention of academics, practitioners, and policymakers [13]. The study of this domain has become critical in understanding how businesses and organizations can leverage entrepreneurial strategies and leadership principles to make meaningful contributions to social well-being and sustainable development [14], [15].

The current social entrepreneurship and leadership research landscape is characterized by a diverse and growing literature, with contributions from various disciplines such as business, management, sociology, economics, and public administration. Researchers have explored social innovation, impact measurement, social capital, sustainable business models, and ethical leadership in this context [16].

While several qualitative studies and case analyses have shed light on the practices and success stories of social entrepreneurs and leaders, a comprehensive quantitative assessment of the scholarly literature in this field is essential to identify patterns, trends, and underlying knowledge gaps. As a robust and systematic approach, bibliometric analysis can provide valuable insights into research growth, dissemination, and impact on social entrepreneurship and leadership.

Social entrepreneurship and leadership have been studied in various contexts, but research explicitly focusing on bibliometric analysis in this area is limited. However, several studies have explored different aspects of social entrepreneurship and leadership, which can provide insights into the field.

A study by [17] examined the influence of authentic leadership, compassion, and grit on social entrepreneurship. The study found that authentic leadership had a more significant impact on the entrepreneurial process and performance outcomes than compassion and grit.

In a bibliometric analysis of published theses on social entrepreneurship in tourism, a study compared Turkey, the United Kingdom, and the United States [18]. The study found that Turkey lags behind the United Kingdom and the United States regarding the number of published doctoral dissertations on social entrepreneurship and entrepreneurship in tourism.

A study by [19] provides a comparative analysis of seven cases of social entrepreneurship that have been widely recognized as successful. The paper suggests factors associated with successful social entrepreneurship, especially those that lead to significant changes in the social, political, and economic context for poor and marginalized groups.

Another study conducted a bibliometric analysis of academic studies focusing on technology in the social entrepreneurship [20]. The analysis found that this topic has received increasing academic attention recently.

In a study exploring the relationship between social work, entrepreneurial leadership, social attachment, social entrepreneurship, and firm performance, the authors found that social entrepreneurial behavior influences organizational performance with significant mediation between family ties and social networks and vital moderation in entrepreneurial leadership [21].

Although these studies did not specifically focus on bibliometric analysis in the context of social entrepreneurship and leadership, they provide valuable insights into this field and its various aspects [21]. To better understand the developments and trends in this field, further research is needed to conduct a comprehensive bibliometric analysis of social entrepreneurship and leadership.

Therefore, this study aims to conduct a rigorous bibliometric analysis of existing social entrepreneurship and leadership academic publications. Using bibliometrics, we seek to uncover key publication trends, influential authors and institutions, citation networks, and emerging themes in this dynamic field. The findings from this analysis will contribute to the academic community's understanding of the field's current state and offer valuable guidance to practitioners, policymakers, and stakeholders involved in social initiatives.

2. LITERATURE REVIEW

Social entrepreneurship is an emerging field that has gained prominence over the past few decades. It refers to pursuing innovative and sustainable solutions to social, environmental, and societal challenges. Social entrepreneurs, driven by a mission to create positive social impact, use entrepreneurial principles and business practices to address pressing issues such as poverty, inequality, healthcare, education, and environmental sustainability [16], [22]–[24].

Leadership in the context of social entrepreneurship plays a critical role in guiding and mobilizing resources to achieve the social mission. Social entrepreneurs must demonstrate unique leadership skills, including visioning, risk-taking, networking, and fostering collaboration to navigate the complexities of addressing social challenges [12], [25], [26].

The literature on social entrepreneurship has witnessed exponential growth in recent years, reflecting the increasing interest and recognition of its potential to drive positive social change. Experts have traced the evolution of social entrepreneurship from its roots in the non-profit sector to its integration with traditional business practices. The fusion of business acumen and social values has led to the emergence of hybrid models, such as social enterprises and impact-driven businesses, which seek to balance financial sustainability with social impact [1], [10], [27], [28].

Various theoretical perspectives and conceptual frameworks have been developed to understand the phenomenon of social entrepreneurship. The Social Entrepreneurship Model emphasizes identifying social opportunities, resource mobilization, and social value creation. In addition, Effectuation Theory highlights the role of social entrepreneurs in leveraging existing resources and networks to effect positive social change [29].

In addition, the Triple Bottom Line (TBL) approach, which emphasizes social, environmental, and financial performance,

has become an essential tool in guiding social entrepreneurs to achieve sustainability and impact goals. On the leadership side, the Transformational Leadership model has been widely discussed in the context of social entrepreneurship, as it focuses on inspiring and empowering individuals to contribute to the betterment of society.

The literature on social entrepreneurship is not limited to a specific geographical area but includes global perspectives and examples. Social entrepreneurs and ventures from different countries and cultural contexts have been studied to understand how social innovation and its impact materialize in diverse settings. Cross-country comparisons of social entrepreneurship ecosystems have highlighted the role of institutional factors, regulatory environments and cultural norms in shaping social entrepreneurship practices [11], [30].

The evolving social entrepreneurship ecosystem involves stakeholders, including governments, non-governmental organizations, academics, investors, and companies. Scholars have explored the role of incubators, accelerators, impact investors, and policy frameworks in supporting and nurturing social enterprises. Understanding the elements that contribute to a conducive ecosystem is critical to fostering a sustainable and impactful social entrepreneurship landscape [5], [31]–[34].

3. RESEARCH METHODS

Bibliometric reviews, which focus on quantitatively examining journal papers, books, or other types of written communication, are widely used in scientific disciplines [35]. This investigation began with a Google database search for journals that address the issue of entrepreneurial leadership.

This section describes the profiles and statistics of entrepreneurial leadership journals in detail. Table 3 summarizes some key points about the measurements in the articles. On July 21, 2023, these metric data were extracted from the metadata using the Publish or Perish (PoP) program.

Table 2. Metric Information from Selected Journals

Metrics Data	Information
Publication years	1968-2023
Citation years	100
Papers	1000
Citations	77925
Cites/year	1416.82
Cites/paper	79.52
Authors/paper	2.18
h-index	83
g-index	190
hI, norm	71
hI, annual	0.65
hA, index	23

After all, the articles were downloaded from the two journal sites, the next step was to tidy up the references using the Mendeley application. Connections are needed to ensure that the metadata for each article is complete, such as information about the author, abstract keywords, and other information.

The data for this bibliometric analysis will be collected from the Scopus database, as it provides comprehensive coverage of academic literature across various disciplines. Scopus contains a vast collection of peer-reviewed journals, conference proceedings,

and other scholarly publications, making it an ideal source for studying social entrepreneurship and leadership literature.

VOSviewer is a widely used bibliometric software that enables the visualization and analysis of bibliographic data. The software allows us to generate co-authorship networks, co-citation networks, and keyword co-occurrence maps to reveal patterns and relationships in the literature.

4. RESULTS AND DISCUSSION

To answer the first objective of this study regarding how social entrepreneurship and leadership articles are classified, using VosViewer software, by creating maps based on text data using the title and abstract columns, with the binary counting method, 3421 terms were found. With a minimum number of occurrences of a term of 10 times, 81 thresholds were found.

However, for each of these 81 terms, a relevance score will be calculated. Based on this score, the most relevant term will be automatically selected by default at 60%, resulting in 49 most appropriate words. However, the verification process must be done manually by removing unrelated words, such as editorial, sample, abstract, etc. Thus, the total number of words that can be included in the map generation is 32 comments.
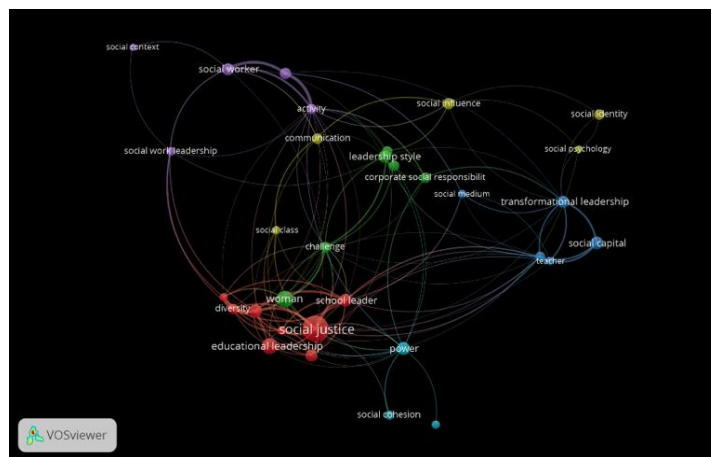

Figure 1. Mapping Visualization

The visual results of the bibliometric analysis using VOSviewer revealed six distinct clusters of research themes in the social entrepreneurship and leadership literature. These clusters represent areas such as social justice, corporate social responsibility, social capital, social class, social leadership, and power, each reflecting the diverse nature of the field. The co-authorship network analysis reveals the leading researchers and institutions at the center of collaborative efforts, thus fostering a strong research community.
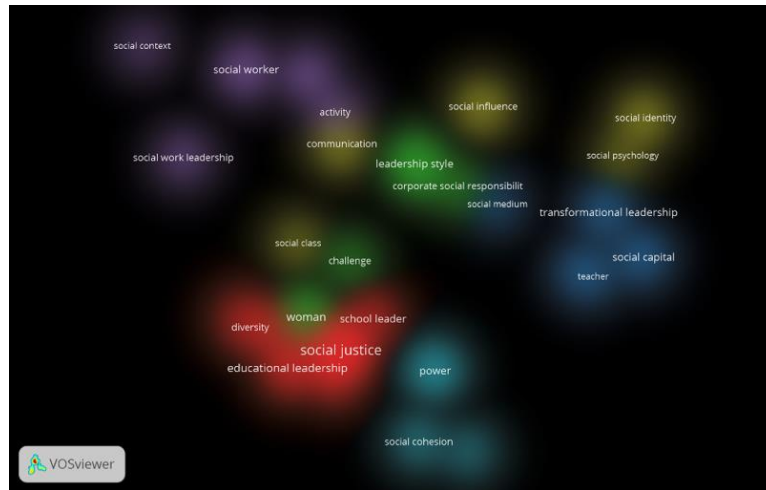
Figure 2. Cluster Grouping

Overall, the findings from the cluster analysis contribute to a deeper understanding of the diverse nature of social entrepreneurship and leadership, highlighting the diverse research interests and areas of focus within this dynamic field.

The information presented in Table 2 is valuable for advancing knowledge, guiding policy decisions, and encouraging impactful research and practice in social entrepreneurship and leadership.

Table 2. Cluster groupings

Cluster	Total Items	Most frequent keywords (occurrences)	Keyword
1	(9)	Social justice (112)	Discourse, diversity, educational leadership, equity, inclusion, school leader, social justice, social justice leadership
2	(6)	Corporate social responsibility (19), leadership style (24)	Authentic leadership, challenge, corporate sicual responsibility, leadership style, management, woman
3	(4)	Social capital (27)	Social capital, social medium, teacher, tranformational leadership, social entreprise leadership
4	(4)	Social class (10)	Communication, social class, social identity, social influence, social psychology
5	(4)	Social leadership (21)	Activity, social context, social leadership, social worker
6	(3)	Power (12)	Power, social cohesin, social construction

This table presents the results of a cluster analysis conducted on the social entrepreneurship and leadership literature using VOSviewer. The analysis identified six different clusters based on the co-occurrence of keywords in the publications. Each cluster represents a set of related themes and topics in the literature. The clusters identified in Table 2 provide valuable insights into thematic areas and emerging social entrepreneurship and leadership literature trends. Researchers and practitioners can use

this information to identify specific research themes, potential collaborations, and areas for further exploration. Policymakers and organizational leaders can gain insights into the importance of social justice, corporate social responsibility, social capital, social enterprise, and social leadership in fostering positive social change and promoting inclusive and just societies. In addition, analysis of power dynamics and social class implications can inform efforts to promote responsible and ethical leadership practices.

Overall, the findings from the cluster analysis contribute to a deeper understanding of the multifaceted nature of social entrepreneurship and leadership, highlighting the diverse research interests and areas of focus within this dynamic field. The information presented in Table 2 is valuable for advancing knowledge, guiding policy decisions, and encouraging impactful research and practice in social entrepreneurship and leadership.
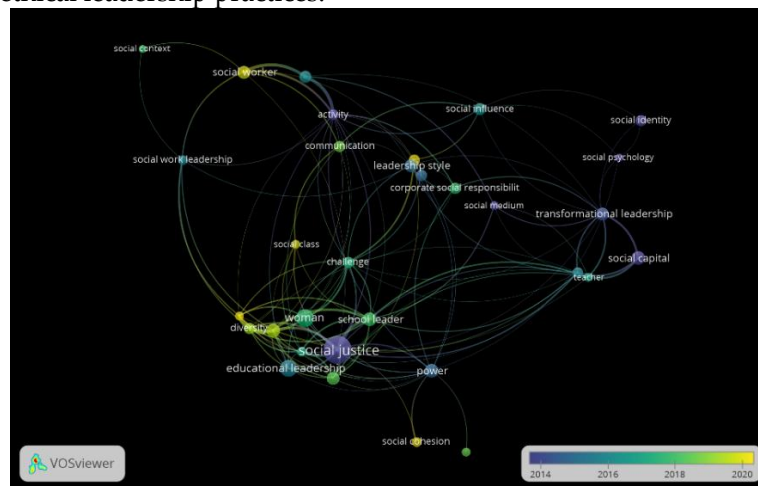

Figure 3. Research Trend

Trend research findings from the bibliometric analysis indicate that social entrepreneurship and leadership have gained increasing attention and prominence over the years. The steady growth in research output, as evidenced by the increasing number of publications, reflects the growing interest and recognition of the field's potential to address pressing social and environmental challenges. This upward trend suggests that academics, policymakers, and practitioners increasingly recognize the role of social entrepreneurship and leadership in driving positive social change and promoting sustainable development.

In addition, trends in the literature highlight emerging themes and research foci in social entrepreneurship and leadership. The emergence of specific clusters, such as social justice, corporate social responsibility, social capital, and social leadership, indicates areas of research that have attracted significant interest. These clusters represent

the diversity of the field, covering topics ranging from addressing social inequalities to exploring innovative business models for social impact.

In addition, trend research reveals an increased emphasis on collaborative efforts among researchers and institutions. Analysis of co-authorship networks shows a thriving research community with active collaboration and knowledge exchange. This collaborative approach fosters cross-disciplinary perspectives and enriches understanding of social entrepreneurship and leadership as complex and interdisciplinary phenomena.

In addition, trend research highlights key publications and influential authors that shape the field. Essential works, such as "Relational Leadership Theory" and "Educational Leadership and Social Justice", have garnered numerous citations, indicating their significant impact on the literature. These influential contributions likely formed the basis for subsequent social

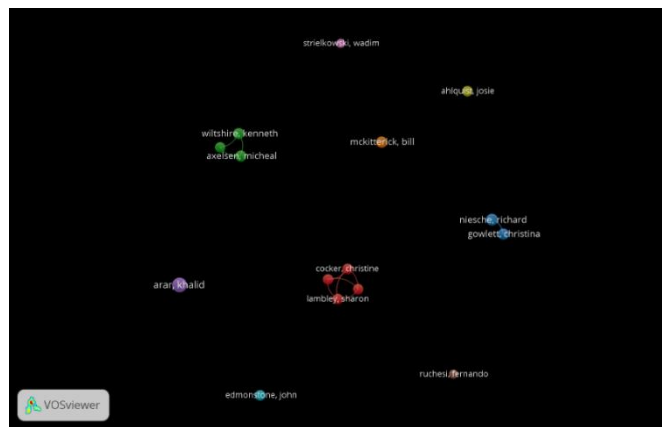entrepreneurship and leadership research and practice.

Figure 4. Research Collaboration

Author collaboration networks can be visualized using VOSviewer to show co-authorship patterns among researchers in social entrepreneurship and leadership. In the network visualization, each author is represented as a node, and a link is drawn between two authors if they have co-authored one or more publications. This visualization shows a group of collaborated authors, indicating potential research communities or networks.

Table 3. Top 10 Citations

Citation	Authors & Years	Tittle
2914	[36]	Relational Leadership Theory: Exploring the social processes of leadership and organizing
1810	[37]	The legitimacy of social enterprise
1418	[38]	The romance of leadership as a follower-centric theory: A social constructionist approach
1248	[39]	The ties that lead: A social network approach to leadership
954	[40]	Social distance and charisma: Theoretical notes and an exploratory study
858	[41]	The Leadership Quarterly Volume 9, Issue 1, 1998, Pages 85-105
845	[42]	Grounded theory and social process: A new direction for leadership research
693	[43]	Educational Leadership and Social Justice: Practice into Theory
604	[44]	Leadership for Social Justice: Preparing 21st Century School Leaders for a New Social Orde
481	[45]	Social network analysis and the evaluation of leadership networks

Table 3 presents the ten most cited social entrepreneurship and leadership literature publications. These publications have attracted significant attention and influence, as evidenced by their number of citations. Let us discuss the essential findings and implications of these highly-cited works.

Overall, the highly-cited publications in Table 3 reflect the diversity of research themes and methodologies within social entrepreneurship and leadership. These influential works have contributed significantly to advancing knowledge, guiding practice, and shaping discussions on

leadership, social impact, and social justice. Researchers, practitioners, and policymakers can use these foundational publications to inform their work and contribute to the field's ongoing development.

Table 4. Frequently occurring terms

Most Occurences	Term	Fower Occurences	Term
112	Social Justice	19	Divesity
40	Educational leadership	19	Corporate Social Responsibility
28	Equity	19	Communication
27	Power	19	Challenge
27	Social capital	18	Authentic leadership
27	School leader	17	School leadership
26	Social justice leadership	16	Activity
24	Transformational leadership	15	Social cohesin
24	Leadership style	15	Social work leadership
22	Social worker	14	Discourse
22	Social influence	12	Inclusion
21	Social leadership	12	Social medium
20	Social identity	12	Social construction
20	Social	10	Social entreprise Leadership
19	Management	10	Social psychology

Table 4 presents the results of the analysis of term occurrence in the social entrepreneurship and leadership literature. The table provides insights into the most frequently occurring terms and their occurrence and terms with fewer occurrences. Let us discuss the key findings and implications of this analysis:

Most Occurrences:

"Social justice" is the term with the most occurrences (112), indicating that social justice is a dominant and central theme in the literature. Researchers and scholars have explored how leadership and social entrepreneurship can promote justice, equality, and societal well-being.

"Educational leadership" and "Equity" are other prominent terms, with 40 and 28 occurrences, respectively. This suggests that the intersection of leadership and education and the pursuit of equality across domains is a significant area of research in this field.

"Power," "Social capital," and "School leaders" were also frequent terms (27). Existing literature is likely to study power dynamics in leadership, the role of social capital in influencing outcomes, and the attributes and responsibilities of school leaders.

"Social justice leadership" and "Leadership style" appeared 26 and 24 times, respectively. These terms emphasize the study of leadership practices aligned with social justice principles and exploring different leadership styles in social contexts.

Fewer Occurrences:

Terms with fewer occurrences include "Diversity," "Corporate Social Responsibility," "Communication," and "Challenges," which appeared 19 times each. Although these terms have lower frequencies, they still indicate relevant and emerging topics in the literature.

"Authentic leadership," "School leadership," "Activities," "Social cohesion," and "Social work leadership" were the other terms with fewer occurrences, appearing between 16 and 18 times each. These terms most likely represent specific leadership and social entrepreneurship aspects that have received less attention in the literature.

"Discourse", "Inclusion", "Social media", and "Social construction" appeared 14

to 12 times, respectively. These terms most likely relate to the role of communication, inclusion, and social media in influencing leadership practices and social entrepreneurship initiatives.

Terms with 10 occurrences include "Social enterprise" and "Social psychology," suggesting that exploring social class dynamics and psychological aspects of social entrepreneurship and leadership are areas of relatively lower representation in the literature.

The analysis of term occurrences in Table 4 provides valuable insights into the dominant themes and topics in the social entrepreneurship and leadership literature. The prominence of terms such as "Social justice", "Educational leadership", "Equality", and "Power" demonstrates the field's focus on addressing social challenges, particularly in educational contexts. In addition, identifying terms with fewer occurrences highlights potential research gaps and opportunities for further exploration.

Researchers and practitioners can use these insights to guide their work, identify areas for collaboration, and address under-explored aspects of social entrepreneurship and leadership. Policymakers can also use this analysis to inform policy initiatives promoting social justice, equity, and responsible leadership practices. Overall, the incidence analysis is a valuable resource to advance knowledge and promote impactful research and practice in social entrepreneurship and leadership.

Social enterprise leadership is a term that has emerged, so it is a suggestion for future research. "Social Enterprise leadership" is a term that has grown in popularity in recent years as a business model that aims to address social and environmental issues while generating revenue.

Social enterprise leadership refers to leading and managing a social enterprise—a business or organization that seeks to create positive social or environmental impact while also pursuing financial sustainability. Social enterprise leaders are crucial in guiding these organizations to achieve their social missions effectively while ensuring their long-term viability and success as businesses.

Here are some key aspects to discuss about social enterprise leadership:

Mission-Driven Leadership: Social enterprise leaders are driven by a solid commitment to the organization's social or environmental mission. They are passionate about making a positive difference in society and are dedicated to addressing specific social issues or challenges.

Balancing Social and Financial Goals: One of the central challenges for social enterprise leaders is balancing the pursuit of social impact with the need to generate revenue and ensure financial stability. They must navigate the business's complexities while staying true to its mission.

Innovative Problem-Solving: Social enterprise leaders must be innovative and resourceful in solving social problems. They may need to think outside the box, explore new business models, and adopt creative approaches to maximize their impact.

Measuring Social Impact: Effective social enterprise leaders prioritize measuring and evaluating the social impact of their organization's activities. They use various metrics and evaluation tools to understand the outcomes of their initiatives and make data-driven decisions.

Collaboration and Partnerships: Social enterprise leaders recognize the importance of cooperation and partnerships with other stakeholders, including nonprofits, governments, corporations, and communities. Such partnerships can enhance the organization's reach and effectiveness.

Sustainable Business Practices: Social enterprise leaders often focus on adopting sustainable business practices to maintain financial sustainability. These may include efficient resource management, responsible supply chain practices, and environmentally friendly operations.

Ethical Leadership: Ethical leadership is a crucial aspect of social enterprise leadership. Leaders must demonstrate integrity, transparency, and accountability in their actions and decision-making.

Adaptability: Social enterprises often operate in dynamic and rapidly changing environments. Leaders must be adaptable and able to respond to evolving social, economic, and environmental conditions.

Empowering Employees: Effective social enterprise leaders empower employees by fostering a positive work culture, providing professional development opportunities, and encouraging innovation.

Advocacy and Awareness: Social enterprise leaders often advocate for the causes and issues they address. They may work to raise awareness about social and environmental challenges and advocate for policy changes that support their mission.

Resilience: Leading a social enterprise can be challenging, as leaders may face obstacles, setbacks, and financial constraints. Resilience is essential for navigating these challenges and staying committed to the organization's purpose.

Engaging Stakeholders: Social enterprise leaders engage with diverse stakeholders, including customers, beneficiaries, investors, and donors. Effective communication and relationship-building are crucial to gain support and trust.

Social enterprise leadership requires a unique blend of business acumen, social consciousness, and visionary leadership. Social enterprise leaders are focused on profit margins and positively impacting people's lives and the planet. They contribute to creating a more sustainable and equitable world through their efforts. Social enterprises play an essential role in complementing the efforts of governments and non-profit organizations in addressing complex social and environmental challenges. By combining the power of entrepreneurship with a strong commitment to social responsibility, they contribute to building a more sustainable and just world.

5. CONCLUSION

The bibliometric analysis conducted in this study highlights the diverse landscape of social entrepreneurship and leadership literature. The study found significant trends, clusters of research themes, and influential authors in the field through author collaboration network visualization, keyword occurrence map, and trend analysis. The findings emphasize the growing importance of social entrepreneurship and leadership in addressing societal challenges, focusing on social justice, corporate social responsibility, and social capital. The collaborative nature of this research community reflects a dynamic exchange of knowledge and expertise, promoting interdisciplinary research in social entrepreneurship and leadership.

This research contributes beyond identifying salient themes and influential works; its visualization and analysis provide valuable guidance for future research efforts and policy initiatives. Researchers can utilize the identified clusters and trends to inform their work, explore unexplored areas, and foster collaboration across disciplines. Policymakers can use the insights gained to promote effective strategies for social impact and responsible leadership practices. Overall, this research contributes to advancing social entrepreneurship and leadership as powerful drivers of positive social change and paves the way for continued exploration and innovation.

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