

## SOCIAL ENTERPRISE AND COMMUNITY GOVERNANCE: PATHWAYS TO EFFECTIVE PARTICIPATION

### EMPREENDIMENTO SOCIAL E GOVERNANÇA COMUNITÁRIA: CAMINHOS PARA UMA PARTICIPAÇÃO EFETIVA

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#### Abstract

This research aims to explore the intersection of social enterprise and community governance, examining their potential as pathways to effective civic participation. By adopting a quantitative research approach, the study comprehensively analyzes the mechanisms through which social enterprises facilitate community engagement and empowerment at the community governance level. Utilizing survey data and statistical analysis, along with interviews with social enterprise leaders and community members, key findings reveal that social enterprises play a pivotal role in bridging the gap between citizens and governance structures, fostering collaboration, and enhancing democratic processes. The research underscores the importance of supportive policy frameworks, access to resources, and capacity building for social enterprises to maximize their impact on community governance. Furthermore, the study highlights the significance of

#### Resumo

*Esta pesquisa visa explorar a interseção entre empreendedorismo social e governança comunitária, examinando seu potencial como caminhos para uma participação cívica efetiva. Adotando uma abordagem de pesquisa quantitativa, o estudo analisa de forma abrangente os mecanismos pelos quais as empresas sociais facilitam o engajamento e o empoderamento da comunidade no nível da governança comunitária. Utilizando dados de pesquisa e análise estatística, juntamente com entrevistas com líderes de empresas sociais e membros da comunidade, as principais descobertas revelam que as empresas sociais desempenham um papel fundamental na redução da lacuna entre os cidadãos e as estruturas de governança, fomentando a colaboração e aprimorando os processos democráticos. A pesquisa destaca a importância de estruturas políticas de apoio, acesso a recursos e capacitação para que as empresas*



understanding the specific challenges and opportunities faced by social enterprises in different contexts, emphasizing the need for tailored strategies to harness their full potential. Implications of this study suggest that promoting social enterprise development can contribute to more inclusive and effective governance systems, ultimately leading to sustainable community development and enhanced civic participation. By shedding light on the intricate relationship between social enterprise, community governance, and civic participation, this research offers valuable insights for policymakers, practitioners, and researchers seeking to harness the power of social enterprise for positive societal change.

**Keywords:** Social Enterprise. Community Governance. Participation. Community Development. Civic Engagement.

*sociais maximizem seu impacto na governança comunitária. Além disso, o estudo ressalta a importância de compreender os desafios e oportunidades específicos enfrentados pelas empresas sociais em diferentes contextos, enfatizando a necessidade de estratégias personalizadas para aproveitar todo o seu potencial. As implicações deste estudo sugerem que a promoção do desenvolvimento de empresas sociais pode contribuir para sistemas de governança mais inclusivos e eficazes, levando, em última análise, ao desenvolvimento comunitário sustentável e ao aumento da participação cívica. Ao lançar luz sobre a relação complexa entre empreendedorismo social, governança comunitária e participação cívica, esta pesquisa oferece informações valiosas para formuladores de políticas, profissionais e pesquisadores que buscam aproveitar o poder do empreendedorismo social para gerar mudanças sociais positivas.*

**Palavras-chave:** Empreendedorismo Social. Governança Comunitária. Participação. Desenvolvimento Comunitário. Engajamento Cívico.

## 1 INTRODUCTION

### 1.1 The context of social enterprises and Community governance

Social enterprise is a special form of enterprise, which is different from traditional for-profit enterprises to pursue profit maximization as their sole goal but integrates social mission into their business model. Social enterprises earn income by providing products or services, but these income are mainly used to support their social goals, such as promoting employment, improving the environment, improving community well-being, etc. Social enterprises emphasize the balance of social value and economic benefits and are committed to achieving financial sustainability while solving social problems.

In recent years, social enterprises have risen rapidly around the world and become an important force in promoting social innovation. Especially in Europe and America and other countries, social enterprises have shown strong vitality and influence. Through innovative business models and operation methods, they effectively respond to complex

social problems such as employment for vulnerable groups, environmental protection, and community development.

The importance of social enterprise in contemporary society solving social problems. Social enterprises provide customized solutions to specific social problems, effectively making up for the gap between the government and the market in the field of public services. Through innovative ways and flexible mechanisms, they provide new ideas and new paths for solving social problems. Promoting economic development: While realizing their social mission, social enterprises also promote the development of related industries through commercial operations. They not only create economic benefits for themselves, but also inject new vitality into the local economy and promote the sustainable development of the economy. Enhance social cohesion, Social enterprises focus on the needs of the community, and enhance the sense of belonging and cohesion of the community residents by providing public services and participating in community governance. They promote the exchange and cooperation between the community residents, and lay a foundation for the construction of a harmonious society. Promoting social governance innovation: Social enterprise, as a new organizational form, has brought new perspectives and methods to social governance. Through innovative business models and governance mechanisms, they have promoted the innovation and improvement of the social governance system, and provided strong support for social harmony, stability, development and progress. Community governance refers to the process and mechanism in which the government, community organizations, residents and units under their jurisdiction, for-profit organizations and non-profit organizations coordinate and cooperate, effectively supply community public goods, meet community needs and optimize community order. It is the practical application of governance theory in the community field, which specifically refers to the governance of public offices within the community scope.

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Context of community governance. With the acceleration of urbanization and the rapid growth of urban population, community has become an important part of urban grassroots governance. The development of community governance is largely influenced by the process of urbanization. In recent years, the state has gradually established a community-roots governance system based on community neighborhood committees, providing an organizational structure and legal institutional guarantee for community governance. For example, the Opinions on Strengthening and Improving Urban Community Work, issued by the General Office of the CPC Central Committee and the General Office in 2009, clearly put forward the concept of "community management, residents' self-governance and government services". With the development of social economy, people's requirements for community governance are becoming higher and higher, and social contradictions are becoming increasingly prominent. These contradictions need to be solved through community governance to promote social stability and harmony. Promotion of scientific and technological progress: the rapid development of intelligence, information technology and other technologies provides new means and tools for community governance, such as smart community, digital community and other emerging governance models, which greatly improves the efficiency and convenience of community governance.

The role of community governance. Strengthen the connection between community members and enhance community cohesion. By organizing various activities and projects, promote the communication and interaction among residents, and enhance the sense of belonging and identity of the community. To meet the diverse needs of residents, we provide various services, including education, medical care, elderly care, culture and entertainment, to meet the needs of residents at different levels. Coordinate the resources inside and outside the community, solve the community problems, integrate the resources of the government, enterprises, social organizations and individual residents, and jointly deal with and solve the problems and challenges faced by the community. Promote the construction of community culture, improve the level of community civilization, through the organization of cultural activities and promote the promotion of socialist core values, improve the civilized quality of residents and the level of community civilization. To promote democratic community management, encourage residents to participate in the community decision-making and management process,

reflect their opinions and needs, and enhance the democratic atmosphere and autonomy ability of communities.

Social enterprises play a crucial role in community governance by actively participating in various aspects of community development. Yang (2024) emphasizes the significance of community social enterprises' involvement in community governance, highlighting their internal logic and practical pathways. These enterprises act as enablers and supporters of local markets, contributing to the institutional thickness within their localities (Olmedo, 2023). By engaging in activities that meet the needs of the community, social enterprises can enhance the wellbeing of individuals within the community (Changbin & Jung, 2021).

Furthermore, the identification and development of entrepreneurial opportunities within social enterprises can lead to effective solutions for social problems resulting from critical events ("Identification and Development of Entrepreneurial Opportunities for Social Enterprises—Based on Event System Theory", 2023). In the context of healthcare, community-based interventions like the Pathways Program have been shown to be effective in addressing complex needs and coordinating care for individuals (Roth et al., 2023). Additionally, online activities and social participation have been identified as factors that can positively impact mental health and well-being (He et al., 2022).

Stakeholder collaboration, as explored in the context of mining enterprises fulfilling social responsibilities, is essential for effective governance and community development (Nie et al., 2021). Understanding the preferred pathways for recovery among different communities, as seen in the study by (Nelson et al., 2022), highlights the importance of intrinsic motivation in driving positive treatment outcomes. Moreover, community change through initiatives like tourism social entrepreneurship can bring about positive transformations within communities (Aquino, 2022).

the gap or issue in existing literature: Most studies focused on effect assessment in the short or medium term and had few analyses on the long-term impact of interventions such as social enterprise and community participation. Exploring long-term effects is essential for policy making and continued intervention.

The study explore the community governance mechanism deeply. These include: power relationship and interest distribution: in-depth analysis of the power structure, interest distribution mechanism, as well as the role and influence of social enterprises in community governance. Community participation and co-creation: Discuss how to

enhance the sense of belonging and responsibility of community members through the community participation and co-creation mechanism, and promote social enterprises to better integrate into the community governance system.

## 1.2 Research objectives and research questions of the study

**Table 1**

*The correspondence between study objectives and study questions*

	Research objectives	Research Problem
1	The role of social enterprise organizational characteristics in participating in community governance	What is the role of social enterprise organizational characteristics in participating in community governance?
2	The influence of the external environmental factors of social enterprises on their participation in community governance	What is the influence of the external environmental factors of social enterprises on their participation in community governance?
3	The influence of the various dimensions of social capital on social enterprises' participation in community governance	What is the impact of the various dimensions of social capital on social enterprises' participation in community governance?

This table clearly presents the specific research questions corresponding to each research objective, helping to clarify the focus and direction of the research.

Deepening the theory of community governance: Through in-depth analysis of power relations, interest distribution mechanism and the process of community participation and co-creation, the article can enrich and deepen the theoretical system of community governance, and provide a new perspective and thinking framework for the research in related fields.

Exploring the unique value of social enterprises: The article specifically discusses the role and role of social enterprises in community governance, which helps to clarify

the unique value and contribution of social enterprises and further improve the theory of social enterprise.

**Optimization of community governance mechanism:** Through the study of power relationship and benefit distribution mechanism, the study can put forward optimization suggestions to help community managers to carry out resource allocation and power distribution more scientifically and reasonably, and improve the efficiency and fairness of community governance.

**Promoting the integration of social enterprises into communities:** The policy suggestions and practical guidance put forward in this article are of great significance for promoting the better integration of social enterprises into the community governance system. This can not only give full play to the unique advantages of social enterprises, but also promote the innovation and development of community governance.

**Enhance the participation and belonging of community members:** By discussing community participation and co-creation mechanisms, the article can stimulate the enthusiasm of community residents to participate, enhance their sense of belonging and responsibility, so as to build a more harmonious and close community relationship.

**Provide a basis for government decision-making:** The research results of this article can provide a strong basis for the government to formulate relevant policies, help the government to better understand and support the development of social enterprises, and promote the progress of community governance.

**Guiding the direction of social investment:** Through the in-depth analysis of the contribution of social enterprises, the article can guide the social capital to flow to community governance and social innovation, and promote the optimal allocation and efficient utilization of resources.

**Promoting the innovation of social governance:** The research results of the article will help to promote the innovation and development of social governance, and contribute to the construction of a social governance pattern of joint construction, joint governance and shared benefits.

**Improving the level of social welfare:** By promoting the integration and development of social enterprises, the research results of this article will help to improve the service quality and welfare level of the community, so that residents can enjoy more high-quality and convenient public services.

## 2 THEORETICAL BACKGROUND

### 2.1 Key concepts and definitions

Social enterprise, hereinafter referred to as social enterprise, is an enterprise type emerging from the UK, and there is no unified definition at present. In general, social enterprises are engaged in a common cause. They mobilize social forces through social innovation and market mechanism, and maximize business strategies to improve the living conditions of human beings and the environment, rather than seeking the maximum benefits for external stakeholders. Its investment is mainly used for the enterprise itself or the society. Unlike other private companies, it operates not just for the shareholders or the owners of the company. This concept is usually called a "welfare enterprise" in China. (wikipedia)

Social enterprise or social enterprise refers to an enterprise designed to achieve a specific social goal as its primary purpose. Social enterprises strive to maximize profits, while also maximizing the positive impact on society and the environment. The profits generated are mainly used to fund social projects. Social enterprises often focus on benefiting groups by permanently improving their socioeconomic conditions, or by being marginalized or economically disadvantaged. (investopedia team, 2024)

Community governance is a governance system of rules, practices and processes by which international bodies, constitutional bodies, statutory bodies, regulatory bodies and autonomous bodies are directed and controlled to achieve proper regulation and development of the world, nation, province, urban area and rural area. To successfully achieve regulation and development, all of the international bodies, constitutional bodies, statutory bodies, regulatory bodies and autonomous bodies are directed and controlled to identify and map the community's assets, capacities, and abilities in order to properly understand a community's strengths and weaknesses i.e. physical, economic, political, social, among others (McKnight & Kretzmann, 1996). Through this, it fills the gaps that are created by larger governmental structures and market lags that are not dealt with at state and federal levels (Bowles & Gintis, 2002). Community governance is a broad term and includes public governance, global governance, governance as a process, governance analytical framework, land governance, regulatory governance, landscape

governance, environmental governance, health governance, internet governance, block chain governance, information technology governance, participatory governance, multi level governance, security sector governance, collaborative governance and meta governance(Totikidis&Armstrong,2005).

community governance is defined as the following: the exercise of power, responsibility to the community it represents, financial stewardship, leadership, and internal direction and control (Armstrong & Baron, 2004).

Participation :to take part, be or become actively involved, or share (in)(Collins English Dictionary).the fact that you take part or become involved in something(Cambridge Advanced Learner's Dictionary) .several definitions of participation have been prosposed."Participation" refers to the active intervention and collaboration of different subjects (such as government, market and social forces) in grass-roots social governance (Djunaidi, 2024).the definition allows for the integration of various interests, enhance the effectiveness of governance, improve policy acceptance, promote innovation and adaptability, enhance social capital, compared with the definition of "participation" in the literature, the concept of "participation" more emphasis on multiple subjectivity, more focus on work mode, more clear role allocation, pay more attention to the complementarity of governance mechanism. The concept of "participation" in the article emphasizes the common role and collaboration of multiple subjects in social governance, and how such collaboration can achieve more effective social governance through different governance mechanisms.

"Participation" involves how social enterprises interact and cooperate with all stakeholders (including customers, partners, community members, etc.) through their business models to jointly create social and economic value. (Petra C,et,al.2021) .this definition is useful because Co-create value: Social enterprises jointly create social and economic value through their participation and cooperation with stakeholders.Greater transparency and trust: The engagement process increases transparency in the conduct of business operations and helps build and maintain trust with stakeholders. Promoting innovation: The perspectives and experiences of different stakeholders can stimulate new ideas and solutions and drive innovation in social enterprises. Supporting sustainable development: Through participation, social enterprises can better understand and meet the needs of society and promote sustainable development. Improve resource efficiency: multi-party participation helps to more effectively use and allocate resources, and

improve the overall efficiency of resource use. Expanding influence: Participation can help social enterprises expand the scope and depth of their social influence.

the definition is simplistic as Coordination costs: Multiple involvement may increase the cost of management and coordination. Slow decision-making: The decision-making process involving multiple stakeholders may be even slower. Potential conflicts: The goals and interests of different stakeholders may conflict and need to be managed effectively. Responsibility distribution: Clarifying responsibilities and expectations can be challenging with multiple engagement. Uneven participation: different stakeholders may have different levels of participation, affecting the effect of cooperation.

The meaning of this term has not been consistent five parts. First, Participants: In Business Models of Social Enterprises, the participants may include customers, partners, community members, etc., while in other articles, such as "The Co-governance Model of Multiple Participants participating in Grassroots Social Governance", the participants may focus more on the government, market and social forces. Second, Purpose of participation: Social enterprise participation may be more focused on jointly creating social and economic value, while participation in other models may be more focused on policy making, social governance, or community development. Third, Scope of participation: Social enterprise engagement may be broader, including cross-sector and cross-industry collaboration, while engagement in other concepts may be more focused on specific areas or communities. Fourth, Mechanism for participation: Social enterprises may place more emphasis on promoting participation through business model innovation, while other concepts may focus more on the governance structure or policy framework to promote participation. Finally, Persistence of participation: Social enterprises may be more concerned with the long-term nature and sustainability of participation, while other concepts may be more concerned with the immediate effects of participation and short-term goal achievement.

Based on these theoretical insights, this essay is guided by the following research question that focuses on Conflict of interest and power management: including: How to resolve the conflicts of interest that may occur in the process of participation? How to manage the power dynamics in the participation process?

## 2.2 Theoretical framework

**Table 2**

*Comparison of the theoretical framework of social capital theory and participatory governance theory*

Theoretical Framework Component	Social Capital Theory Concepts (参考文献)	Participatory Governance Theory Concepts	Relationship Between the Two
Definition	Capital formed by social relationships such as social networks, trust, and reciprocity norms	Governance model where multiple stakeholders participate in the decision-making process	Social capital provides a foundation of trust and network support for participatory governance
Core Elements	Networks, trust, reciprocity, social norms	Multi-party participation, transparency, accountability, consultation	Social capital enhances the efficiency and effectiveness of participatory governance
Mechanism of Action	Promotes information flow and resource sharing through social networks	Ensures diversity and inclusiveness in decision-making through multi-party participation	Social capital facilitates broader participation and deeper consultation
Objectives	To solve collective action problems and enhance social cohesion	To achieve more effective governance and fairer resource distribution	Common goal is to improve social welfare and governance quality through cooperation
Application Fields	Community development, public policy, social innovation, etc.	Public administration, urban planning, environmental governance, etc.	Integrated application of both in community development and social innovation
Promoting Collective Action	Promotes collective action by enhancing social connections and trust	Promotes collective action by ensuring that interests of all parties are expressed	Social capital provides a platform and momentum for collective action
Enhancing Governance Effectiveness	Reduces transaction costs and improves cooperation efficiency through trust and networks	Improves transparency and legitimacy of governance through multi-party participation	Social capital and participatory governance jointly enhance governance effectiveness
Driving Community Development and Empowerment	Social connections within the community are key to its development and empowerment	Community members' participation in decision-making enhances autonomy and control	Social capital and participatory governance jointly promote community empowerment and development
Supporting Sustainable Development	Social networks spread environmental awareness and promote sustainable development	Multi-party participation in environmental governance to achieve sustainable	Social capital and participatory governance jointly support sustainable development strategies

		development goals	
Addressing Complex Issues	Social networks and cooperation to address complex social issues	Different stakeholders jointly participate in solving these issues	Social capital provides networks and resources for addressing complex issues
Enhancing Policy Acceptance and Enforcement	Social connections enhance the acceptance of policies	Community members' participation in policy formulation increases the enforcement of policies	Social capital helps to improve the acceptance and enforcement of policies

来源:

The connection between this study and the theory of social capital and the theory of participation and governance: First, social enterprises are regarded as the builder and beneficiary of social capital. By establishing and maintaining social networks, trust and reciprocal norms, social enterprises are able to promote cooperation between community members and organizations that enhancing the social capital of the community. Second, social enterprises promote the participation of multiple stakeholders in community governance through their participation in governance. This participation not only improves the transparency and responsibility of governance, but also promotes the diversity and inclusiveness of governance decisions.

Through this study, it can be seen that the theory of social capital and participation governance theory provide strong theoretical support for understanding the role of social enterprises in community governance, and provide practical guidance for the realization of more effective and inclusive community governance.

## 2.3 Literature review

### 2.3.1 Social enterprise

**Table 3**

*Overview of Research Themes and Key Findings in Social Enterprises*

Research Theme	Researchers	Year	Key Findings
Determinants of the Propensity to Establish Social Enterprises	Kruse et al.	2020	The impact of individual, societal, and economic factors on the establishment of social enterprises
Social Enterprises in the Wake of COVID-19	Weaver	2020	The profound effects of COVID-19 on the social enterprise sector and the need for innovative strategies
Legitimacy in	Bolzani et al.	2020	How organizational legitimacy is influenced by

Transnational Social Enterprises			country-specific institutional contexts and its subsequent effect on entrepreneurs' societal standing
Indigenous Social Enterprises in Rural Community Development	Vázquez-Maguirre	2020	The pivotal role of indigenous social enterprises in fostering community development and overcoming social challenges
Social Entrepreneurship and Sustainable Development	Bfanda et al.	2020	The positive influence of social entrepreneurship in addressing societal concerns and nurturing sustainable progress
Academic Consensus on the Definition of Social Entrepreneurship	Wu et al.	2020	Core elements and demarcations defining social entrepreneurship, social entrepreneurs, and social enterprises
Typology of Social Enterprise Performance	Salavo et al.	2020	Quantitative assessment of social enterprise performance and appreciation of the diverse outcomes achieved by these enterprises
Characteristics and Challenges of Social Enterprises in Western Europe	Nyssens	2021	Unique attributes and challenges encountered by social enterprises in Western Europe
Comparative Analysis of Social Entrepreneurship in Poland and South Africa	Meyer et al.	2021	Contextual factors shaping social entrepreneurship in different geographical settings and the varied strategies employed globally
The Role of Information Technology in Social Enterprises	Pankaj et al.	2021	The impact of information technology on the feasibility and enduring nature of non-digital social enterprises

### 2.3.2 Community governance

**Table 4**

*Overview of Community Governance Strategies and Impacts*

Aspect of Community Governance	Description	Organization/Agency	Year	Key Strategies/Models
Community Representative Governance	The significant role of elected entities in policy and management	Antioch College Community Council (ComCil)	2020	Managing shared policies and concerns among students, faculty, and staff
Community Representation and Government Affairs	The significance of community representation in governance structures and advocacy	CUIMC Office of Government and Community Affairs	2023	Advocating for the medical center's interests to local and federal government bodies
Community-Driven Governance Initiatives	The critical influence of community-driven governance on the ethical steering of AI	Reducing AI Harms With Community-Led Governance	2024	Adopting preemptive strategies and ethical and legal responsibilities
Local Government Services	The pivotal function of governance in	New Jersey Department of Community Affairs	2021	Providing technical and financial support to local

	nurturing community development and service provision			communities
Community Science	The substantial influence of community-driven and controlled initiatives on governance	Community Science: A Typology and its Implications for Governance	2020	Integrating indigenous knowledge, collective action, and empowerment of local populations
Development of Governance Frameworks	Managing growing complexities and effective community engagement through governance frameworks	Galaxy Governance Model	2021	Managing increasing complexities and engaging the Galaxy Community effectively
Community Accountability in Climate Governance	The role of community accountability in climate governance	Transforming Climate Governance With Community Accountability	2024	Proposing a Community Accountability Board (CAB) as a model for community empowerment

This table summarizes the different strategies of community governance and their importance in achieving comprehensive and inclusive decision-making processes, promoting community empowerment, and considering the multifaceted requirements of diverse stakeholders.

### 2.3.3 Social enterprises participate in community governance

**Table 5**

*The Role of Social Enterprises in Community Governance and Research Overview*

Research Theme	Researchers	Year	Key Findings
Contributions of Indigenous Social Enterprises to Rural Community Sustainability	Vázquez-Maguirre	2020	Using a humanistic management perspective, semi-structured interviews analyze the enterprises' influence on community development
Democratic Governance and Ownership in Public Service-Oriented	Sepulveda et al.	2020	Emphasizing the importance of stakeholder representation and

Social Enterprises			cultural considerations, and the balance needed for effective community governance
Participatory Exclusion of Women in Forest Management by Social Enterprises	Killian et al.	2020	Analyzing the repercussions of responsabilization on community gender dynamics, highlighting the dual potential of social enterprises
The Democratic Capacity of NGOs in Global Governance	Zhao	2020	Advocating for an analysis of participatory and interactive patterns to effectively evaluate their governance role
The Debate on Open Science within the Scientific Community	Fife et al.	2020	Recommending enhancements to the credibility and validity of scientific inquiry, resonating with community governance values and incentives
Community-Driven Renewable Energy Initiatives and Energy Democracy	Bloem et al.	2021	Emphasizing the significance of socio-technical learning and institutional integration for sustainable energy transitions
Cultural Barriers to Women and Youth Participation in Kenyan Apiculture	Gikunda et al.	2021	Advocating for the confrontation of traditional norms and attitudes to foster enterprise development inclusivity
Democratic Governance through Intermediary Organizations	Cullingworth	2021	Highlighting the role of intermediary entities in mediating community engagement and representation within governance frameworks
Youth Development Programs Combining Civic Education with Sustainable Development	Law et al.	2021	Emphasizing the pivotal role of youth in shaping democratic identities and behaviors
Leadership Traits of Women in African Social Enterprises	Jeong et al.	2021	Highlighting the merit of women's leadership in instituting sustainable and influential initiatives

This table summarizes the role of social enterprises in community governance and the gaps and challenges in the research field, providing a comprehensive overview of the research on social enterprises in the field of community governance

### 3 CONCEPTUAL FRAMEWORK

#### 3.1 Development of the framework

First, the research objectives and questions were identified. Clarify the main issues that the study aims to explore, such as how social enterprises influence the effect of community governance through their organizational characteristics, external environment, and social capital. Second, the theoretical basis. The theory of social capital and participation governance are selected as the basis of the analysis. Social capital theory provides a perspective on how social networks and trust can promote cooperation and collective action. Participation governance theory emphasizes the importance of multi-stakeholder involvement in the decision-making process. Third, determine the independent variables: according to the theoretical basis, identify the key factors affecting the effect of community governance, including social enterprise organization characteristics (such as mission, resource management, innovation ability), external environmental factors (such as policy support, economic conditions, social and cultural background) and various dimensions of social capital (such as network and contact, trust, reciprocity). Fourth, determine the intermediate variables and identify the practices involved in governance as the intermediate variable, which connects the independent and dependent variables. This practice includes how social enterprises interact with community members, transparency and inclusiveness of the decision-making process, and engagement of community members. Fifth, to determine the dependent variable. Determine the effect of community governance as the dependent variable, which may include indicators such as community development, resident satisfaction, and improvement of quality of life. Sixth, construct the relationship between variables: based on the theoretical and literature review, propose a hypothetical relationship. For example, the organizational characteristics of social enterprises may enhance their social capital (e.g., by building trust and network connections), which in turn may promote more effective participation in governance practices and ultimately improve the effectiveness of community governance. Seventh, the visualization of the conceptual framework. Use graphs or models to visualize the conceptual framework and clearly demonstrate the relationships between the variables. Eighth, theoretical consistency and logical coherence. Ensure that all elements in the conceptual framework are theoretically

consistent and logically coherent. Ninth, empirical verification. Literature review and preliminary studies were conducted to verify the feasibility and relevance of the conceptual framework.

### **3.2 Components of the framework**

The influence of independent variables on intermediate variables: the organizational characteristics of social enterprises, external environment and social capital dimensions jointly influence the participation in governance practice. For example, strong social capital can facilitate broader community engagement and more efficient decision-making processes.

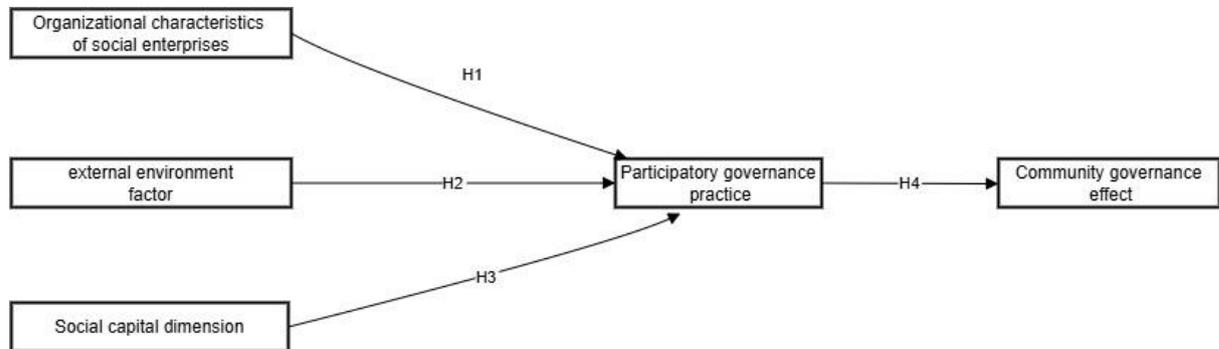
The influence of intermediate variables on dependent variables: As an intermediate variable, participation governance practice is a bridge connecting the independent variables and the effect of community governance. Effective participation in governance practices can improve the satisfaction and quality of life of community members and promote the sustainable development of the community.

Social enterprises define their roles and responsibilities in community governance to promote effective participation; use their organizational characteristics and external environmental factors, such as resource accessibility and innovation, to support participation in governance practices; and use transparency and openness in decision-making processes to increase the trust of community members and encourage their participation in governance. Social enterprises work more effectively by working with community members by mobilizing social capital, such as networks and trust. Social enterprises maintain ongoing interactions with community members, collect feedback, and adapt their engagement strategies to the feedback. In this way, the components of the conceptual framework interact, providing a clear analytical path to understand how social enterprises can promote community governance effects through participation in governance practices.

### 3.3 Diagrammatic representation

**Figura 1**

*Diagrammatic representation*



**H1:** The Linkage between Organizational characteristics of social enterprises and participatory governance practice

**H2:** The Linkage between external environment factor and participatory governance practice

**H3:** The Linkage between social capital dimension and participatory governance practice

**H4:** The Linkage between participatory governance practice and community governance effect

## 4 METHODOLOGY

### 4.1 Linking theory to practice

## 5 CONCLUSION

### 5.1 Summary of key points

The main views of this study can be summarized in the following three aspects

The core role of Social Enterprises: The study emphasizes the key role of social enterprises in community governance, which solve social problems through innovative

methods, and promote community members to participate in the decision-making process, so as to achieve more democratic and effective community management.

**Combination of theory and practice:** Through the theory of social capital and the theory of participation in governance, the study constructs a theoretical framework to analyze and understand how social enterprises use their organizational characteristics and social capital to enhance community participation and improve governance results. This framework not only provides a profound insight into the operation of social enterprises, but also provides a theoretical basis for empirical research.

**Challenges and future directions:** The study identifies the challenges faced by social enterprises in community governance, such as resource constraints, insufficient public awareness and capacity building needs, and proposes corresponding solutions. At the same time, the article points out directions for future research, including further testing and refinement of the existing conceptual framework, as well as the exploration of new research methods and technology applications to promote sustainable development and innovation in social enterprise and community governance.

## 5.2 Concluding remarks

The significance of the conceptual framework presented in the study and its potential impact on the field of social enterprise and community governance can be reflected upon in several ways:

**Theoretical Integration and Empirical Guidance:** The framework integrates social capital and participatory governance theories, providing a comprehensive lens to study social enterprises in community governance. It offers a structured guide for empirical research, enhancing the field's theoretical depth and methodological rigor.

**Policy and Practice Implications:** By identifying critical factors and strategies for social enterprises, the framework has practical implications for policy development and social enterprise operations. It can inform policies that support social enterprises and guide practitioners on how to effectively engage with community governance.

**Interdisciplinary and Global Relevance:** The framework fosters interdisciplinary dialogue and has global applicability, making it a valuable tool for understanding and addressing community governance challenges across different cultural and societal contexts.

Capacity Building and Community Empowerment: It emphasizes the importance of building the capacity of social enterprises and empowering communities, contributing to more sustainable and inclusive community development.

Innovation and Sustainability: The framework encourages innovation in social enterprise models and provides insights into achieving sustainability and scaling impact, which is crucial for the long-term effectiveness of social enterprises in community governance.

In essence, the conceptual framework serves as a multifaceted tool for advancing academic understanding, informing policy and practice, and inspiring innovation and sustainability in the intersection of social enterprises and community governance.

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### **Authors' Contribution**

All authors contributed equally to the development of this article.

### **Data availability**

All datasets relevant to this study's findings are fully available within the article.

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