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Designing a Social Entrepreneurship model with a Social Capital Approach in Khorasan Razavi Welfare Organization

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Abstract: The aim of this study is to develop a social entrepreneurship model using a social capital approach and to determine the causal factors, contextual factors, strategic factors, intervening factors, as well as the consequences and outcomes of social entrepreneurship with a social capital approach in the Khorasan Razavi Welfare Organization. The research methodology employed a mixed research design, whereby semi-structured interviews were conducted during the qualitative phase. The data obtained from the interviews were analyzed using Strauss and Corbin's (1998) three-step coding method, namely open, axial, and selective coding. Additionally, a researcher-made questionnaire was administered during the quantitative phase to collect data. This questionnaire was developed based on the components identified in the qualitative phase and its reliability was assessed using Cronbach's alpha coefficient, which yielded a value above 0.70 for all variables and dimensions, indicating satisfactory reliability. Content validity was employed to ensure the questionnaire's validity. Confirmatory factor analysis was used to validate the variables and their corresponding items. The proposed model highlights the causes, such as organizational entrepreneurship and social customization, which influence the central category of social value creation. Social value creation, in conjunction with social capital, social culture, and delegation of organizational authority as intervening conditions, further affects the strategies and actions encompassed by entrepreneurial strategic planning and human resource empowerment. Ultimately, entrepreneurial strategic planning and human resource empowerment have an impact on the consequences, namely social entrepreneurship and civil society development.

Keywords: Social entrepreneurship, Social capital, Mixed method study, Welfare organization

Introduction

Today, social entrepreneurship has become a compelling subject in the realm of economic, cultural, and social development of nations, as well as in the field of entrepreneurship studies. The scope of social entrepreneurship has expanded to encompass economic planning, commercial markets, university discourses, commercial policies, and public policies. Its objective is to bring about systematic changes by influencing social behaviors on a global scale (Zare, 2018). Social entrepreneurship, regarded as a social value created through innovation, presents numerous challenges, risks, and opportunities for businesses and trade. Factors such as the growth rate of supply exceeding demand, as well as cultural influences, can significantly impact the profitability of businesses (Nourizadeh, 2018). Recent studies have concluded that social capital plays a pivotal role in entrepreneurship and entrepreneurs themselves. Social capital refers to the cohesive relationships, norms, and values that can influence various

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management processes (Rahimi and Zarei Matin, 2017). Sociologists consider social capital to encompass social networks and connections that facilitate the sharing of information among individuals within an organization, fostering trust, participation, and cooperation among them. From the perspective of social capital, it is the level of altruism exhibited by individuals and the degree of mutual trust within society (Hasan et al., 2017). The study of a country's growth and development reveals that the utilization of social capital, in conjunction with other forms of capital, can drive societal progress. Social capital facilitates social actions and reduces the cost of interactions. Social stability, cohesion, cooperation, and participation, all of which are components of social capital, are essential prerequisites for development (Tian et al., 2018).

Entrepreneurship plays a pivotal role in the economic development and social transformations of nations. It is consistently regarded and investigated as a fundamental element in fostering, expediting, and stabilizing the development of developing countries, as well as rejuvenating and advancing industrialized nations. Furthermore, in the current economic climate where governments face deficiencies, inadequacies, and shortages, such as underemployment or unemployment of skilled labor, creating the necessary conditions and opportunities for entrepreneurship assumes great importance (Roshan Qiyas et al., 2019). A social entrepreneur engages in profitable activities only if they know that such endeavors will result in significant societal improvement for its members, with a particular focus on the vulnerable and marginalized segments of society. Therefore, given the needs of contemporary society, it is imperative to conceptualize and harness the framework of social entrepreneurship (David and Virwardena, 2018). Social entrepreneurs employ creative approaches to address social issues and generate social value. They possess distinctive characteristics as change agents within the social sector, embracing the mission to create and sustain social value. They identify and harness new opportunities using available resources, ultimately leading to the creation of social value and the survival of social institutions (Pirmohammadi et al., 2016).

In addition to pioneering non-profit enterprises, social entrepreneurship encompasses social objectives. Social entrepreneurs have made the decision to address the needs of the underprivileged and homeless populations through the formulation and implementation of novel business models, establishing a connection between philanthropic endeavors and economic activities. The primary aim of social entrepreneurship is to prioritize social motivations, such as enhancing social cohesion, combating poverty, safeguarding human rights, or promoting healthcare and medical services (Habibi et al., 2019). Throughout the past 250 years, diverse approaches have been employed to deduce the role of entrepreneurship in societal development. Within the realm of social enterprises, one may explore the theoretical and managerial implications of entrepreneurship. In light of the recent global crisis, social

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entrepreneurship has garnered the attention of researchers and policymakers alike, serving as a means to address social inquiries within the economic framework of societies and offering a solution for both economic and social progress (Wanamacook and Chang, 2020). The significance of social entrepreneurship in the context of development pertains to actions taken within the local community that result in the establishment or transformation of existing institutions into superior entities, aimed at resolving social issues, fostering an improved quality of life, generating employment opportunities, and mitigating poverty and unemployment rates (Sidi et al., 2021).

Social capital is, in fact, more than anything else, the spiritual dimension of a community, which through the participation of the people of a community with cooperation and empathy in social interactions, is able to help solve the dilemmas in that community, and by helping to reduce costs, the process of growth and To enable the development in different dimensions of the society (Dave et al., 2021). Social capital is a term whose use is increasing every day; But this concept does not have a specific framework and definition. Because the nature of this concept is such that it takes a special form in every social and cultural context, and the conceptualization and operationalization of social capital is a very complex and difficult task (Mobasar Azad and Rahdar, 2017). Organizational social capital indicates the quality and quantity of relationships in the organization. (Jafreh et al., 2013) in the history of equations of modern societies, it is considered as one of the almost new titles, but in fact, this concept has existed for a long time in traditional societies in the form of collective solidarity. (Iger, 2020; Barrios and Hochberg; 2020; Alcott, 2020) But what improves the amount of social capital in a society is trust, participation, cooperation and respect for each other's rights among members of society as well as between people and governments. (Browder et al., 2021) Social capital can act as a facilitator for explicit and implicit knowledge exchange and increase cooperation between partners (Thompson, 2018). On the other hand, to reduce the risks of opportunism and intellectual property in the buyer-supplier relationship (Gaderman et al., 2019). Social capital with social norms such as trust, shared values, and commitment can strengthen the relationship between the buyer and supplier company and reduce opportunistic behaviors and conflicts (Kazazi et al., 2022).

Rouhani and Shahabuddin (2022) investigated the effect of social entrepreneurship on the success of start-ups, emphasizing the moderating role of the relationship network in the Covid-19 crisis. The statistical population includes all startup managers based in science and technology parks in Tehran. In order to analyze the collected data, the method of structural equation modeling with partial least squares approach was used by Smart PLS. The findings of the research showed that the trend towards social entrepreneurship had a significant impact on the success of startups. Also, the moderating role of the

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network of relationships was confirmed, in fact, social entrepreneurs who have a stronger network of relationships are more likely to succeed in crisis situations.

In an article, Jafari Majd and Zarei Mateen (2022) discussed the design of organizational social capital model in education (research case: General Administration of Education of Lorestan province). This research is practical in terms of purpose and a qualitative approach was used in it. The statistical population of the research was all the experts, professors and senior managers in the field of educational management and training and improvement of human resources in Lorestan province, who had experience and presence in education. The results showed that "structural, managerial, individual and organizational development" are the central categories. The categories of "interaction, knowledge management, facilities and procurement" are considered as factors that play an active role in creating and developing social capital in education. The adopted strategies are: "Cultural, recreational and scientific activities, networking, and knowledge cycle" The problems of employees, the environment of the organization and the group of employees are the underlying conditions. "Strategies of human resources management, organizational structure and culture. were considered as the intervening conditions of the paradigm model and the consequences of social capital development are "individual and organizational consequences".

Nad Alipour Pelaki and colleagues (2019) in research to identify the components of social entrepreneurship in higher education. The research approach is qualitative and in the research process, the data-based theory strategy has been used. Data collection was done using semi-structured interview and data analysis with constant comparison method and theoretical coding. The participants in the research identified factors such as social ordering, change incentives and entrepreneurship as the causal factors justifying the model, social value creation as the central phenomenon and shaping and organizing other elements of the model, independence. Institutional and academic freedom as intervention factors on the strategies of the phenomenon in question, responsible management and support packages as solution-oriented strategies to face the studied phenomenon and competence cultivation and accountability to society as the consequences of expanding the social entrepreneurship model in higher education were enumerated. In this way, the components and elements of the desired model were extracted and presented

Abedini et al. (2018) conducted research titled presenting the human resources development model with the approach of promoting organizational social capital. The research findings in the qualitative part showed that the development of human resources with the approach of improving human resources has five dimensions and thirty components. In the studied organization, the development of human resources and social capital were in a state of low desirability. Among the dimensions of human resources

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development, the performance management dimension has the greatest impact on organizational social capital, and the development of human resources through the communication dimension of social capital has the greatest impact.

Porvatia et al. (2021) in their article titled "The impact of innovation on business performance: the role of social capital and leader entrepreneurship" investigated the impact of social capital on innovation and performance. The findings of this research showed that social capital can lead to the development and improvement of companies' performance, especially that social capital has a significant positive effect on innovation capability.

Giangoli and colleagues (2020) conducted an empirical study in the Indian pharmaceutical industry to explore the relationship between social capital, knowledge sharing, knowledge quality, and innovation capability. The study found that social capital had an indirect effect on innovation capability, mediated by the quality of knowledge. Specifically, the three dimensions of social capital (structural, cognitive, and communicative) were found to influence the ability to innovate through the quality of knowledge.

Pierce, Grafman, College, and League (2019) conducted a research study on the use of information technology, social entrepreneurship, and global cooperation for sustainable development. The study concluded that leveraging information technology and its capabilities in social entrepreneurship and sustainable development has significant influence and meaning.

Dobele (2016) explored social entrepreneurship as a novel approach to higher education development. The article provided a comprehensive review of past research and examined new approaches in higher education. Additionally, the study highlighted the importance of entrepreneurial education in higher education for fostering students' individual abilities to provide innovative solutions to social problems. It was found that entrepreneurship education in higher education cultivates skills such as individual self-sufficiency, creativity, empathy, and logical thinking in students.

In Iran, the welfare organization plays a crucial role in implementing government support measures to prevent social damage and provide assistance to vulnerable groups and individuals with disabilities. Despite efforts to collaborate with civil institutions, establish partnerships with other organizations, and deliver a wide range of services to the target community, the welfare organization still faces significant challenges in achieving its goals. These challenges are further exacerbated by the increasing prevalence of social harms. Therefore, it is imperative to evaluate the performance management model of the welfare organization in order to address shortcomings and overcome challenges. Various explanations exist regarding the impact of welfare centers on social entrepreneurship and social capital. From a social capital perspective, it is possible to establish a relationship between social entrepreneurship and social capital. Furthermore, identifying factors that can enhance the capabilities of welfare centers to address

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social problems and adapt to changing societal conditions can ultimately lead to improved individual performance in society. In light of these considerations, the primary research questions to be addressed in this study are: What is the model of social entrepreneurship with a social capital approach in the welfare centers of Khorasan e Razavi?

Material and Methods

In terms of the type of data, the method of this research is both qualitative and quantitative methods, and both methods have been used together, so it can be said that the research method used in terms of the type of data is a mixed research method. Validity and reliability are two important factors that every researcher should consider when designing a study and analyzing the results and judging the quality of the research. Therefore, in the current research, three sources of data including elites and faculty members, managers and assistants and the interviews were carried out to examine different viewpoints and obtain more comprehensive and in-depth data regarding the design of the social entrepreneurship model with the social capital approach in Razavi Khorasan's welfare organization. The statistical population of the research in the qualitative phase is professors and expert experts with management education who have relevant experience and studies in the field of the current research, as well as managers and experts in the specialized field of welfare of Khorasan Razavi, who will be purposefully selected for interviews. In line with the design of the social entrepreneurship model with the social capital approach in Razavi Khorasan Welfare Organization, face-to-face, in-depth interviews with 45 to 60 minutes of open-ended questions were conducted with 16 welfare managers of Razavi Khorasan regarding the topic of this research. By sharing the preliminary findings, completing, correcting, and adjusting the data were also repeated. The people selected to participate in this research were among the most knowledgeable members of social entrepreneurship with a social capital approach and sometimes they were considered as direct implementers. These people were asked questions about social entrepreneurship with the approach of social capital, the causes and factors affecting it, as well as its consequences. Theoretical sampling continued until the categories reached theoretical saturation. The meaning of theoretical saturation is the stage where no new data appears in relation to the category, the category has found a suitable scope and the relationships between the categories have been established and confirmed. Since semi-structured interviews were used in the qualitative phase of this research, in order to analyze the data from the interviews, the three-step coding method of Strauss and Corbin (1998) under the title of open, central, and selective coding was used. A researcher-made questionnaire was used to collect data in the quantitative phase. The basis of the construction of the present research

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questionnaire is the components identified in the qualitative phase of the research presented in the conceptual model.

Results

This step includes categorizing different codes in the form of potential themes and sorting all coded data summaries in the form of identified themes. In fact, the researcher begins the analysis of his codes and considers how different codes can be combined to create an overall theme. At this stage, by screening, removing duplicate codes and integrating synonymous codes, the indicators extracted from the interview texts are categorized. In the following, we will present the research model by presenting the tables of the interviewees' categories. At this stage, by screening, removing duplicate codes and integrating synonymous codes, the indicators extracted from the interview texts are categorized. The relationship of other classes with the central class can be realized in six topics, which are causal conditions, central phenomenon, strategies and actions, intervening conditions, background conditions and consequences (Strauss and Corbin, 1998). Therefore, from all the indicators obtained from the open coding stage, categories were determined in this stage and 10 main categories and 41 sub-categories were obtained. In the following, the mentioned items are presented in separate tables.

Table 1. The main and subcategories of the research

Main categories	Subcategories
Social value creation	Development of creativity and innovation process
	Collaborative learning among all people
	Socialization of education and learning
	Ethics from problem-finding to problem-solving
Social capital	Structural capital
	Communicative and interactive capital
	Cognitive capital
	A sense of security and social trust
Organizational entrepreneurship orientation	Challenging and risk-taking
	Using potential scientific and practical capacities
	Identifying opportunities to create ideas and apply them
	Having the spirit of perseverance and invincibility
Social customization	Identifying and meeting hidden social needs
	Commitment to providing social services
	Social mobility and new attitudes of people in society
	The importance of human and social capital
Social culture	Establishing a culture of research and innovation
	Promoting a culture of experimentation and experimentation
	Promoting entrepreneurial support culture
Delegation of organizational authority	Administrative decentralization
	Designing organizational structures in accordance with new missions
	Creating correct entrepreneurial beliefs and habits in the organization
	Creating a teaching and learning atmosphere in the organization
Entrepreneurial strategic planning	Applying active approaches to the teaching and learning process
	Formulating the organization's mission and visions based on new experiences

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	Provision of executive and logistic support
	Encouraging people to provide unique and creative solutions
Empowering human resources	Use of technological and up-to-date equipment
	Training needs assessment of employees
	Cultivating creative and innovative thinking skills in the organization
	Strengthening the skills and expertise of human resources
Development of civil society	Transfer and distribution of entrepreneurial knowledge
	Increasing public and service activities
	Promotion of cultural diversity and citizenship
	Achieving sustainable development
Social Entrepreneurship	Competence in organization and society
	Spreading the spirit of charitable activities
	Labor productivity
	Increasing equal social opportunities
	Cultivating innovative managers and planners
	Fulfilling social expectations

Categories of contextual conditions: Based on the results of the secondary coding of the research, indicators of structural capital, communicative and interactive capital, cognitive capital, sense of security and social trust, establishing a culture of research and innovation, promoting a culture of experimentation and experience, promoting an entrepreneurial support culture as background categories in the design of the social entrepreneurship model. They were selected with the approach of social capital in Razavi Khorasan Welfare Organization (Table 2).

Categories of causal conditions: Based on the results of the secondary coding of the research, indicators of seeking challenges and taking risks, using potential scientific and practical capacities, identifying opportunities to create ideas and applying them, having a spirit of perseverance and invincibility, identifying and meeting hidden and hidden social needs, commitment to providing social services, mobility Social and new attitudes of people in the society, the importance of human and social capitals were selected as the categories of causal conditions in the design of the social entrepreneurship model with the social capital approach in Razavi Khorasan Welfare Organization (Table 2).

Categories of the central phenomenon: Based on the results of the secondary coding of the research, the indicators of the development of creativity and innovation process, shared and collaborative learning among all people, socialization of education and learning, ethical orientation from problem-finding to problem-solving as a central phenomenon category in the design of social entrepreneurship model with social capital approach in Khorasan welfare organization Razavi were elected (Table 2).

Categories of strategies and actions: Based on the secondary coding results of the research, the indicators of using active approaches to the teaching and learning process, formulating the mission and visions of the organization based on new experiences, providing executive and logistical support, encouraging people to provide unique and creative solutions, using technological equipment and Behrooz, employee training needs assessment, fostering creative and innovative thinking skills in the

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organization, strengthening the skills and expertise of human resources were selected as the categories of strategies and actions in the design of the social entrepreneurship model with the social capital approach in Khorasan Razavi Welfare Organization (Table 2).

Categories of intervening conditions: Based on the results of the secondary coding of the research, the indicators of administrative decentralization, the design of organizational structures in accordance with new missions, the creation of correct entrepreneurial beliefs and habits in the organization, the creation of a teaching and learning atmosphere in the organization as a category of intervening conditions in the design of the social entrepreneurship model with the social capital approach in Khorasan Razavi Welfare Organization were (Table 2).

Categories of consequences: Based on the secondary coding results of the research, the indicators of the transfer and distribution of entrepreneurial knowledge, the increase of public and service activities, the promotion of cultural diversity and citizenship, the achievement of sustainable development, the cultivation of competence in the organization and society, the expansion of the spirit of charitable activities, the productivity of human resources, and the increase of equal social opportunities. Cultivation of innovative managers and planners, meeting social expectations were selected as consequences categories in the design of social entrepreneurship model with social capital approach in Razavi Khorasan Welfare Organization (Table 2).

Table 2. Grounded theory model paradigms

Paradigm	Main category	Subcategories
Contextual conditions	Social capital	Structural capital
		Communicative and interactive capital
		Cognitive capital
		A sense of security and social trust
	Social culture	Establishing a culture of research and innovation
		Promoting a culture of experimentation and experimentation
		Promoting entrepreneurial support culture
Causal conditions	Organizational entrepreneurship orientation	Challenging and risk-taking
		Using potential scientific and practical capacities
		Identifying opportunities to create ideas and apply them
		Having the spirit of perseverance and invincibility
	Social customization	Identifying and meeting hidden social needs
		Commitment to providing social services
		Social mobility and new attitudes of people in society
		The importance of human and social capital
Central phenomena	Social value creation	Development of creativity and innovation process
		Collaborative learning among all people
		Socialization of education and learning
		Ethics from problem-finding to problem-solving
Strategies and actions	Entrepreneurial strategic planning	Applying active approaches to the teaching and learning process
		Formulating the organization's mission and visions based on new experiences
		Provision of executive and logistic support
		Encouraging people to provide unique and creative solutions
	Empowering human resources	Use of technological and up-to-date equipment

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		Training needs assessment of employees
		Cultivating creative and innovative thinking skills in the organization
		Strengthening the skills and expertise of human resources
Intervening conditions	Delegation of organizational authority	Administrative decentralization
		Designing organizational structures in accordance with new missions
		Creating correct entrepreneurial beliefs and habits in the organization
		Creating a teaching and learning atmosphere in the organization
Consequences	Development of civil society	Transfer and distribution of entrepreneurial knowledge
		Increasing public and service activities
		Promotion of cultural diversity and citizenship
		Achieving sustainable development
	Social Entrepreneurship	Competence in organization and society
		Spreading the spirit of charitable activities
		Labor productivity
		Increasing equal social opportunities
		Cultivating innovative managers and planners
		Fulfilling social expectations

Data integration is very important in fundamental theorizing. In the research process, after collecting the data, analyzing and interpreting them, it is time to present the model, conclusion and summation of the research. According to the opinion of professors and experts, from all the indicators obtained from the qualitative data analysis of Interview Foundation, 41 indicators have been used to design the social entrepreneurship model with the social capital approach in Khorasan Razavi Welfare Organization.

The results of the validity study (confirmatory factor analysis)

Before evaluating the presented structural model, it is necessary to check the significance of the regression weight (factor loading) of the different constructs of the questionnaire in predicting the relevant items to ensure the suitability of the measurement models and the acceptability of their indicators in the measurement of the constructs. This was done using confirmatory factor analysis (CFA) technique and AMOS software. The construct validity check for the questionnaire of this research has been done in several stages, which will be discussed in the following.

The results of the confirmatory factor analysis for the questionnaire items are presented in Table 4-9.

The construct validity indices are the convergence validity model. In convergent validity, each of the factor loadings (regression coefficients) must be significant and greater than or equal to 0.5. Otherwise, the optimal and acceptable limit of composite validity (CR) and average extracted variance (AVE) should be investigated, which is the optimal limit of CR at least 0.7 and the optimal limit of AVE at least 0.5.

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Table 3. Confirmatory factor analysis (CFA) results for questionnaire items

Variable	Dimention	Symbol	Factor loading	p	AVE	CR
Organizational entrepreneurship orientation	Challenging and risk-taking	Q1	0.83	0.001	0.63	0.76
	Using potential scientific and practical capacities	Q2	0.76	0.001		
	Identifying opportunities to create ideas and apply them	Q3	0.64	0.001		
	Having the spirit of perseverance and invincibility	Q4	0.66	0.001		
Social customization	Identifying and meeting hidden social needs	Q5	0.68	0.001	0.64	0.78
	Commitment to providing social services	Q6	0.72	0.001		
	Social mobility and new attitudes of people in society	Q7	0.71	0.001		
	The importance of human and social capital	Q8	0.80	0.001		
Social value creation	Development of creativity and innovation process	Q9	0.72	0.001	0.67	0.81
	Collaborative learning among all people	Q10	0.84	0.001		
	Socialization of education and learning	Q11	0.73	0.001		
	Ethics from problem-finding to problem-solving	Q12	0.67	0.001		
Entrepreneurial strategic planning	Applying active approaches to the teaching and learning process	Q13	0.69	0.001	0.60	0.77
	Formulating the organization's mission and visions based on new experiences	Q14	0.57	0.001		
	Provision of executive and logistic support	Q15	0.61	0.001		
	Encouraging people to provide unique and creative solutions	Q16	0.77	0.001		
Empowering human resources	Use of technological and up-to-date equipment	Q17	0.80	0.001	0.64	0.77
	Training needs assessment of employees	Q18	0.62	0.001		
	Cultivating creative and innovative thinking skills in the organization	Q19	0.75	0.001		
	Strengthening the skills and expertise of human resources	Q20	0.69	0.001		
Social capital	Structural capital	Q21	0.80	0.001	0.66	0.79
	Communicative and interactive capital	Q22	0.78	0.001		
	Cognitive capital	Q23	0.74	0.001		
	A sense of security and social trust	Q24	0.66	0.001		
Social culture	Establishing a culture of research and innovation	Q25	0.77	0.001	0.76	0.87
	Promoting a culture of experimentation and experimentation	Q26	0.82	0.001		
	Promoting entrepreneurial support culture	Q27	0.82	0.001		
Organizational delegation	Administrative decentralization	Q28	0.76	0.001	0.70	0.86
	Designing organizational structures in accordance with new missions	Q29	0.82	0.001		
	Creating correct entrepreneurial beliefs and habits in the organization	Q30	0.76	0.001		
	Creating a teaching and learning atmosphere in the organization	Q31	0.78	0.001		
Development of civil society	Transfer and distribution of entrepreneurial knowledge	Q32	0.71	0.001	0.60	0.77
	Increasing public and service activities	Q33	0.61	0.001		
	Promotion of cultural diversity and citizenship	Q34	0.69	0.001		
	Achieving sustainable development	Q35	0.69	0.001		
Social Entrepreneurship	Competence in organization and society	Q36	0.83	0.001	0.67	0.80
	Spreading the spirit of charitable activities	Q37	0.76	0.001		
	Labor productivity	Q38	0.87	0.001		
	Increasing equal social opportunities	Q39	0.78	0.001		
	Cultivating innovative managers and planners	Q40	0.70	0.001		
	Fulfilling social expectations	Q41	0.78	0.001		

As can be seen, in the fitted factor analysis model, the factor loading of all items of variables and dimensions have become significant. Therefore, none of the items were excluded from the analysis

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process. The significance basis of the items is that the significance level for them is below 0.05. Therefore, finally, 41 items from the questionnaire were analyzed.

Also, considering that the factor load of some items is less than 0.05, despite the significance, therefore, in order to be surer of the convergent validity of the model, the values of the two indices CR and AVE were examined for all variables and components, and both values for all Variables and components are mostly 0.7 and 0.5, respectively, based on this and according to the obtained results, the convergent validity of the questionnaire can be ensured.

Reliability test results

As mentioned in the third chapter, the reliability is checked using Cronbach's alpha coefficient. In this section, the value of the coefficient obtained for the research variables after validity is presented as described in Table 4. Considering that this value is above 0.7 for all its variables and dimensions, it can be said that the tool has adequate reliability.

Table 4. Cronbach's alpha coefficient of the main research variables

variable	Cronbach's alpha
Organizational entrepreneurship	0.81
Social customization	0.81
Social value creation	0.83
Entrepreneurial strategic planning	0.77
Empowering human resources	0.81
Social capital	0.82
Social culture	0.84
Organizational delegation	0.86
Development of civil society	0.77
Social Entrepreneurship	0.90

In order to validate the model presented in the qualitative section, the structural equation modeling test was used, which are examined.

Structural equation model: After ensuring the validity and reliability of the research tool by analyzing the questionnaire data, the structural equation model presented in Figure 1 has been obtained.

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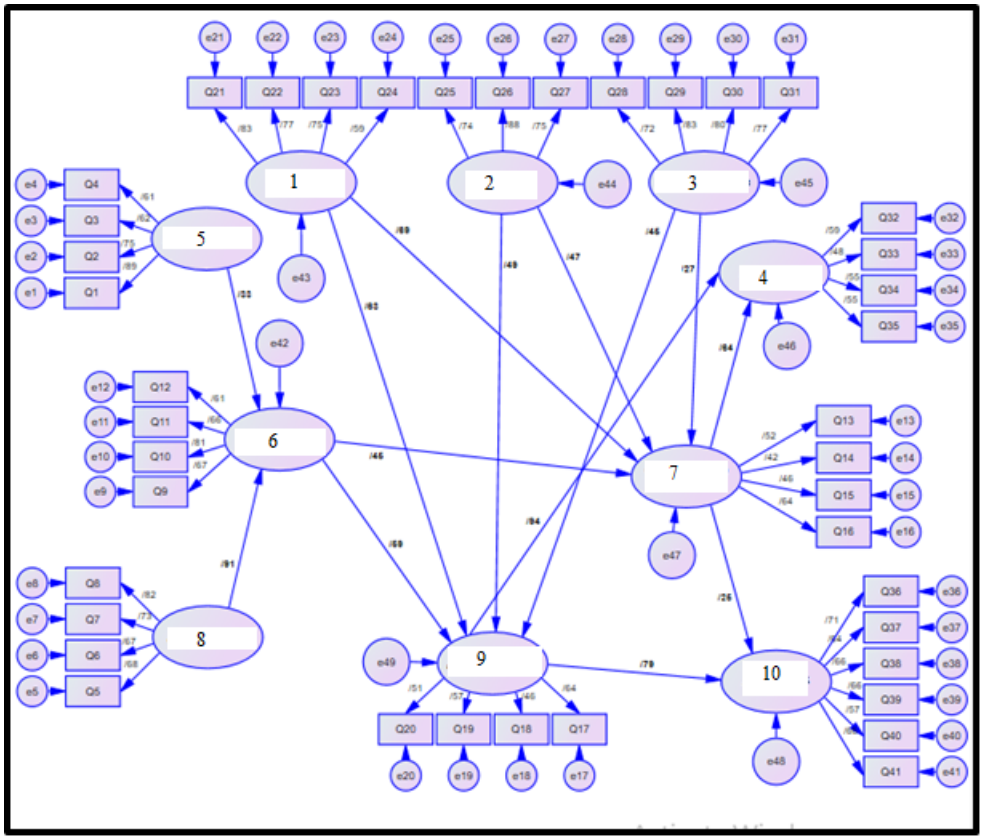


Figure 1. The fitted model of the research

1. Social capital 2. Social culture 3. Organizational delegation 4. Development of civil society 5. Organizational entrepreneurship 6. Social value creation 7. Entrepreneurial strategic planning 8. Social customization 9. Empowering human resources 10. Social Entrepreneurship

This model shows the relationships between the paradigms of the model calculated in the qualitative section. In this model, the paradigm of causes, including two categories of organizational entrepreneurship and social customization, affects the central category of social value creation. Social creation value along with the ruling platform, i.e., social capital, social culture and delegation of organizational authority (intervening conditions) affects the paradigm of strategies and actions that include entrepreneurial strategic planning and human resource empowerment. Finally, the two categories of entrepreneurial strategic planning and human resource empowerment also affect the two categories of consequences, i.e., social entrepreneurship and civil society development.

Discussion

In this research, the design of the social entrepreneurship model with the social capital approach has been discussed, therefore, an attempt has been made to identify the causal factors, background factors, strategic factors, intervening factors and to identify the consequences and results of social entrepreneurship with the social capital approach in Razavi Khorasan Welfare Organization. For this

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purpose, in this research, the researcher has described and presented an image of the design of the social entrepreneurship model with the social capital approach and its characteristics, the effects and results of its use, as well as the characteristics of the interviewees and participants in the research, so that the readers And the researchers, those involved in the organization who study this research can make decisions regarding the application of the findings of this research in similar environments with the necessary information.

The first question of the research showed that the causal factors affecting social entrepreneurship with the social capital approach of this process include the components of organizational entrepreneurship and social customization. Since the basic skill and knowledge of employees is an important factor in acquiring knowledge, therefore, it is necessary to pay enough attention to recruiting employees who have education, experience, knowledge and previous skills required by the company. They can more easily identify skills and job knowledge and are also more active in learning and applying them.

The second question of the research indicated that the background factors affecting the social entrepreneurship model with the social capital approach include the components of social capital and organizational culture. It is suggested as far as possible to prepare organizational procedures with the cooperation of different organizational levels and communication and information. The approved laws and procedures should be communicated. Also, managers and officials of the organization should be serious about doing these things, because recording and writing organizational procedures and instructions will be a part of organizational knowledge management. In this regard, holding training courses on how to record organizational knowledge and knowledge management can be very useful, and it is also suggested that managers plan to strengthen social and organizational culture, and also create a sense of group identity with the participation of employees in various matters. and pay due attention to group rewards to encourage the use of social capital. According to the results of the study and the effect of the variables that make up social capital in the organizational culture, which determines the state of the organizational culture of the studied higher education centers, it seems that if the managers of these centers act to strengthen the mentioned factors, they can strengthen the culture at the same time. Social workers in the mentioned centers should create a suitable platform for creating common harmony, which can have a positive effect on increasing productivity and efficiency. In such conditions, it can be expected that the existing potential abilities will be turned into actuality

In the third question of the research, which examines the strategies of the social entrepreneurship model with the social capital approach, this component includes strategic planning and human resource empowerment, so it seems that by adopting mechanisms and policies to strengthen the research capabilities of employees in order to improve skills and Production and creation of new knowledge and

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the use of knowledge discovery methods such as: data mining and text mining methods and supporting new and effective ideas of employees, by transforming their knowledge into creating important ideas and decisions.

According to the result of the fourth question of the research, in line with the relatively favorable situation of organizational factors and its improvement, it is suggested: in the field of empowering the organization and management, create the motivation for skill training and study and learning in people and encourage the employees to study and acquire skills and provide more knowledge, strengthening the spirit of cooperation, participation and teamwork among employees, providing suitable information systems for storing, transferring and exchanging skills and knowledge such as: Internet, intranet, extranet, groupware and providing the necessary facilities for access easy access to suitable hardware for sharing information, providing the necessary facilities for easy access to suitable software for sharing information and training necessary skills in using information systems such as: Internet, intranet, extranet, groupware, for colleagues through training needs to be taken into consideration. It is also suggested that the educational needs of talented people or people who are likely to be talented in a particular field be determined and based on this, specific training courses should be considered for this category of people. Also, considering that the speed of learning as well as the learning needs of these people are different, it seems more desirable to use the teacher-apprenticeship system.

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