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A Qualitative Model of Wise Governance in the Development of Social Entrepreneurship: The Case of Iranian Knowledge-Based Companies

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Abstract

This study aimed to develop a qualitative model of wise governance for the development of social entrepreneurship, with a focus on Iranian knowledge-based companies. From a paradigmatic perspective, the study adopted an interpretive-exploratory approach and was designed based on a qualitative research strategy. The study population consisted of academic and executive experts, and information-oriented purposive sampling continued until theoretical saturation was achieved. Semi-structured interviews were conducted with 20 experts. The data analysis strategy was based on Braun and Clarke's (2006) six-phase thematic analysis using MAXQDA software, and the findings were organized according to Attride-Stirling's (2001) thematic network framework at three levels: basic, organizing, and global themes. The trustworthiness of the findings was assessed and established based on the criteria proposed by Lincoln and Guba (1985). The reliability of the model was also confirmed through test-retest analysis and intercoder agreement, with a kappa agreement coefficient of 85%. The findings indicated that wise governance influences the development of social entrepreneurship through three core components: wise policymaking, wise leadership, and wise organizational architecture. On the one hand, these three components shape social innovation capability and active stakeholder engagement; on the other hand, they directly contribute to a dynamic wise network. Furthermore, these constructs function as mediating variables and lead to the development of innovative social entrepreneurship through two pathways: sustainable value creation and strategic resilience. Accordingly, the conceptual model of the study was extracted in the form of 9 global themes, 35 organizing themes, and 144 basic themes.

Keywords: wise governance; social entrepreneurship; knowledge-based companies; thematic analysis; qualitative research

1. Introduction

Contemporary societies are increasingly confronted with complex and interconnected economic, social, technological, and environmental challenges that cannot be adequately addressed through traditional governmental interventions or purely profit-oriented market mechanisms. Problems such as inequality, unemployment, environmental degradation, social exclusion, unequal access to services, and the vulnerability of disadvantaged communities require organizational arrangements capable of combining economic viability with the creation of sustainable social value. Within this context, social entrepreneurship has



emerged as an important mechanism for responding to societal needs through entrepreneurial action, innovation, and the mobilization of resources across organizational and sectoral boundaries. Recent evidence indicates that social entrepreneurship can contribute simultaneously to economic development, social transformation, community empowerment, and the achievement of broader sustainable development objectives (Naskar & Sana, 2026). It has therefore moved from being regarded as a peripheral form of entrepreneurship toward becoming an increasingly significant component of contemporary economic and social development strategies (Pandey et al., 2025). From a global perspective, social entrepreneurship can act as a catalyst for social change by developing innovative responses to unmet needs, increasing the participation of disadvantaged groups, and creating mechanisms through which market-based activities can be aligned with collective well-being (Naskar & Sana, 2025).

Despite its growing prominence, social entrepreneurship remains a multidimensional and conceptually heterogeneous phenomenon. The field encompasses organizations with diverse legal structures, missions, revenue models, governance arrangements, and approaches to measuring social impact. This heterogeneity has generated ongoing theoretical debates regarding the boundaries between social entrepreneurship, conventional entrepreneurship, nonprofit activity, corporate social responsibility, and public-sector innovation. Morris et al. identify major conceptual divides within the field, particularly concerning the relative importance attributed to social mission, entrepreneurial processes, financial sustainability, innovation, and organizational form (Morris et al., 2021). Bibliometric evidence likewise demonstrates the rapid expansion and diversification of social entrepreneurship research, while highlighting the continuing need for greater conceptual integration and interdisciplinary theorization (Iskandar et al., 2021). The evolution of research published in specialized social entrepreneurship journals further demonstrates that scholarship has increasingly shifted from defining the phenomenon toward examining ecosystems, impact, sustainability, institutional arrangements, innovation, and organizational performance (Weerakoon, 2024). Consequently, the development of social entrepreneurship should not be conceptualized merely as an increase in the number of socially oriented ventures; rather, it requires an institutional and organizational environment that allows such ventures to generate, scale, and sustain social value.

A central characteristic distinguishing social entrepreneurship from conventional business entrepreneurship is the simultaneous pursuit of social and economic objectives. Social enterprises are expected to create measurable benefits for society while maintaining sufficient economic viability to continue their operations and expand their impact. Research on social entrepreneurship orientation suggests that entrepreneurial behavior in such organizations involves dimensions such as innovativeness, proactiveness, risk management, and a strong orientation toward social mission (Halberstadt et al., 2021). However, balancing social and commercial objectives can create significant managerial tensions because decisions that maximize financial returns do not necessarily maximize social outcomes, and an excessive emphasis on social mission without adequate economic discipline may undermine organizational continuity. Performance in social enterprises therefore needs to be assessed multidimensionally rather than through conventional financial indicators alone (Pinheiro et al., 2021). The measurement of social entrepreneurship itself similarly requires attention to entrepreneurial behavior, social outcomes, organizational sustainability, and contextual characteristics (Lortie et al., 2024). These considerations indicate that the sustainable development of social entrepreneurship is strongly dependent on governance mechanisms capable of reconciling multiple objectives and stakeholder expectations.

The relationship between social entrepreneurship and sustainable development has become especially important in contemporary management research. Social enterprises can contribute to sustainable development by creating employment, reducing social disparities, developing locally responsive innovations, and generating economic activity around unresolved social problems. Cross-national evidence has demonstrated a positive relationship between social entrepreneurship and dimensions of sustainable development, particularly when entrepreneurial activities contribute to economic growth while simultaneously addressing social needs (Al-Qudah et al., 2022). Evidence from emerging economies also suggests that sustainable social entrepreneurship depends on the integration of social mission, entrepreneurial capacity, institutional support, and long-term economic viability (Anh et al., 2022). Kamaludin et al. similarly conceptualize sustainability and social entrepreneurship as closely interconnected, emphasizing that the long-term effectiveness of social ventures depends on their ability to integrate economic, social, and environmental value within coherent organizational models (Kamaludin et al., 2024).



Broader empirical research on sustainable development has also shown that governance, economic performance, institutional quality, and environmental considerations interact in shaping development outcomes (Sarwar et al., 2021). Thus, strengthening social entrepreneurship requires governance arrangements that are capable of coordinating these interdependent dimensions rather than treating them as isolated managerial concerns.

Page | 3 The entrepreneurial ecosystem perspective provides an additional basis for understanding why organizational capability alone cannot explain the development of social entrepreneurship. Entrepreneurship occurs within networks of institutions, policies, financial actors, universities, markets, support organizations, cultural norms, and knowledge infrastructures that can either facilitate or inhibit entrepreneurial processes (Guerrero et al., 2021). Sociocultural and economic conditions similarly influence individuals' and organizations' willingness and ability to engage in social entrepreneurship (Méndez-Picazo et al., 2021). Comparative evidence regarding the evolution of social enterprises also demonstrates that national institutional structures, public policies, legal frameworks, and historical trajectories significantly affect the form and development of social enterprises (Placek et al., 2024). These findings imply that social entrepreneurship is fundamentally embedded in systems of governance and cannot be developed solely through the isolated actions of individual entrepreneurs. The quality of the surrounding ecosystem, the accessibility of resources, the legitimacy provided by public institutions, and the availability of mechanisms for cooperation and knowledge exchange are critical determinants of whether social innovations remain small-scale initiatives or develop into sustainable and scalable solutions.

Technological development has further intensified the importance of ecosystemic approaches to social entrepreneurship. Social problems increasingly require combinations of scientific knowledge, digital technologies, organizational innovation, and cross-sectoral collaboration. Gerli et al. demonstrate that technological development in social entrepreneurship depends on ecosystem-level relationships among different actors and on institutional mechanisms that facilitate access to knowledge, resources, and innovation capabilities (Gerli et al., 2022). The growing relevance of social innovation in different national contexts similarly reveals the importance of institutional configurations through which governments, businesses, communities, and social organizations jointly generate and diffuse innovative solutions (Yoon & Ho, 2024). The increasing prominence of green entrepreneurship also demonstrates how knowledge-intensive entrepreneurial activity can connect technological innovation with environmental and social objectives (Tien et al., 2023). Such developments are particularly relevant to knowledge-based companies, whose competitive advantage is typically rooted in specialized knowledge, technological capabilities, innovation, and intellectual capital. When these capabilities are directed toward social needs, knowledge-based firms can potentially serve as important platforms for scalable social innovation; however, realizing this potential requires an appropriate governance system.

Governance is therefore a fundamental concept in explaining the institutional conditions under which sustainable and socially responsive entrepreneurship can develop. Good governance traditionally emphasizes accountability, transparency, effectiveness, participation, institutional quality, rule-based administration, and responsible resource allocation. The relationship between governance and sustainable development has long been recognized, with effective governance functioning as an essential condition for coordinating public and private actors and translating development objectives into sustainable outcomes (Denters et al., 2023). Evidence regarding the Sustainable Development Goals similarly indicates that governance quality and institutional performance directly affect the capacity of societies to implement complex development agendas (Rahman, 2021). At the international level, development governance increasingly involves networks of state and nonstate actors whose interactions require mechanisms for coordination, accountability, and institutional cooperation (Reinsberg & Westerwinter, 2021). At the organizational level, effective financial governance likewise depends on transparent procedures, accountability, appropriate controls, and responsible management practices (Fatmawatie & Endri, 2022). These perspectives collectively suggest that governance represents more than an administrative structure; it is a multidimensional system through which organizational priorities, stakeholder relationships, resources, knowledge, and accountability mechanisms are organized.

Nevertheless, the complexity of contemporary social and technological environments has exposed limitations in conventional governance approaches based primarily on formal rules, hierarchical control, and procedural compliance. Organizations operating in environments characterized by uncertainty, conflicting stakeholder expectations, rapid technological change, and complex social problems require governance mechanisms capable of learning, interpretation, anticipation, ethical



judgment, and adaptive decision-making. This requirement has increased interest in the concept of wise governance. Wise governance extends conventional notions of good governance by incorporating practical wisdom, long-term orientation, systemic understanding, ethical consideration, knowledge integration, and the capacity to make context-sensitive decisions under uncertainty. Oliver argues that sustainability transitions require a knowledge architecture capable of supporting wise governance by integrating diverse forms of knowledge and enabling decision-makers to understand complex systems rather than relying on fragmented information (Oliver, 2021). Similarly, discussions of environmental governance demonstrate that complex sustainability challenges require not only sound scientific evidence but also wise governance capable of reconciling ecological, social, technical, and institutional considerations (Berbel & Delgado-Ramos, 2024).

The concept of wisdom in governance is particularly relevant because the possession of knowledge does not automatically result in effective collective decision-making. Knowledge-intensive organizations may contain highly qualified individuals while still producing poor decisions when organizational structures suppress dissent, discourage critical reflection, fragment information, or reinforce dysfunctional consensus. Research on collective stupidity in knowledge-based companies demonstrates that organizational and social mechanisms can adversely affect decision-making despite the presence of substantial expertise and intellectual resources (Ahmadzadeh et al., 2022). This finding is especially significant for knowledge-based firms, where organizational success depends not merely on accumulating expertise but on creating governance mechanisms that enable knowledge to be challenged, integrated, shared, and transformed into appropriate strategic action. Wise governance can therefore be viewed as a mechanism through which knowledge-intensive organizations reduce collective cognitive failures and strengthen reflective, evidence-based, ethically informed, and strategically coherent decision-making.

Leadership represents another essential dimension of wise governance. Governance quality is shaped not only by formal institutions but also by the characteristics, priorities, and behavior of those exercising leadership authority. Comparative evidence suggests that different types of national leaders can produce meaningful differences in governance quality, illustrating the importance of leadership orientation in shaping institutional performance (Peveri, 2022). In organizational contexts, wise leadership requires the ability to reconcile competing values, maintain commitment to long-term social objectives, encourage organizational learning, support innovation, and establish accountability. For social entrepreneurship, this role is particularly important because leaders must manage the tension between mission achievement and organizational survival. Wise leadership can provide the ethical and strategic orientation through which social objectives remain embedded in organizational decision-making while economic and technological capabilities are mobilized in support of those objectives.

Wise governance also requires inclusive and participatory stakeholder relationships. Social entrepreneurship is intrinsically stakeholder-intensive because its activities directly affect communities, customers, employees, investors, public agencies, civil society organizations, and beneficiaries. Inclusive governance emphasizes the empowerment of communities, meaningful participation, social justice, and the incorporation of diverse stakeholder perspectives into decision-making processes (Sánchez-Soriano et al., 2024). For knowledge-based social enterprises, stakeholder engagement can provide access to tacit knowledge about social problems, improve the legitimacy of innovations, facilitate co-creation, and increase the likelihood that technological solutions correspond to actual community needs. Moreover, social entrepreneurship often involves complex problems that cannot be adequately understood through linear analytical reasoning alone. Complex thinking, systems awareness, and the capacity to integrate multiple perspectives have therefore been identified as important cognitive foundations for social entrepreneurial action (Vázquez-Parra et al., 2022). These capabilities are consistent with a wise governance approach in which decisions emerge from deliberation, stakeholder knowledge, systemic analysis, and reflection on long-term consequences.

The development of wise governance may also strengthen organizational resilience and sustainable value creation. Social enterprises operate under substantial uncertainty arising from resource constraints, regulatory changes, market instability, social crises, and evolving stakeholder expectations. Governance arrangements that promote learning, distributed knowledge, strategic foresight, transparency, and adaptive coordination can improve an organization's ability to maintain its mission while responding to disruptive conditions. Environmental, social, and governance awareness has also been associated with improved organizational risk profiles, suggesting that responsible governance practices can generate benefits that extend beyond legitimacy to organizational resilience and financial stability (Brogi et al., 2022). From this perspective, wise governance can



contribute to sustainable social entrepreneurship not only by stimulating innovation but also by establishing the organizational conditions required to protect and reproduce social value over time.

For knowledge-based companies, the integration of wise governance and social entrepreneurship is particularly salient. These companies are positioned at the intersection of knowledge creation, technological innovation, market opportunity, and institutional policy. Their capacity to transform specialized knowledge into innovative products and services provides significant potential for addressing social challenges; nevertheless, technological competence alone does not ensure socially desirable outcomes. The effective mobilization of knowledge for social value creation requires supportive policymaking, wise leadership, flexible organizational architecture, active stakeholder engagement, dynamic networks, and mechanisms that connect innovation with sustainable impact. Existing research has examined social entrepreneurship orientation, ecosystems, performance, sustainability, social innovation, governance, and knowledge architectures separately, yet the relationships among these dimensions remain fragmented. In particular, there is a need for an integrative framework explaining how wise governance can generate organizational and ecosystem-level capabilities through which knowledge-based companies develop innovative social entrepreneurship.

Accordingly, a qualitative investigation is necessary because wise governance represents an emerging and context-dependent organizational phenomenon whose dimensions and mechanisms may not be fully captured through predetermined quantitative measures. Exploring the experiences and interpretations of experts can reveal the underlying relationships through which policymaking, leadership, organizational architecture, networking, social innovation capability, stakeholder engagement, resilience, and value creation interact. Such an approach can also address the need for stronger conceptual integration within the social entrepreneurship literature while providing a context-sensitive framework relevant to knowledge-intensive organizational settings. Therefore, the aim of the present study was to develop a qualitative model of wise governance for the development of social entrepreneurship in Iranian knowledge-based companies.

2. Methods and Materials

From a paradigmatic perspective, the present study falls within the category of qualitative research and adopts an interpretive–constructivist approach. By emphasizing an in-depth understanding of social phenomena through the perspectives of actors, this paradigm provides an appropriate methodological foundation for discovering and conceptualizing emerging concepts such as wise governance. In terms of purpose, the study is fundamental–applied: it is fundamental insofar as it contributes to the development of theoretical literature and the construction of a conceptual model, and applied because its findings can be directly implemented in knowledge-based companies. Moreover, the inferential logic governing the study is based on inductive reasoning, through which the final theory and model emerge from field data.

The research data were collected through in-depth, semi-structured interviews with experts. To systematically identify and extract themes, a thematic analysis strategy based on Braun and Clarke's (2006) approach was employed. As one of the most flexible and effective qualitative analytical methods, thematic analysis enables researchers to decipher latent patterns of meaning embedded in experts' lived experiences. In this study, the data analysis process was conducted through six successive and iterative phases: (1) immersion in and in-depth familiarization with the textual data, (2) generation of initial (open) codes, (3) searching for and categorizing similar codes to develop themes, (4) reviewing and refining the thematic network, (5) defining and naming the final themes, and (6) preparing the analytical report and depicting the thematic network as the conceptual model.

Subsequently, in the second stage, Attride-Stirling's thematic network approach was employed, and three-level coding was conducted using basic (subordinate), organizing (main), and global themes.

The participant population consisted of experts possessing specialized knowledge and executive experience. Sampling was conducted using an information-oriented purposive sampling method. The criterion for determining sample size was the achievement of theoretical saturation; that is, the interview process continued until newly collected data no longer added any new concepts or dimensions to the thematic network. Accordingly, saturation was achieved with a panel of $N = 20$ experts. The demographic composition of the panel was selected in a manner that adequately represented the interdisciplinary nature of the research topic. Table 1 presents the distribution of the experts' demographic characteristics.



Table 1. Frequency and Percentage Distribution of Experts' Demographic Characteristics (N = 20)

Descriptive Variable	Level/Category	Frequency (n)	Percentage
Gender	Male	14	70%
	Female	6	30%
Educational degree	Master's degree	5	25%
	Doctoral degree	15	75%
Field of study	Public Administration	9	45%
	Entrepreneurship Management	7	35%
	Other	4	20%
Total	—	20	100%

An examination of the descriptive statistics of the demographic characteristics indicates that, in terms of education, the majority of experts (75%) held doctoral degrees, reflecting a high level of theoretical and research expertise in fields related to the subject of the study. In terms of gender, although men constituted a larger proportion of the sample (70%), the participation of female experts (30%) contributed to diversity of perspectives and reduced the likelihood of bias in the process of expert judgment. With respect to field of study, the largest proportion consisted of Public Administration specialists (45%), a field directly related to the central focus of the study, namely wise governance. In addition, the substantial representation of Entrepreneurship Management specialists (35%) and experts from other related disciplines strengthened the credibility and comprehensiveness of the findings given the interdisciplinary nature of the research topic. To assess the quality and rigor of the qualitative findings, Lincoln and Guba's (1985) four criteria of credibility, transferability, dependability, and confirmability were employed. To establish credibility, member checking was used; accordingly, the coding results and extracted themes were provided to the participants so that they could confirm the consistency of the findings with their intended meanings. Transferability was ensured through rich and thick descriptions of the research context and participant characteristics. To establish confirmability, efforts were made to control researcher bias through precise documentation of all stages of data extraction.

Accordingly, to assess the reliability of the interview coding process in the qualitative phase, the test–retest reliability method was employed. Under this approach, after a 15-day interval, a selected portion of the interviews was recoded, and the degree of stability and consistency between the two coding stages was examined. Of all the codes extracted during the first stage, 143 codes were selected as the evaluation set. The results of this calculation are presented in Table 2.

Table 2. Calculation of Inter-coder Reliability

Reliability Assessment Indicator	Values and Counts (First Stage)	Values and Counts (Second Stage)	Number of Agreements (Identical Codes)	Reliability Coefficient (Percentage Agreement)
Total codes evaluated	143 codes	143 codes	128 codes	89.47%
Final mean reliability				89.5%

As shown in Table 2, of the 143 codes evaluated, 128 were assigned identically in both coding stages. Accordingly, test–retest reliability was calculated at 89.5%. Given that this value is substantially higher than the commonly recommended thresholds in qualitative research, it can be concluded that the coding process demonstrated satisfactory reliability and that the dependability of the interview analysis was at an acceptable level.

3. Findings and Results

In the first stage, a thematic analysis strategy based on Braun and Clarke's (2006) six-phase framework was employed to extract concepts systematically and in depth. Following a comprehensive review of the theoretical literature and transcription of the in-depth interviews, the raw data were transferred to MAXQDA qualitative data analysis software for coding. Data structuring was conducted using Attride-Stirling's (2001) thematic network approach across three successive levels of abstraction. Concepts with semantic similarity were first grouped into basic or subordinate themes, subsequently elevated to a higher level of abstraction as organizing or main themes, and ultimately configured into global themes on the basis of their theoretical interrelationships. The output of this reduction and networking process is presented in Table 3.



Table 3. Thematic Network Coding Process

No.	Basic Theme	Organizing Theme	Global Theme
1	Existence of explicit and well-defined regulations for social knowledge-based entities, such as cooperatives and nonprofit organizations	Legal and Supportive Framework	Wise Policymaking
2	Average time required to issue licenses and permits for social businesses		
3	Diversity and scope of dedicated tax and insurance incentives for social entrepreneurs		
4	Existence of accelerated registration and protection mechanisms for inventions and social innovation models		
5	Volume and stability of public budget lines allocated to the development of the social ecosystem	Financing and Resource Allocation System	
6	Activity and diversity of innovative financial institutions		
7	Percentage of government investment in applied research addressing priority social issues		
8	Ease of access to and speed of allocation of low-cost financing to social knowledge-based projects	Intelligent Monitoring and Evaluation	
9	Quality and comprehensiveness of management dashboards for monitoring macro-level social impact indicators		
10	Frequency and systematic nature of feedback processes involving civil society organizations and target communities		
11	Degree of flexibility of policymaking institutions in annually reviewing and revising regulations		
12	Accessibility and transparency of performance evaluation reports on supportive policies	Institutional and Cross-Sectoral Convergence	
13	Systematic nature and continuity of coordination meetings among institutions responsible for welfare, technology, and economic sectors		
14	Number and scope of influence of public-private companies focused on solving social problems		
15	Existence of a specified methodology for localizing and adapting successful policies and models		
16	Effectiveness of problem-solving working groups in addressing cross-sectoral challenges	Ethical and Value-Based Leadership Capital	Wise Leadership
17	Leaders' level of adherence to ethical principles and the triple-bottom-line mission		
18	Existence and operationalization of ethical codes of conduct and social responsibility charters within the organization		
19	Leadership effectiveness in transforming the social mission into a shared and motivating goal for employees		
20	Leadership commitment to transparency and accountability when confronting challenges and public opinion	Capacity for Knowledge-Based Human Capital Development	
21	Adaptability of training program content to the skills required for solving social problems		
22	Rate of recruitment and retention of specialized personnel possessing social commitment and interdisciplinary skills		
23	Degree of alignment between employee reward and promotion systems and the social outcomes and impacts created		
24	Extent of delegation of authority and support for bottom-up innovation	Organizational and Cognitive Learning Capability	
25	Effectiveness of mechanisms for recording and updating knowledge regarding innovation and social impacts		
26	Depth and quality of critical post-project analyses		
27	Frequency and outcomes of transformative learning processes at the senior management level	Accountability and Social Commitment	
28	Existence of a psychologically safe environment for accepting innovation-related risks and learning from failures		
29	Accuracy and frequency of reporting the social consequences of major decisions to stakeholders		
30	Operational adherence to ethical protocols and protection of the rights of vulnerable consumers		
31	Quality and regular publication of sustainability and performance reports based on recognized standards		

32	Proportion of voluntary and nonmandatory organizational participation in local development projects		
33	Extent of the use of self-managed teams and project-based structures	Agile Organizational Structure	Wise Organizational Architecture
34	Smoothness and speed of information flow and knowledge exchange among functional units		
35	Structural agility in reorganizing teams in response to changing social priorities		
36	Existence of dedicated organizational units for guiding and supporting social innovation		
37	Extent of reliance on technological tools and big-data analytics for identifying problems	Information Infrastructure and Business Intelligence	
38	Degree of integration between resource management systems and stakeholder engagement platforms		
39	Compliance with and certification against cybersecurity standards and protection of sensitive target-community data		
40	Capability for online measurement and monitoring of key social impact indicators		
41	Systematic application of agile methodologies, such as in the development of social services	Value-Oriented Process Management	
42	Existence of standardized quantitative and qualitative instruments for continuous assessment of the social impacts of products		
43	Percentage reduction in waste and non-value-adding activities within internal processes		
44	Time interval between user feedback and process modification within the continuous improvement cycle		
45	Effectiveness of the reward and incentive system for innovative ideas proposed by all employees	Internal Open Innovation	
46	Existence and accessibility of controlled experimentation environments		
47	Number and quality of collaboration agreements for acquiring external ideas and technologies		
48	Degree of institutionalization of co-creation processes with customers and partners		
49	Depth and accuracy of root-cause, rather than merely superficial, analysis of social problems	Capacity for Problem Recognition and Empathy	Social Innovation Capability
50	Extent of the use of human-centered design and ethnographic techniques to understand needs		
51	Accuracy and validity of models predicting future social needs based on available data		
52	Existence and effectiveness of crowdsourcing and active-listening channels for identifying societal concerns		
53	Degree of success in designing solutions that simultaneously generate social and economic value	Blended Value Creation Capability	
54	Level of sophistication and currency of technologies incorporated into social solutions		
55	Potential and strategy for replicating and scaling solutions across different environments and markets		
56	Speed and frequency of delivering prototypes of social solutions	Social Innovation Life Cycle	
57	Frequency and comprehensiveness of field testing with actual target communities		
58	Accuracy of social impact assessment instruments during the pilot phase		
59	Existence of clear plans for financial sustainability and transfer of ownership of innovations over time		
60	Number and diversity of joint innovation platforms with nongovernmental and academic institutions	Networked Co-Creation	
61	Organization of challenge-driven innovation events		
62	Depth and operational outcomes of strategic partnerships with specialized centers		
63	Smoothness and efficiency of knowledge- and technology-exchange systems among partners		
64	Breadth and penetration of the network among powerful governmental stakeholders and influential stakeholders	Relational Capital and Strategic Trust	Dynamic Wise Network



65	Rate at which memoranda of understanding are converted into joint operational projects		
66	Active participation in institutions related to the social domain		
67	Measured level of trust and reduction in monitoring costs within network interactions		
68	Extent of members' access to complementary financial resources, equipment, and human resources through the network	Resource and Value Exchange Mechanism	
69	Activity and effectiveness of systems for sharing tacit knowledge and best practices		
70	Existence of structured programs for staff exchange and reciprocal consultation		
71	Volume and value of collective investments in network-generated ideas		
72	Clarity and consensus regarding governance protocols and financial responsibilities in joint projects	Network Governance and Conflict Management	
73	Speed and fairness of dispute resolution and conflict management among network members		
74	Degree of members' participation and voting power in major network decision-making processes		
75	Existence of specific criteria and instruments for periodic evaluation of members' performance		
76	Members' commitment to ethical principles and nonmisuse of network information	Network Resilience and Sustainability	
77	Strength of the culture of support and member cohesion when confronting external crises		
78	Net rate of entry and exit among strategic and key network members		
79	Currency and distinctiveness of the value propositions offered to different network members		
80	Comprehensiveness and currency of information regarding stakeholder requirements, including interests, power, and expectations	Stakeholder Relationship Intelligence	Active Stakeholder Engagement
81	Accuracy of stakeholder analysis based on influence-interest models		
82	Alignment of communication resource allocation with strategic stakeholder prioritization		
83	Existence of an early-warning system for sudden changes in stakeholder relationships		
84	Extent of the use of interactive and dialogue-oriented rather than one-way communication channels	Transparent Communication and Reporting System	
85	Comprehensibility and simplicity of performance and financial reports for general audiences		
86	Regularity and quality of question-and-answer events attended by senior managers		
87	Availability of easy access to open data without time restrictions		
88	Stakeholder participation in governance and consultation processes	Participatory Governance	
89	Depth of the use of co-creation and ideation workshops with target communities		
90	Documented extent to which stakeholder opinions influence the revision of programs and strategies		
91	Existence of secure and anonymous systems for submitting criticisms and suggestions		
92	Speed and transparency of responses to complaints and management of communication crises	Stakeholder Accountability and Trust	
93	Operational conformity of interactions with international stakeholder-relations standards		
94	Average time required to fulfill commitments made to stakeholders		
95	Trend of improvement in the stakeholder satisfaction index		
96	Degree of integration between revenue streams and social value creation	Hybrid Business Model	Sustainable Value Creation
97	Ratio of sales-generated revenues to support-based revenues		
98	Financial independence in the event of sudden termination of governmental or nongovernmental support		
99	Availability and accuracy of reports calculating social return on investment and triple-bottom-line value creation		

100	Reliability and validity of instruments measuring changes in the target community's quality of life	Impact Measurement and Management System	
101	Compliance with and certification of sustainability reports based on global standards		
102	Easy and free public access to summaries of impact assessment reports		
103	Requirement and frequency of independent audits of social and environmental impacts		
104	Percentage reduction in water and energy consumption and greenhouse gas emissions within core processes	Responsible Supply Chain Management	
105	Efficiency and effectiveness of circular economy and waste-management systems		
106	Share of renewable and environmentally compatible raw materials in production inputs		
107	Implementation of a supplier-screening system based on decent-work and environmental criteria		
108	Effectiveness of training and awareness programs regarding responsible consumption patterns	Promotion of a Culture of Sustainable Production and Consumption	
109	Compliance with and certification of design-for-environment principles in product design		
110	Calculation and monitoring of the carbon and water footprints of final products		
111	Number and reach of joint initiatives with civil society organizations aimed at changing consumption behaviors		
112	Comprehensiveness and predictive analysis of environmental risks affecting the organizational mission	Risk Management Intelligence	Strategic Resilience
113	Accuracy in identifying potential internal points of failure within the organization		
114	Quality and diversity of strategic scenarios developed for uncertain futures		
115	Existence of a system for documenting and generalizing lessons learned from crises		
116	Speed and cost of reconfiguring teams and processes in response to social shocks	Agility and Adaptability	
117	Level of employees' cross-functional specialized skills for rapid substitution		
118	Degree of product diversification for distributing the risk of dependence on a single market		
119	Existence and effectiveness of contingency and backup plans for critical services		
120	Coverage and frequency of exercises for the comprehensive business continuity plan	Mission and Business Continuity	
121	Adequacy of financial resources outside the operating cycle to cover crisis-related costs		
122	Robustness and operational readiness of mutual-support agreements with key partners		
123	Full readiness of technological infrastructure for rapid migration of operations to virtual environments		
124	Measured level of employees' psychological well-being and commitment	Psychological and Supportive Capital	
125	Availability and effectiveness of counseling services and individual resilience training		
126	Strength of formal and informal support networks for coping with stress arising from social work		
127	Degree of success in empowering target communities to enhance self-reliance and local resilience		
128	Quality of promotional campaigns aimed at increasing awareness of and motivation for social entrepreneurship	Cultural and Promotional Capital	Development of Innovative Social Entrepreneurship
129	Participation rate and effectiveness of social entrepreneurship skills-training programs		
130	Quality and extent of media coverage of successful national and international models		
131	Number and outcomes of joint projects between knowledge-based companies and social organizations		



132	Absorptive capacity and quality of services provided by specialized social accelerators and incubators for knowledge-based companies	Acceleration and Support Ecosystem
133	Access of knowledge-based companies to an extensive and specialized network of financial, legal, and social mentors	
134	Availability of specialized workspaces at affordable costs for knowledge-based companies	
135	Ease and speed of injecting seed capital from dedicated funds	
136	For the offering of social products developed by knowledge-based companies	Market Facilitation and Access
137	Extent of branding support and access to social-marketing consulting for knowledge-based companies	
138	Volume and value of public procurement contracts for social products	
139	Breadth and efficiency of physical and digital distribution channels for vulnerable target markets	
140	Degree of compliance with impact-reporting requirements under supportive regulations	Recognition and Dissemination System
141	Influence and motivational effect of national awards and festivals on the growth of social entrepreneurship	
142	Extent of the production and dissemination of in-depth case studies of successful domestic experiences	
143	Accuracy and comprehensiveness of the national database for monitoring and providing information on social enterprises	

The findings presented in Table 3 indicate that 143 items (basic themes) were extracted from the qualitative data and conceptualized within 14 overarching dimensions (global themes). In the next stage, exploratory factor analysis (EFA) was employed to validate and establish the adequacy of the factor structure emerging from the qualitative phase. The results of this statistical analysis, presented in Table 4, empirically confirm the construct validity and reliability of the measurement model.

Table 4. Exploratory Factor Analysis of the Model

Variable	KMO	Bartlett's Test (<i>p</i>)	Test Result
Wise Policymaking	0.752	0.000	Confirmed
Wise Leadership	0.796	0.000	Confirmed
Wise Organizational Architecture	0.713	0.000	Confirmed
Social Innovation Capability	0.801	0.000	Confirmed
Dynamic Wise Networking	0.716	0.000	Confirmed
Active Stakeholder Engagement	0.813	0.000	Confirmed
Sustainable Value Creation	0.896	0.000	Confirmed
Strategic Resilience	0.786	0.000	Confirmed
Development of Innovative Entrepreneurship	0.796	0.000	Confirmed

The results presented in Table 4 confirm the adequacy of the data for identifying the structural relationships within the model. As shown, the Kaiser–Meyer–Olkin (KMO) measure for all variables is at a highly satisfactory level, exceeding 0.70, which indicates an adequate sample size and sufficient correlations among the indicators of each factor. Furthermore, Bartlett's test of sphericity was statistically significant for all variables at $\alpha < .05$ ($p = .000$). Following confirmation of the structural validity of the themes and indicators through EFA, the next stage of the research involved model development. Figure 1 presents the exploratory model of the study.

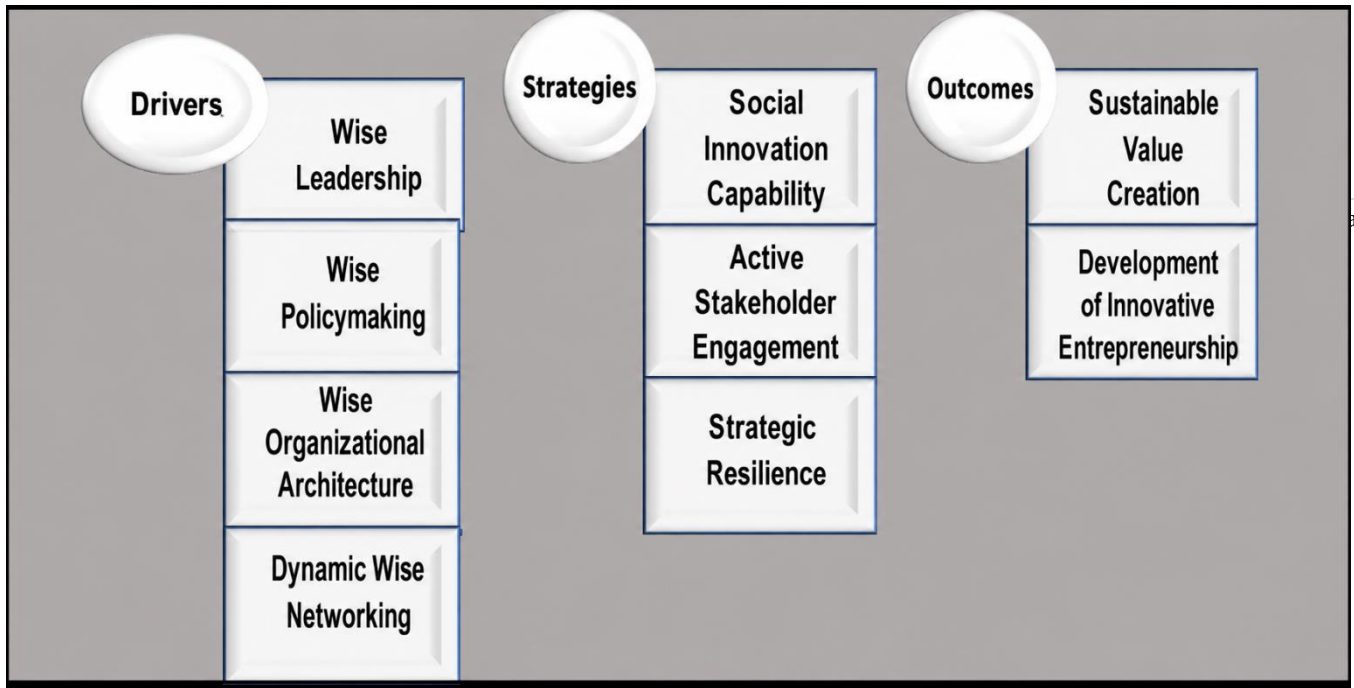


Figure 1. Exploratory Model Developed in the Study

The conceptual model developed through the exploratory study explains the pathway through which wise governance affects the development of social entrepreneurship within knowledge-based companies based on a process-oriented and systemic logic. Within this framework, the fundamental drivers—including wise leadership, wise policymaking, wise organizational architecture, and dynamic wise networking—function as the principal and foundational antecedents. By establishing a context grounded in collective wisdom, strategic insight, evidence-based decision-making, and agile structures, these drivers enable organizations to move beyond a one-dimensional profit-oriented perspective and integrate social missions into the core of their activities. Within this institutional context, mediating and strategic mechanisms become activated such that establishing the foundations of wise governance directs the organization toward enhancing social innovation capability, promoting active engagement and shared value creation with stakeholders, and developing strategic resilience in the face of environmental uncertainties. These strategies serve as the connecting mechanisms through which the potential capacities of governance are translated into tangible actions and provide the operational foundation required for moving from ideas to implementation. Ultimately, the implementation and continuity of these mediating strategies generate the final outcomes and achievements of the model, thereby facilitating the sustainable success of knowledge-based companies within the entrepreneurial ecosystem. The outputs of this structure are manifested in sustainable value creation and the development of innovative entrepreneurship. This part of the model demonstrates that the continuous creation of innovative and transformative initiatives is not a random occurrence; rather, it is the logical outcome of a system in which organizational innovation capabilities are directed through systematic, wisdom-oriented governance.

4. Discussion and Conclusion

The present study aimed to develop a qualitative model of wise governance for the development of social entrepreneurship in Iranian knowledge-based companies. The findings showed that wise governance operates through a multidimensional and systemic configuration in which wise policymaking, wise leadership, wise organizational architecture, and dynamic wise networking constitute the principal governance drivers. These drivers create the conditions for strengthening social innovation capability, active stakeholder engagement, and strategic resilience, which in turn contribute to sustainable value creation and the development of innovative social entrepreneurship. The qualitative analysis further demonstrated that the identified dimensions are not independent organizational attributes; rather, they form an interconnected process through which governance capacities are translated into innovation, stakeholder-oriented action, resilience, and ultimately sustainable entrepreneurial outcomes. The exploratory factor analysis also supported the adequacy of the identified constructs, with KMO

values exceeding .70 for all variables and statistically significant Bartlett's tests, providing additional empirical support for the structural adequacy of the proposed model.

One of the principal findings was the central role of wise policymaking in developing social entrepreneurship. This dimension included the legal and supportive framework, financing and resource allocation, intelligent monitoring and evaluation, and institutional and cross-sectoral convergence. The findings suggest that social entrepreneurship cannot develop sustainably when policies are fragmented, financial mechanisms are unstable, administrative procedures are burdensome, or governmental and nongovernmental institutions operate independently. Rather, policy systems need to be adaptive, evidence-based, transparent, and capable of coordinating technological, economic, and social priorities. This result is consistent with the broader governance literature emphasizing that sustainable development depends on institutional quality, coordinated public policy, accountability, and effective implementation mechanisms (Denters et al., 2023). Likewise, evidence concerning achievement of sustainable development objectives indicates that governance performance plays a determining role in transforming developmental priorities into operational outcomes (Rahman, 2021). At the international level, development governance has similarly become increasingly dependent on coordination among multiple governmental and nongovernmental actors rather than on isolated hierarchical interventions (Reinsberg & Westerwinter, 2021). Consequently, wise policymaking in the present model may be interpreted as the institutional infrastructure through which the social entrepreneurship ecosystem receives legitimacy, resources, predictability, and strategic direction.

The importance of policymaking is particularly evident in the case of knowledge-based companies because these organizations are simultaneously affected by innovation policy, financial policy, intellectual property regulation, labor-market conditions, and social development policies. The results therefore extend ecosystem approaches to entrepreneurship by indicating that policy coherence is not peripheral but foundational to entrepreneurial development. Guerrero et al. demonstrated that entrepreneurial activity is deeply embedded within ecosystems involving institutions, support structures, networks, and environmental resources (Guerrero et al., 2021). Similarly, sociocultural and economic conditions significantly influence the extent to which social entrepreneurship can emerge and expand (Méndez-Picazo et al., 2021). Comparative evidence regarding social enterprises also indicates that national institutional arrangements and policy environments shape their evolutionary trajectories (Placek et al., 2024). The present findings therefore suggest that wise policymaking should not merely provide subsidies or regulatory concessions; it should actively construct an enabling ecosystem by aligning legislation, financing mechanisms, evaluation systems, and cross-sectoral collaboration around social value creation.

A second major finding concerned wise leadership, which incorporated ethical and value-based leadership capital, knowledge-based human capital development, organizational and cognitive learning capability, and accountability and social commitment. The findings indicate that social entrepreneurship requires leaders capable of preserving the social mission while simultaneously managing innovation, economic pressures, organizational learning, and stakeholder expectations. This finding is important because knowledge-based companies may possess substantial technical expertise while still making ineffective collective decisions. Ahmadzadeh et al. showed that collective stupidity can emerge even in knowledge-based companies and can negatively influence organizational decision-making (Ahmadzadeh et al., 2022). The present results provide a complementary interpretation: wise leadership can function as an organizational mechanism for reducing such cognitive and managerial failures by encouraging reflection, constructive dissent, learning from failure, transparency, and ethical decision-making. Moreover, research demonstrating the relationship between leadership characteristics and governance quality reinforces the proposition that the quality of governance cannot be separated from the characteristics of those exercising authority (Peveri, 2022). Thus, wise leadership represents not merely managerial competence but the capacity to integrate knowledge, ethical judgment, social purpose, and long-term organizational interests.

The emergence of wise organizational architecture as another core driver further indicates that wisdom in governance must be institutionalized within organizational systems rather than remaining an individual leadership characteristic. The identified components—including agile organizational structures, information infrastructure and business intelligence, value-oriented process management, and internal open innovation—show that an organization needs structural flexibility, information accessibility, technological capability, and mechanisms for experimentation and learning if wise decisions are to become operational practices. This result is compatible with Oliver's argument that sustainability transitions require an appropriate

knowledge architecture through which diverse information can be integrated and transformed into wise governance (Oliver, 2021). It also corresponds with the view that complex sustainability challenges require not only scientific knowledge but governance systems capable of converting such knowledge into context-sensitive action (Berbel & Delgado-Ramos, 2024). In knowledge-based firms, therefore, organizational wisdom appears to depend on how information flows, how teams are organized, how technological intelligence is used, and whether employees are empowered to propose and test innovative solutions.

The findings also identified social innovation capability as a major strategic mechanism linking governance with social entrepreneurship development. This capability included problem recognition and empathy, blended value creation, the social innovation life cycle, and networked co-creation. The findings imply that wise governance becomes meaningful for social entrepreneurship when it improves the organization's capacity to understand social problems deeply, design solutions that create both social and economic value, test and refine innovations, and collaborate with external actors. This interpretation is consistent with research emphasizing that social innovation and social entrepreneurship are closely interconnected and dependent on institutional and collaborative arrangements (Yoon & Ho, 2024). It is also aligned with the ecosystemic model of technological development in social entrepreneurship, which highlights interorganizational cooperation and access to knowledge and technological resources as crucial conditions for innovation (Gerli et al., 2022). In addition, complex thinking has been identified as particularly important for social entrepreneurship because social problems typically involve multiple interdependent causes and cannot be addressed effectively through linear reasoning (Vázquez-Parra et al., 2022). The present results therefore indicate that social innovation capability is not simply the production of novel ideas; it is a structured organizational capacity for recognizing problems, integrating knowledge, experimenting, collaborating, and scaling solutions.

The identification of dynamic wise networking as another central dimension reinforces the relational nature of social entrepreneurship. The thematic structure showed that relational capital and strategic trust, resource and value exchange, network governance and conflict management, and network resilience and sustainability are essential components of a functioning social entrepreneurship ecosystem. These findings are consistent with entrepreneurial ecosystem research demonstrating that entrepreneurship emerges from relationships among organizations, institutions, resource providers, and support actors (Guerrero et al., 2021). They also support studies emphasizing that technological development within social entrepreneurship depends on ecosystem-level collaboration rather than the isolated capabilities of individual enterprises (Gerli et al., 2022). From this perspective, wise networking differs from simply increasing the number of organizational relationships. The quality of ties, level of trust, mechanisms for exchanging resources, clarity of governance arrangements, and capacity of the network to withstand external shocks determine whether interorganizational relationships actually generate sustainable value.

Another important result was the role of active stakeholder engagement. The findings showed that stakeholder relationship intelligence, transparent communication and reporting, participatory governance, and stakeholder accountability and trust are central elements of the proposed model. Social enterprises interact with heterogeneous groups whose expectations can differ substantially, including beneficiaries, governmental agencies, employees, investors, local communities, customers, universities, and civil society organizations. Active stakeholder engagement therefore requires more than communication; it involves systematically identifying stakeholder interests, involving stakeholders in governance processes, responding transparently to concerns, and using stakeholder knowledge in strategic decision-making. This finding closely aligns with the principles of inclusive governance, which emphasize community empowerment, participation, and social justice (Sánchez-Soriano et al., 2024). It also helps explain why social entrepreneurship orientation must extend beyond conventional entrepreneurial behavior toward sustained commitment to social constituencies (Halberstadt et al., 2021). In this sense, stakeholder engagement functions as both an informational mechanism and a legitimacy mechanism, allowing knowledge-based companies to develop solutions that are technically sophisticated while remaining socially relevant.

The emergence of strategic resilience in the model is particularly significant given the uncertainty facing social enterprises. Strategic resilience included risk-management intelligence, agility and adaptability, mission and business continuity, and psychological and supportive capital. The results indicate that social entrepreneurship cannot be sustained merely through initial innovation; organizations must remain capable of protecting their social mission under financial, technological,



regulatory, and environmental shocks. This finding is compatible with evidence suggesting that environmental, social, and governance awareness can mitigate organizational risk and strengthen organizational stability (Brogi et al., 2022). Sustainable development research likewise demonstrates the interconnectedness of governance, economic conditions, and broader sustainability outcomes (Sarwar et al., 2021). The current study extends these findings by suggesting that resilience in social entrepreneurship involves both organizational and human capacities, including contingency planning, diversified resources, technological readiness, employee well-being, and organizational learning from crises.

The findings further demonstrated that sustainable value creation is one of the primary outcomes and mediating pathways within the model. Its components included hybrid business models, impact measurement and management, responsible supply-chain management, and promotion of sustainable production and consumption. This finding confirms that social entrepreneurship cannot be reduced to charitable activity; sustainable social ventures must establish economically viable models while generating demonstrable social and environmental outcomes. Previous research has found a meaningful relationship between social entrepreneurship and sustainable development, particularly through the simultaneous creation of economic and social benefits (Al-Qudah et al., 2022). Evidence from Vietnam likewise indicates that the sustainability of social entrepreneurship depends on combining entrepreneurial action, social purpose, and long-term organizational viability (Anh et al., 2022). Kamaludin et al. similarly conceptualize social entrepreneurship and sustainability as mutually reinforcing processes requiring integration of social, environmental, and economic value (Kamaludin et al., 2024). The present results therefore provide a governance-based explanation for how such integration may occur: sustainable value emerges when governance systems align organizational resources, stakeholder relationships, impact assessment, responsible production, and financial sustainability.

The results regarding sustainable value creation are also consistent with the growing emphasis on multidimensional performance in social enterprises. Conventional financial measures are insufficient because successful social enterprises must demonstrate both organizational viability and fulfillment of their social mission. Pinheiro et al. emphasize the multidimensional nature of social enterprise performance (Pinheiro et al., 2021), while Lortie et al. highlight the methodological challenges involved in measuring social entrepreneurship and its outcomes (Lortie et al., 2024). The present study responds to this challenge by incorporating impact measurement, sustainability reporting, social return on investment, environmental responsibility, and stakeholder outcomes into the broader architecture of sustainable value creation. Such indicators can help prevent mission drift by ensuring that financial growth is evaluated alongside the organization's intended social contribution.

Finally, the model identified the development of innovative social entrepreneurship as the culminating outcome of the proposed process. The relevant themes included cultural and promotional capital, the acceleration and support ecosystem, market facilitation and access, and mechanisms for recognition and dissemination. These findings suggest that innovative social entrepreneurship emerges when organizational capabilities are supported by a wider ecosystem that provides knowledge, mentorship, financing, market access, legitimacy, and opportunities for scaling. This result is consistent with the literature describing social entrepreneurship as an increasingly important mechanism of social transformation (Naskar & Sana, 2025; Pandey et al., 2025). Global evidence also suggests that social entrepreneurship can contribute meaningfully to economic and social development when ventures are able to expand their impact beyond localized initiatives (Naskar & Sana, 2026). The role of innovation ecosystems and specialized support mechanisms is also consistent with evidence on entrepreneurship ecosystems (Guerrero et al., 2021) and with studies showing how green and sustainability-oriented entrepreneurship can transform technological capabilities into wider developmental outcomes (Tien et al., 2023). Collectively, these findings reinforce the proposition that social entrepreneurship development is a systemic rather than isolated organizational phenomenon.

Taken together, the findings contribute to resolving some of the conceptual fragmentation previously identified within the social entrepreneurship literature. Social entrepreneurship has historically been characterized by significant conceptual divides concerning mission, organizational form, financial orientation, innovation, and performance (Morris et al., 2021), while bibliometric analyses have shown increasing diversification of the field (Iskandar et al., 2021; Weerakoon, 2024). The present model integrates several previously separated lines of inquiry by positioning governance as the coordinating mechanism



that links policy, leadership, organizational architecture, networks, innovation, stakeholders, resilience, sustainability, and entrepreneurial development. In this respect, wise governance provides an integrative theoretical lens through which social entrepreneurship in knowledge-based companies can be understood as a dynamic sequence of institutional drivers, strategic capabilities, and sustainable outcomes rather than as a discrete entrepreneurial activity.

This study has several limitations that should be considered when interpreting its findings. First, the qualitative phase relied on the perspectives of a purposively selected panel of experts, and although theoretical saturation was achieved, the findings inevitably reflect the professional experiences, interpretations, and judgments of these participants. Second, the study was conducted in the context of Iranian knowledge-based companies; consequently, institutional, economic, regulatory, and cultural characteristics specific to this context may limit the direct transferability of the proposed model to other countries or organizational environments. Third, although exploratory factor analysis provided preliminary quantitative support for the identified constructs, the study did not test the complete causal relationships among the components of the conceptual model using a large independent sample. Finally, the cross-sectional nature of the research prevented examination of how wise governance capabilities and social entrepreneurship outcomes evolve over time.

Future studies should quantitatively test the proposed model using larger and more heterogeneous samples of knowledge-based companies and employ confirmatory factor analysis and structural equation modeling to examine the direct, indirect, and mediating relationships among the identified constructs. Comparative research across countries, industries, and different types of social enterprises would also be valuable for determining which dimensions of wise governance are context-specific and which demonstrate broader generalizability. Longitudinal studies could investigate how governance capabilities, stakeholder relationships, organizational resilience, and social innovation develop across different stages of organizational growth. Researchers could additionally examine potential moderating variables such as organizational size, technological intensity, environmental turbulence, leadership experience, organizational age, access to financing, and type of social mission. Further qualitative research involving employees, beneficiaries, policymakers, investors, and community representatives could also enrich the model by incorporating perspectives beyond those of expert participants.

Managers and policymakers should treat the development of social entrepreneurship as a systemic governance challenge rather than as a stand-alone innovation or corporate social responsibility initiative. Policymakers should simplify supportive regulations, establish stable financing mechanisms, strengthen cross-sectoral coordination, and create transparent systems for monitoring social impact. Managers of knowledge-based companies should institutionalize wise leadership through ethical decision-making, employee empowerment, organizational learning, transparent accountability, and evidence-based strategic processes. Organizations should also invest in agile structures, digital information systems, open innovation, structured stakeholder participation, impact measurement, business continuity planning, and networks that enable knowledge and resource sharing. Accelerators, universities, governmental institutions, investors, and civil society organizations should cooperate in creating specialized support ecosystems that facilitate access to expertise, seed financing, markets, mentorship, and opportunities for scaling socially innovative solutions. Through such coordinated actions, knowledge-based companies can transform technological and intellectual capabilities into sustainable social value while simultaneously strengthening their long-term organizational viability.

Ethical Considerations

All procedures performed in this study were under the ethical standards.

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Conflict of Interest

The authors report no conflict of interest.



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