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**NATURE AND MANAGEMENT OF SOCIAL-BUSINESS TENSIONS: A
STUDY OF MICRO AND SMALL SOCIAL ENTERPRISES IN
DEVELOPING COUNTRIES**

Abstract:

Using a multiple-case study approach of nine social enterprises operating in Ghana and Ivory Coast, this study looks in depth at the nature of social-business tensions in micro and small social enterprises (SEs) in challenging environments such as those found in developing countries and the strategies that are adopted to manage those tensions. Through our multiple-case analysis, we show that micro and small SEs experience tensions in the areas of mission, acquisition of fundamental resources, legal form, allocation of resources and human resources management. The study also reveals that owner-managers of micro and small SEs adopt various strategies within the aggregate dimensions of “integration and differentiation” strategies to respond to social-business tensions by having a well-defined social mission, image management, leveraging resources from unrestricted sources among others. The study contributes to the growing interest in how hybrid organisations can remain committed to their social mission whilst sustaining effective operations.

Keywords:

Social Entrepreneurship; Dual Goals; Hybrid Organisations; Paradox Theory; Mission Drift