

# Research on Motivating Factors of the Transformation from Business Enterprise to Social Enterprise

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## Abstract

The social enterprise arouses during the exploration of new welfare system by the western welfare states in 1970s. It was stemmed from the basis of non-profit organization and related to solving unemployment problems. The time for our country to accept the concept of social enterprise came later. In general, the social practice and theory study of social enterprise for our country are still at an early stage. This paper selected the transformation of commercial enterprise to social enterprise to be the topic of discussion, and explored the motivation factors started by case studies, which aimed at enriching the study in the field of social enterprise in our country.

## Keywords

Social Enterprise, Business Enterprise, Entrepreneur, Cultural Traditions, Government Support, Social Concern

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## 1. Introduction

The idea of social enterprise originated from the socio-economy concept brought up by the French economist Thierry Jeantay (1998). And then in 1999 the Organization for Economic Cooperation and Development of Europe (OECD) gave the concrete definition—the social enterprise is an organization not just in pursuit of profit maximization mainly but also involves in any kinds of private activities to generate public interest, to develop a strategy for specific economic or social goals, as well as to help resolve social discrimination and unemployment issues.

In this paper, we believe that social enterprise is a form between traditional non-profit organization and commercial enterprise, which is an extension to the

traditional non-profit organization model and is also an innovation of commercial enterprise. From the perspective of organization structure, if an organization is divided into political organization (the Party), administrative organization (the Government), profit organization (the Enterprise), charitable organization (the Community), then social enterprise should land between the Enterprise and the Community. On one hand, the social enterprise is on the edge of the Enterprise categorization, and on the other, it is on the edge of the community or pure charity; therefore, it's connected to both types of the organizations, and it has a character of connectivity. (Shi Lirong, 2005) [1]. Some of the social enterprises and their typical behaviors are introduced in **Table 1**.

## 2. Research and Design

### 2.1. Research Methods

This paper applied the grounded theory to case study and the essence of this theory is to study cases. This research method of rooted theory is a process of continuous comparing, thinking, analyzing and transforming information into concept to establish theory. It is a dynamic research process, which has its own rigid procedures and steps. Through the discussion on various literature, selection of specific case, collection and reorganization of the information, coding on different materials and all to come to a conclusion that can passed through the test on the completeness of the theory. Only then can the conclusion been finalized.

### 2.2. Case Selection

The purpose of this paper is to explore the motion and mechanism for the transformation of commercial enterprises to social enterprises. The case selection criteria are as follows: 1) selected enterprises are social enterprises or its development indicate some characteristics of social enterprises; 2) selected enterprises

**Table 1.** Part of the social enterprise and its typical behavior.

Company Name	Scale (number of people)	industry	Typical behavior
Qingdao Hengda Group Co., Ltd.	More than 1000	Manufacturing Industry	The core philosophy of the company's culture is "benevolence". Companies actively participate in social practice and public welfare.
Dongguan Taiwei electronic company	More than 500	Manufacturing Industry	All employees in the company learn the Analects of Confucius and disciples regulations. At the same time they use the content system of Confucianism to govern their businesses.
Unlimited extremely China Co., LTD	500 - 1000	Medical and health care industry	The company set up profits and profit funds. At the same time the company to create non-public forms of independent operation of the public service platform.
Hunan Sanxiang Camellia Oil Resources Ltd.	Less than 500	FMCG industry	The company philosophy is "Heaven, health benefits." At the same time launched the "happy village" public welfare alliance, the implementation of rural education and practice filial piety culture.

Data sources: the study was collected and arranged.

are in conformity with the development path from commercial enterprises to social enterprises; 3) accessibility of information. Finally one typical case was selected despite of limited options. The general background information of the selected case is introduced in **Table 2**.

### 2.3. Data Collection

In order to ensure the reliability of data, this study chooses a variety of methods and multiple channels to obtain the information. All information in this case study is mainly through the collection of primary data and second-hand data. The primary data is obtained through interviews and filtering interview information. Second-hand data is mainly collected through three sources: firstly, the direct information from the company involved; secondly, internet information; thirdly, business cases.

More than a dozen companies such as Qingdao Hengda, Da Sanxiang and Infinite Pole visited by the research team provided more choices for the theoretical sampling of this article. During the interviews, the interviewer should adjust to the state of empathy, place himself in empathy, pay attention to the questions that the interviewee cares about, and listen to the phenomenon that the interviewee mainly describes and the reason behind the phenomenon. In order to make the respondents say their true thoughts, the interview process should make full use of the openness issue, try to avoid the interviewers from exerting psychological pressure, and finish the interview in a talkative way. The research team, through prior consultation with the relevant materials and communication, has a certain degree of familiarity with the companies studied. According to the research directions, the research team designs the interview outline to further the enterprise, conduct in-depth interviews with employees and leaders, and obtain information during the visit, a lot of internal information. Research team members work together to transcribe collected transcripts into verbatim transcription; artificially input photos-based texts and paper texts into word documents. After finishing, a total of about 280,000 words of first-hand information and a total of about 370,000 words of second-hand information were taken, a number of photos and videos were taken, which provided a solid data foundation for rooted research.

**Table 2.** Case introduction.

Company Name	Case Introduction
Dongguan Tai Wei Electronics Co., Ltd.	Tai Wei Electronics Co., Ltd. was founded in 1997. It is a commercial enterprise dedicates to the R&D, manufacturing and sales of mobile phones, audio-visual products, MID and connectors for electronic devices. Under the leadership of chairman Wenliang Li, this company was led to a development of a social enterprise with the establishment of a specific education center and a humanity center. The core work of the education Center is to promote the popularization of Chinese traditional culture. The centric of the humanity center is to help farmers with difficulties in production and sales to add values and generate additional revenue.

Data sources: the study was collected and arranged.

### 3. Data Analysis

#### 3.1. The Single Case Analysis of Taiwei Company

##### 3.1.1. Open Coding

Open coding refers to the process of decomposing, viewing, comparing, conceptualizing, and categorizing data (Strauss & Corbin, 1997) [2], which is a process of breaking down the data and then reassembling the information in a new way (Chen Xiangming, 2000) [3]. In this paper, according to the process of open coding, Taiwei company’s data were encoded. Open coding examples of the reasons for the social activities of the Taiwei Company are listed in **Table 3**.

We have conducted open coding on the interview records, internal document and internet information, from which we got 107 the third noded (label), 38 the second noded (conceptualization), and 16 the first noded (categorization). The first and second nodes are listed in **Table 4**.

##### 3.1.2. Spindle Encoding

Through the open coding method, we got 16 categorized concepts, which were to be re-classified again by grouping similar ones. This time we got 4 major influential factors that contribute to the transformation of the commercial enterprise to social enterprise, which are namely personal influence of the entrepreneurs, the influence of the culture, the promotion of government, the drive from social demand, as shown in **Table 5**.

**Table 3.** Open coding example of the reasons for the social activities of the Taiwei company.

Case information	Labeling	Conceptualization	Categorization
“My growth was cultivated by many people, and I want to inherit and pass on this cultivation mechanism and also the benefits I get.”	a1: Business is a channel for inheriting the morality and justice	A1: Appreciation and gratitude	
Entrepreneurs have a sense of social responsibility. If we have the ability to help our parents, families, and the society then we shall contribute to them. There are 19 similar records.	a7: Have a sense of responsibility for the society	A3: Social responsibility	AA1: Entrepreneurial passion
“Now we welcome the government to investigate into our problems.” There are 6 similar records.	a90: Government’s supervision can promote business growth	A34: The encouragement and supervision of the government	AA14: The Promotion of government supervision
“I am wondering whether I can grow my business, so as to cultivate these children, and pass on the love, motivating their personal growth. In 2013, sensing that college education was disconnected with the reality, I promoted the idea of everyone to join the self-taught higher education examinations.	a93: Concerns about the delinquency of millennials a97: Dissatisfied with the current education situation	A35: Concerns about the delinquency of millennials A36: Dissatisfied with the current education situation	AA15: Reflections on the current situation of the society and the discovery of social problems
The entire society generally admires the sense of responsibility, which indicates the enterprise to take on the responsibility and adapt to this trend. There are 14 similar records.	a105: The promoting of corporate social responsibility	A38: The motivation from the society and trend	AA16: The promotion of social environment and social trends

Data sources: the study was collected and arranged.

**Table 4.** The first level node and the second level node.

The second level node	The first level node	The second level node	The first level node	The second level node	The first level node
A1: Gratitude & appreciation to the society		A15: Perseverance		A27: Celebrity models of humanity	
A2: Patriotism		A16: Unfettered		A28: Successful entrepreneur business paradigm	AA10: The influence of celebrity model
A3: Social Responsibility	AA1: Entrepreneur's spirit	A17: Challenge spirit	AA5: Entrepreneur's personality	A29: Successful business model	
A4: A sense of ethnic responsibility		A18: Full confidence		A30: Buddhism	AA11: The influence of religious culture
A5: A sense of charitable contribution		A19: Decisiveness		A31: Confucianism	
A6: Faith and believes		A20: Social sensitivity		A32: The mutually dependent relationship between government and enterprise	AA12: The mutually dependent relationship between government and enterprise
A7: Buddhism	AA2: Entrepreneur's belief	A21: External demand sensitivity	AA6: Entrepreneur's acumen	A33: Acknowledgement to the entrepreneur reputation by the government	AA13: Acknowledgement to the entrepreneur reputation by the government
A8: Confucian cultural belief		A22: Enterprise development strategy sensitivity		A34: Government's promotion and supervision	AA14: Government's promotion and supervision
A9: The speed of action		A23: The Influence of Confucianism on Enterprise Development	AA7: The influence of culture and traditions	A35: Concerns about the deterioration of adolescents	AA15: Reflections on the status quo of society and the discovery of problems in society
A10: Mandatory action	AA3: Entrepreneur's action	A24: Local customs and rituals	AA8: Cultural customs	A36: Dissatisfaction with the status quo of education	
A11: Direction of action		A25: Chinese literature classics		A37: Concerns about food safety	
A12: Background		A26: Foreign classic books	AA9: classic ideas	A38: The drive of social environment and social trends	AA16: The drive of social environment and social trends
A13: The promoted cultural values	AA4: Entrepreneur's knowledge and education				
A14: Disagreed cultural perspective					

Data sources: the study was collected and arranged.

Spindle coding method connects different paradigms with the Paradigm Model, which is "condition-action-result" (Corbin & Strauss, 1990; Zhou Jiang-hua *et al.*, 2012) [4] [5]. The spindle coding results are shown in **Table 6**.

**Table 5.** Core concepts categorization from the open coding results.

Categories	Core Categories
AA1: Entrepreneur’s spirit AA2: Entrepreneur’s belief AA3: Entrepreneur’s action AA4: Entrepreneur’s personality AA5: Entrepreneur knowledge and education AA6: Entrepreneur’s acumen	The influence of the entrepreneur
AA7: The influence of traditional culture AA8: The impact of local customs and rituals AA9: The touch of classics AA10: The model effect of celebrities AA11: The influence of religious culture	The influence of culture
AA12: The mutually dependent relationship between government and enterprise AA13: Government’s recognition of enterprise’s reputation AA14: Government’s promotion and supervision	The promotion of government
AA15: Reflections on the status quo of society and the discovery of problems in society AA16: The drive from social environment and social trends	The drive of social demand

Data sources: the study was collected and arranged.

**Table 6.** Spindle coding results.

Conditions	Behaviors	Results	Categories
Entrepreneurs have decisive character, challenging spirit, toughness, and maybe a little stubborn.	Entrepreneurs ignore the objections from the board of directors regarding business transformation.	Commercial enterprise continues to develop into social enterprise.	Entrepreneur personality factor.
Entrepreneurs can keenly capture the social problems and the needs of the community and employees, and he has a strong motivation on action.	Entrepreneur promotes the education of traditional culture, and requires employees to learn the book <i>The Disciples</i> , as well as encourage the spread of humanity like pollution-free plantation.	The needs of employees have been met, the enterprise within a certain range to solve some of the social problems, such as education, food safety issues.	The Influence of Society Factors on Entrepreneurs.
Confucianism emphasizes more on justice than benefits, which is advocated by entrepreneurs.	Entrepreneurs prefer justice to benefits.	Entrepreneurs are mainly responsible for the propaganda of culture and education.	The Influence of Cultural Factors on Entrepreneurs.
Entrepreneurs follow Buddhism, and believe casual effects as well as charitable contribution.	Entrepreneur integrates the causal effect concept into the corporate culture, and the entrepreneur cares about the staff and the community.	The corporate culture advocates the concept of causal effect, opens a Tong Meng Museum, and a training camp of original point method.	The factor of entrepreneur’s belief.
The government rewards and acknowledges social enterprise for the activities that indicate a social responsibility.	Entrepreneurs are encouraged, more conducive to accept government supervision.	Entrepreneurs decided to continue to vigorously promote social activities, and based it on regular business operations.	The Influence of Government on Entrepreneurs.

Data sources: the study was collected and arranged.

Through the spindle coding, we found that there are four factors connected through open coding, which will promote the development of enterprises by the business enterprises for the social enterprises. The entrepreneur’s tenacity, bold

action, keen interest in traditional culture and religious influence play a leading role in the transformation of the enterprise. The government, social and cultural factors will have an impact on the entrepreneur in some way and strengthen the entrepreneurial commitment to social undertakings.

### 3.1.3. Selective Coding

Selective decoding is to select the core categories, and then to connect them systematically with other categories, and then to verify the internal relationships, as well as to expand the list of categories until complete (Strauss, Corbin, 1997) [2].

As the most direct tool for the entrepreneur is his company, we conducted research from the company internally to explore the motivation mechanism. The best core element of the company are the employee and team, therefore we started from three perspectives to discuss the motivation mechanism, which are the entrepreneurs, employees and organizations. The results of the selective coding are shown in **Table 7**.

We analyzed the results of the selective coding, and got the following story line: The entrepreneur of Taiwei Company has the absolute control of the enterprise, whose decision determines the development direction of the development of enterprises. The entrepreneur was deeply influenced by the cultural environment, and believes in Buddhism as well as causal effect (Karma). He admires Confucian, and understands the assimilation impact from the book *The Disciples* on his employees' physical and mental development. Therefore he decided to promote the study of traditional Chinese culture, and then immerse its core culture value, like Karma, respecting the elder families, creditability and justice as well as philanthropism, into corporate culture. The idea of Karma encourages entrepreneurs to do more good to the community to benefit the society. At the same time, the entrepreneur is keen to capture the social problems like education issue and food safety issue. He thoroughly emphasized the need of his employees to take care of children and the elderly. As he himself is strongly self-motivated and proactive, he encouraged the employee and the community to promote traditional culture together, and to develop eco-agriculture. The entrepreneur was enlightened by a respected senior Buddhist monk that developing the business should serve the society, which reinforced his determination to continue on the path transforming to social enterprise.

## 4. Research Findings

### 4.1. The Dominant Role of the Entrepreneur

As a leader in the transformation process of commercial enterprise into social enterprise, the entrepreneur is in the absolute dominant position in corporate operation. Whether an entrepreneur can become a social entrepreneur depends on his human capital and personal will, as well as opportunities in society. When these three conditions are met at the same time, this person is likely to carry out the practice of social entrepreneurs. So we can say that individual factors are the prerequisite for becoming a social entrepreneur. The board of director in Taiwei

**Table 7.** Selective coding results.

Object of study	Conditions	Behaviors	Results
The entrepreneur	<ol style="list-style-type: none"> <li>1) Entrepreneurial personal factors:                             <ol style="list-style-type: none"> <li>a) Personalities: Love challenges, decisive, sensitive, and action-oriented</li> <li>b) Culture beliefs: faith in Buddhism, firmly believed in causal effect, enthusiastic about Chinese traditional culture, strong sense of social responsibility</li> </ol> </li> <li>2) The impact of the external environment on entrepreneurs:                             <ol style="list-style-type: none"> <li>a) The government recognizes and appraises the corporate reputation.</li> <li>b) The existence of social problems like food safety issues and children's education issues arouse entrepreneur's concerns.</li> <li>c) Celebrity's modeling effect.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1) Reconstructing organizational structure by establishing a specific education department and a morality and justice department.</li> <li>2) Promoting activities about education and culture                             <ol style="list-style-type: none"> <li>a) Organizing internal events about learning traditional culture</li> <li>b) Requiring employees to join the self-taught higher education examinations</li> <li>c) Organizing lectures on culture and specifically traditional Chinese culture</li> </ol> </li> <li>3) The establishment of ecological agriculture                             <ol style="list-style-type: none"> <li>a) Self-growing pollution-free crops</li> <li>b) Supporting farmers on plantation.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1) The entrepreneur himself becomes a social entrepreneur</li> <li>2) He promotes changes in organizational structure</li> <li>3) He help farmers improve living conditions</li> <li>4) His employees can enjoy pollution-free fruits and vegetables.</li> </ol>
Employee	<ol style="list-style-type: none"> <li>1) It's required for employees to learn traditional Chinese culture</li> <li>2) Continued study is needed as they are not highly educated</li> <li>3) It's needed to be able to work in company and satisfy life demands.</li> </ol>	<ol style="list-style-type: none"> <li>1) Participating self-taught higher education examinations</li> <li>2) Participating training classes on traditional culture and specific Chinese culture.</li> <li>3) Promoting corporate cultural activities to the community</li> <li>4) Participating activities to establish eco-agricultural construction, like planting pollution-free fruits and vegetables to help farmers sell apples.</li> </ol>	<p>Employee participated cultural studies, and agreed with the corporate culture</p> <p>Employee's education was improved and some of them got the degree through self-taught education exams.</p> <p>Recognizing and supporting enterprise to transform into social enterprise</p> <p>Voluntarily participating community events.</p>
Organization	<ol style="list-style-type: none"> <li>1) Entrepreneurs are determined to establish social enterprise.</li> <li>2) Entrepreneurs promote organizational restructuring</li> <li>3) Employees improved their awareness and enhanced social responsibility</li> <li>4) Employees agreed to promote social enterprise</li> <li>5) Employees actively participate in community events</li> <li>6) Entrepreneurs and employees need to follow the new corporate rules and regulations.</li> </ol>	<ol style="list-style-type: none"> <li>1) A specific education department as well as a humanity and justice department is established.</li> <li>2) New regulations were added to promote traditional culture.</li> <li>3) Traditional culture was publicized in the company.</li> </ol>	<p>After the changes in organizational structure and regulations, the ultimate goal of the enterprise is to transform into social enterprise.</p>

Data sources: the study was collected and arranged.

Company advocates Confusion and has their own unique perspective on Chinese traditional culture. They proactively immerse the traditional culture into corporate management and advocate Chinese management philosophy. According to the above, proposition 1 is proposed.

**H1:** Entrepreneurs are the key factors to promote the transformation of enterprises to social enterprises. The reason is that entrepreneur's specific culture belief or ideas are the motivation promoting the transformation. When the en-



trepreneur takes the socialization as the goal of developing the corporate, and adopts firm confidence, perseverance, and decisive action, his enterprise then has the possibility to develop as a social enterprise. At the same time he has the foundation of becoming a social entrepreneur.

#### **4.2. The Influence of Cultural Traditions**

The essence of Chinese traditional culture has always included the charitable spirit of contributing to the society. According to this, proposition 2 is proposed.

**H2:** The charitable spirit and world sentiment contained in Chinese traditional culture laid the cultural foundation for the social purpose of the enterprise. Confucian respected righteousness before benefit. The theory of Karma respected by Buddhism is believed by entrepreneurs, and it is also the root in respective of culture to motivate entrepreneurs to change from pursuing maximized benefits to a society-oriented concepts.

#### **4.3. Government Support**

The government is a strong support to advocate corporate taking on social responsibility. Through operating the business whole-heartedly, maximizing the influence, enhancing the cooperation with the government, the enterprise can gain acknowledgement and support from the public and the government to keep building a resource connection between social enterprise and the government. This is very crucial to the self-development of the enterprise.

Accordingly, this paper puts forward proposition 3.

**H3:** The government's affirmation of corporate behavior and the supervision by government are the external motivations for the enterprises to adhere to the development path of social enterprises. Government financial funding and technical support are the conditions for the development of social enterprises. When entrepreneurs feel the affirmation and support from the government, they will firmly develop the enterprise's confidence in the social enterprise.

#### **4.4. Social Concern**

The fulfillment of corporate social responsibility will acquire public recognition, thus the public trust, which can generate great financial benefits. Thus there will be more enterprises change from passive to proactive, fulfilling social responsibility, investing into public welfares.

The external dynamic factor of society is embodied in three aspects. Firstly, the existing bad phenomenon in the society has aroused the dissatisfaction of the social entrepreneur and the determination to change this situation. Secondly, the level of the public recognition and trust of the social may affect the development of social enterprise. Thirdly, the needs of the society and the community provide a development direction for social enterprises. Accordingly, this paper puts forward proposition 4.

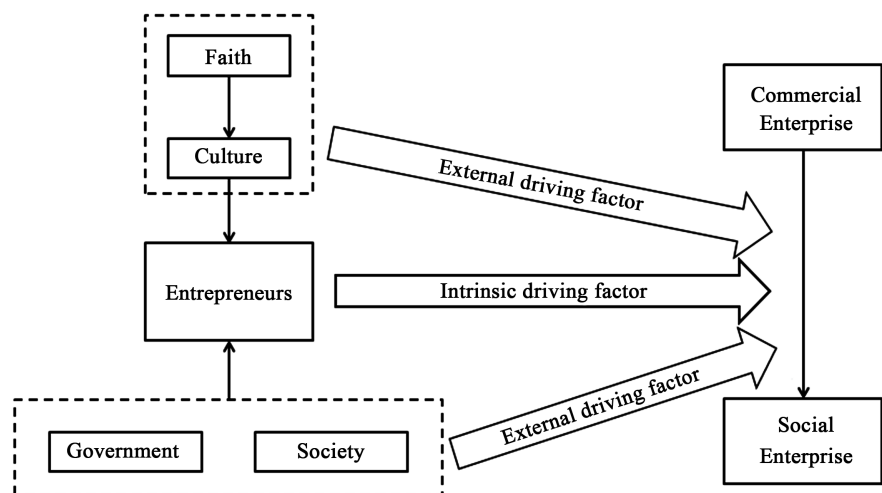
**H4:** The development of corporate social responsibility has prompted more

and more enterprises to develop into social enterprises, when entrepreneurs find the need for social responsibility development and have the resolve to solve social problems; enterprises have the possibility of developing into social enterprises.

By analyzing the case, we found that the government, society, culture and other external environmental factors can influence entrepreneurs' mindset and management ideas, which turns their behavior and even impact the development of the corporate. When the enterprise adopts the concept of charitable contribution to the public, then it's likely for his enterprise to develop into a social enterprise. Through the case study, we believe that entrepreneurs are the key factor contributing to the transformation of enterprises to social enterprises. Entrepreneur's personality, management philosophies, culture orientation, and action collectively decide whether the enterprise can become a social enterprise. This paper proposes a dynamic factor model of commercial enterprises becoming social enterprises. See **Figure 1**.

### 5. Research Conclusions

Through the above description of the case and the analysis of the influencing factors, we summarize the dynamic factors that affect the development of a firm from traditional commercial enterprise to social enterprise, including internal factors and external factors. Among them, the internal factors mainly refer to the entrepreneur factors and the external factors include the government factors, social factors, cultural traditions. Entrepreneurship is the key factor to promote the transformation of enterprises. Entrepreneurs' personality, business philosophy, cultural orientation and mobility determine whether an enterprise can develop into a social enterprise. Without the existence of social entrepreneurs, or enterprises do not have the spirit of social entrepreneurs leader, then even with the government, the market, social and other external factors, enterprises also



**Figure 1.** The dynamic factors of commercial enterprises to the development of social enterprises.

lack the opportunity to change from commercial enterprises to social enterprises. External environmental factors such as government, society and culture influence entrepreneur's behavior by influencing entrepreneur's ideology and philosophy, so as to affect the development direction of the enterprise. Among the external factors, the traditional cultural factors are the factors that are most closely linked with the factors of social entrepreneurs and the most direct drivers for entrepreneurs to lead the enterprises to the path of social enterprises. Other external factors also provide the environment and support for internal factors. If enterprises have the social entrepreneurial factors, then they have the possibility of transition to social enterprises; if on this basis and they have other external factors, then the transition will be much smoother.

At the same time, we also found in the process of case analysis that after entrepreneurs have the will to solve a certain social problem, they organize related social activities within the enterprise to encourage and attract employees to participate actively. Entrepreneurs and employees jointly promote local changes in the organization of an enterprise, such as improving the organizational structure and organizational institution of the enterprise, enabling the enterprise to better embody the characteristics of solving a social problem as its fundamental objective and more of a characteristic of a social enterprise. Accordingly, this paper proposes the motive mechanism for the transformation of commercial enterprises to social enterprises.

## 6. Enlightenment

By analyzing the case of the transforming commercial enterprises into social enterprises, this paper constructs a dynamic factor model of business enterprise into a social enterprise. We get the following take-away for management:

1) To promote Chinese culture and to create a culture atmosphere of charitable contribution to the society

The Confucianism and Taoism of Chinese culture contain lots of charitable spirit, which lays a foundation for the benevolence of Chinese contemporary entrepreneur. Therefore, we need to advocate Chinese traditional culture in the entire society, publicizing the idea of preferring righteousness to benefits as well as Karma in Confusion and Buddhism. This will encourage more and more entrepreneurs to take up the courage to contribute the society. We will see more and more social entrepreneurs and the culture of contribution is hence enforced.

2) To strengthen the spirit of entrepreneurship and cultivate more social entrepreneurs

By carrying out traditional culture education, we can find and inspire the good thoughts of entrepreneurs. Meantime, it can create more social entrepreneurs. It can raise the awareness of social enterprises in commercial enterprises, especially through strengthening the education of entrepreneurial ideas. Businesses can embed CSR into business relationships, including volunteering, charitable donations, and mentoring other businesses, through the practical social

activities, the commercial enterprises to the development of social enterprises.

### 3) To increase public awareness of the social enterprise

The success of social enterprises lies in citizen's understanding and active participation. The products and service of social enterprises can be realized only after being purchased. The needs of the public provide a direction for social enterprise to offer service. At the same time, it is also the driver to promote the transformation from commercial enterprises into social enterprises. We need to improve the public recognition of social enterprises, to set up the right environment for the enterprises' transformation to social enterprises.

## 7. Research Limitations and Future Research Directions

This article mainly relies on the observation and perception of the interviewed managers, the interviewed interviewees' words, and the fieldwork and perceptions of the researchers to judge motive mechanism for the transformation of commercial enterprises to social enterprises without using large sample data to show whether there is a significant overall improvement in employee self-regulation. We hope there will be more case studies in the future, and on the basis of these case studies, relevant scales can be developed so that there will be more relevant studies based on the measurement of the motive mechanism for the transformation of commercial enterprises to social enterprises.

As with all the articles that use the rooting theory, this article is inevitably affected by the author's own subjective influence. In order to ensure the objectivity, normality and rigor of the study, this article obtains the one-hand interview data as much as possible in the collection of the case data stage, and collects the secondary data from various channels as far as possible.

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