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Turning Challenges into Opportunities: The Role of Leadership Qualities in Adopting Social Entrepreneurship Initiatives during COVID-19

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ABSTRACT

Social entrepreneurship (SE) can spark positive societal change by providing adequate and long-term solutions to global issues. In the context of the COVID-19 pandemic, traditional businesses have been impacted on micro and macro levels. However, SE can ensure social welfare, job creation, and economic improvement. This study examines the impact of Paradoxical Leadership, Transformational Leadership, and Entrepreneurial Leadership on SE during the pandemic, specifically in the pharmaceutical and textile manufacturing sectors of Punjab, Pakistan. The study also investigates the moderating role of Public Service Motivation (PSM) between these leadership styles and SE. The findings suggest that leadership qualities positively impact SE during COVID-19, and PSM plays a moderating role in the relationship between leadership styles and SE in the manufacturing sector. The results of this study could inform the development of effective leadership strategies for social entrepreneurs during global crises.

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1. Introduction

COVID-19 hurts global economies due to working capital or liquidity issues, and most companies close after heavy losses. The pandemic killed over 3 million and injured billions Bartik et al. (2020). OECD (2020) reported that the world economy contracted by 3%, and unemployment is expected to exceed the 2008 financial crisis. The global health crisis has halted economic growth and wealth creation. China, the first country to face the crisis, had to stop its fast-growing economy. However, advanced countries like the USA lost over 22 million jobs Lu, Wu, Peng, and Lu (2020). Developing nations like Pakistan has suffered more from the pandemic. For eight weeks, Pakistan's government had to close most economic activities (Burhan et al., 2021). Essential goods businesses were allowed to operate under strict SOPs, and in Punjab's larger cities, businesses were fined for violating terms and conditions The News, (2020). The government's interventions focused on saving lives, not small businesses Burhan, Salam, Abou Hamdan, and Tariq (2021). 1.5 million SMEs will lose more than half their revenues, according to preliminary estimates Sustainable Development Policy Institute (2020). Due to their financial weakness, small businesses were more vulnerable to Covid-19 economic adversity Oberoi, Halsall, and Snowden (2021).

However, every crisis opens new opportunities for businesses, especially those that can find new ways to do business or combine their financial interests with societal needs. HBR (2021) noted that the COVID-19 pandemic presents an opportunity for businesses to use social entrepreneurship to fight worsening health conditions and change their business models. Social entrepreneurship (SE) has been shown to help stakeholders inside and outside the organization Bakri (2021). Given the COVID-19 pandemic, why and how should individuals and businesses practice social entrepreneurship? Social entrepreneurship procedures are necessary for this pandemic era. Countries, organizations, and individuals must be self-sufficient, so a new business plan is necessary. In the developing world, social entrepreneurship is rare as wealth accumulation takes center stage Bakri (2021). SE requires strict social objectives, so they cannot attract more funds for sustainability Grimes, McMullen, Vogus, and Miller (2013). SE is growing both practically and as a management research topic Cagarman, Kratzer, von Arnim, Fajga, and Gieseke (2020), but developing and promoting SE activities requires unique and affordable answers to social and environmental issues. COVID-19-related health and economic crises require such measures Ruiz-Rosa, Gutiérrez-Taño, and García-Rodríguez (2020). More support for SE initiatives can reduce pandemic risks World Health Organization, (2020). Consequently, businesses should merge economic and social goals to meet society's requirements by changing their commercial processes, goods, and services Ratten (2020). During the COVID-19 epidemic, SE in developing nations is still complex Gates (2020).

Social entrepreneurship has become increasingly important in recent years as it benefits companies and society (Santos, 2012). Social entrepreneurship involves identifying social concerns and finding sustainable solutions that benefit society (Santos, 2012; Zikou, Gatzioufa, & Sarri, 2011). It can help address various global issues, such as social welfare, joblessness, and the economy (Zikou et al., 2011). Research has shown that entrepreneurial initiatives can effectively tackle stakeholders' concerns (Dacin, Dacin, & Matear, 2010; Driver, 2017; Robb & Gandhi, 2016). The COVID-19 pandemic has further highlighted the importance of social entrepreneurship. Many companies and organizations have stepped up to address the increased social and medical needs caused by the pandemic (Crupi, Liu, & Liu, 2021). For example, Pakistan's Securities and Exchange Commission issued an emergency notification encouraging registered companies to use CSR funds to fight COVID-19, and many businesses promptly donated funds (Donthu & Gustafsson, 2020). In addition, pure social entrepreneurship initiatives, such as SEPLAA Foundation, Seplaa Hub, Akhuwat, and others, have also played a crucial role in helping the country address the pandemic (Ahmed, 2019). However, social entrepreneurship faces many challenges, such as financial constraints, market distinctiveness, team development, concept sustainability, and lack of government backing Qamar, Ansari, Tanveer, and Qamar (2020). Furthermore, social entrepreneurship may lack organizational and leadership skills, hindering social projects' long-term success (Dhondt, Oeij, and Schröder (2018). Effective leadership is essential for the success of social entrepreneurship initiatives. Leaders who motivate, guide, and support their team can significantly impact the success of social projects W. K. Smith and Lewis (2011). Leadership skills are particularly crucial in the early stages of social entrepreneurship, where most challenges originate W. K. Smith and Lewis (2011).

Social entrepreneurship has grown in importance in recent years as it provides a hybrid model that combines social welfare and profit-making activities to create a positive impact. However, the COVID-19 pandemic has brought new challenges that have impacted social entrepreneurs and social entrepreneurship in Pakistan and globally. These challenges include financial constraints, market distinctiveness, crowdfunding, team building, idea sustainability, accountability, lack of government support, poor infrastructure, and legal constraints. Although many businesses have responded to the crisis and contributed to the nation's fight against the pandemic on humanitarian grounds, there are still open questions regarding the effectiveness of social entrepreneurship in different localities and countries and the paths used to achieve its effectiveness. Moreover, there is still a need to explore the role of leadership in social entrepreneurship, especially during the Covid-19 era. Therefore, the current research aims to answer these questions and fill these gaps.

2. Literature Review

2.1. Transformational Leadership's Connection to Social Entrepreneurship

Like leadership, organizational entrepreneurship is a planned and coordinated process requiring lower-level engagement and strong linkages (Hackman, 1987). TL is a significant element of company development and entrepreneurship (Men, 2014; Menzel, Aaltio, & Ulijn, 2007; Yang, 2007). Transformational individuals are exceptional because they stimulate new ideas, keep an eye on the outside world, and help their firms develop an entrepreneurial spirit Yang (2007). Kark and Eyal (2004) also believed that TL is more likely to develop and implement unconventional entrepreneurial initiatives that increase an organization's proactivity and inventiveness. In a study of engineers, Menzel et al. (2007) discovered that leaders boost corporate entrepreneurship by encouraging, supporting, and arguing for innovative ideas and ensuring that employees have all the necessary resources to engage in corporate entrepreneurial actions Morrison (2011). TL trains employees for all new projects and initiatives at work (Eagly and Johannesen-Schmidt, 2001) and includes them in decision-making so they feel more responsible for the projects Men (2014) TL promotes social transformation by putting society above individual interests. TL transforms a society by inspiring individuals to collaborate for the common good Rochon (2000). Passionate individuals who care about a social purpose and excellent teams enable a business to impact the world significantly. TL also encourages and prioritizes individuals (Burns, 1978; Waldman, Bass, & Einstein, 1987). This is required for SE projects. This demonstrates a human-centered strategy prioritizing individuals' well-being, which might impact SE initiatives Dorfman, Javidan, Hanges, Dastmalchian, and House (2012).

Transitioning to SE initiatives is a change process for all businesses, but especially for those in the public sector, and it requires continuous participation Pless (2012). Any transformation process requires employee participation. However, real challenges arise when the change is implemented, and most organizations fail to achieve their objectives (Beer & Nohria, 2000; M. E. Smith, 2003). According to (Beer & Nohria, 2000; M. E. Smith, 2003), up to 70% of transformation programs fail. Several elements contribute to the recurrent failure of a considerable percentage of change efforts, which makes leadership crucial under these circumstances.

In recent research, Kuipers and Groeneveld (2014) discovered that human characteristics and leadership influence how successfully an organization adapts to change (Ahmad & Cheng, 2018; Oreg, Vakola, & Armenakis, 2011). According to Jung, Chow, and Wu (2003) TL is a source of vision that leads to long-term commercial success and drives individuals towards unusual and enduring activities. According to Boukamcha (2019) TL attempts to align employee values with organizational requirements to motivate individuals to engage in new projects and initiatives.

2.2. Connection between Paradoxical Leadership and Social Entrepreneurship

Due to competing requirements, the COVID-19 outbreak has placed organizations at a crossroads. Leadership is essential for handling these difficulties. Organizational paradox studies have shown how leaders manage conflict and underlying tensions Poole and Van de Ven (1989). When competing requests arise, leaders and managers generally make passive and defensive decisions with severe repercussions Lewis (2000). Leaders need a plan B to get out of disasters. One Plan B is to answer all competing demands at once. This may result in new and successful solutions (Poole & Van de Ven, 1989; Quinn & Cameron, 1988; W. K. Smith & Lewis, 2011).

Tracey, Phillips, and Jarvis (2011) say that when a business tries to do good while making money, it creates social and financial forces that are paradoxical and contradictory. Companies must choose between social and financial purposes or both. Social missions are centered on social values, while commercial viability is focused on economic goals. The benefits of economic viability and social missions are efficiency and efficacy. Economic viability requires less time and money, while social missions emphasize resolving societal issues Epstein (2008). While pursuing economic goals, fewer stakeholders must be managed, but when pursuing a humanitarian purpose, a more significant number of stakeholders must be managed (Brickson, 2007; Donaldson & Preston, 1995). As noted,

multiple contradicting demands could encourage leaders to respond defensively to avoid or lessen such situations Lewis (2000). You may feel confined due to competing responsibilities K. K. Smith and Berg (1987). However, research demonstrates that organizational leaders can manage these complex economic and social capabilities and use them for the long-term success of their organizations Cameron (1986). These pressures may inspire innovative problem-solving, which is crucial for the survival of an organization W. K. Smith and Lewis (2011). How can this fantastic potential be realized? How does this dualism benefit the organization? This question is answered by paradoxical leadership. Particularly for groups with opposing requirements, paradoxical characteristics have spawned several strategies (Andriopoulos & Lewis, 2009; Poole & Van de Ven, 1989; W. K. Smith & Tushman, 2005). Zhang, Waldman, Han, and Li (2015) concur that PL may display ostensibly contradictory and antagonistic behaviors necessary for firms to cope with varied stakeholder demands. Paradoxical leaders may capitalize.

2.3. Entrepreneurial Leadership and Social Entrepreneurship

Business and social organizations aim to identify and capitalize on opportunities. Ireland, Hitt, and Sirmon (2003) describe entrepreneurial leadership (EL) as convincing individuals to employ organizational resources to capitalize on opportunities strategically. Ruvio, Rosenblatt, and Hertz-Lazarowitz (2010) found that entrepreneurial leadership attributes increase income and expansion in both for-profit and non-profit organizations. Rahim (2015) discovered that entrepreneurial leadership increases organizational outcomes. Greef (2014) discovered that an entrepreneurial leadership style enhances the social performance of businesses.

2.4. Moderating Role of Public Service Motivation Between Transformational Leadership and Social Entrepreneurship

TL fosters social change by placing society ahead of individual interests. TL influences social transformation by encouraging individuals to collaborate for the greater good Rochon (2000). An organization may positively contribute to social change by fostering motivation for its social mission and employing effective team-building techniques. TL intellectually inspires followers and oversees personnel attentively (Burns, 1978; Waldman et al., 1987). This implies a human-centered approach that emphasizes the well-being of individuals, which may affect SE initiatives Dorfman et al. (2012). Perry and Wise (1990) defined PSM as "the tendency of a person to behave for motives other than self-interest." PSM is analogous to working for free on a project Vevere, Cerkovskis, and Sannikova (2021), which is similar to the compassion theory purpose of SE (Grimes et al., 2013; Miller, Grimes, McMullen, & Vogus, 2012). Recent research demonstrates that public service incentives encourage individuals to volunteer and support organizations' social activities to serve society better. PSM entails employees selflessly supporting corporate efforts to generate social value. PSM has been found to moderate the relationship between leadership and organizational and individual outcomes such as job crafting, creativity Lee and Kelly (2019), organizational citizenship behavior Bottomley, Mostafa, Gould-Williams, and León-Cázares (2016), whistle-blowing behavior Caillier (2015), transformational leadership and teacher performance Montazeri and Pourhoseinali (2019), and knowledge sharing Tuan (2016). Less so, PSM moderates entrepreneurial leadership quality and SE initiatives.

2.5. Moderating Role of Public Service Motivation Between Paradoxical Leadership and Social Entrepreneurship

In an uncertain climate, modern businesses confront complex and contradictory demands. These issues directly affect leadership, which must reconcile social and economic objectives Muscat and Whitty (2009). In this era of epidemics, leaders must choose conflicting strategies to satisfy stakeholder needs (COVID-19). Since COVID-19 has generated new opportunities and pushed businesses to reach socioeconomic objectives, Commercial and social organizations concentrate on identifying opportunities and developing strategies to exploit them. Foerster, Duchek, Paparella, and Guettel (2021) found that leaders' actions during severe crises were contradictory. They also pointed out the contradictory leadership traits needed to help the organization overcome this resilient

phase. By addressing social and economic challenges, paradoxical leadership aids the success of hybrid companies. Public-service motivation may also improve the performance of social businesses.

Nevertheless, leadership affects more than simply the acts of followers. Due to environmental and personal factors, leadership behaviors can hinder followers' performance (Avolio and Bass (2004). Moderators are characteristics that interact with a leader's behavior to influence their influence on followers Villa et al. (2003). Researchers describe PSM as "the pro-social motivation of people to do good for others and society via the performance of public services" Perry and Wise (1990). Higher-level PSM personnel strive diligently to assist others and achieve corporate goals. According to research, leadership indirectly influences organizational and individual outcomes, such as job crafting, creativity, and innovation. Caillier (2015), discovered a relationship between transformational leadership and teacher efficacy. Montazeri and Pourhoseinali (2019), the relationship between transformational leadership Bottomley et al. (2016), all discuss the relationship between knowledge sharing and organizational citizenship behavior Tuan (2016).

2.6. Moderating Role of Public Service Motivation Between Entrepreneurial Leadership and Social Entrepreneurship

Miao, Newman, Schwarz, and Cooper (2018) state that entrepreneurial leadership and PSM impact innovation. Each entrepreneur must be imaginative. Due to the COVID-19 pandemic, businesses must utilize unorthodox business strategies in times of disaster in order to shift toward more socially necessary products and services. It demands effective leadership, vision, and initiative. Ireland et al. (2003) observed that ELs seek new opportunities, innovative ideas, and sustainable business practices to achieve or maintain a competitive position, which may positively affect social entrepreneurship, particularly in COVID-19 crisis circumstances. However, adopting new business methods is difficult without a pro-social incentive (public service motive) to aid the nation or customers in a crisis. Worker assistance must be modified. According to Hassan, Zhang, Ahmad, and Liu (2021), change-supportive behaviors facilitate organizational transformation. Beginning a new project, product, or service, particularly in COVID-19, is a shift when a company transitions from conventional commercial processes to social value creation. Ruela (2014) stated that social entrepreneurship success relies on employee motivation. Hence, PSM, an individual feature or behavior, may modulate leadership's influence on follower behavior and organizational performance.

3. Theoretical Framework

The study draws on two theoretical frameworks: compassion theory and opportunity-based entrepreneurship. Compassion theory posits that individuals are motivated to serve others in pain and suffering. This theory includes awareness, emotions, sense-making, and actions to alleviate the suffering of others. Similarly, opportunity-based entrepreneurship theory suggests that individuals can use their episodic knowledge to identify opportunities in the environment and improve their business.

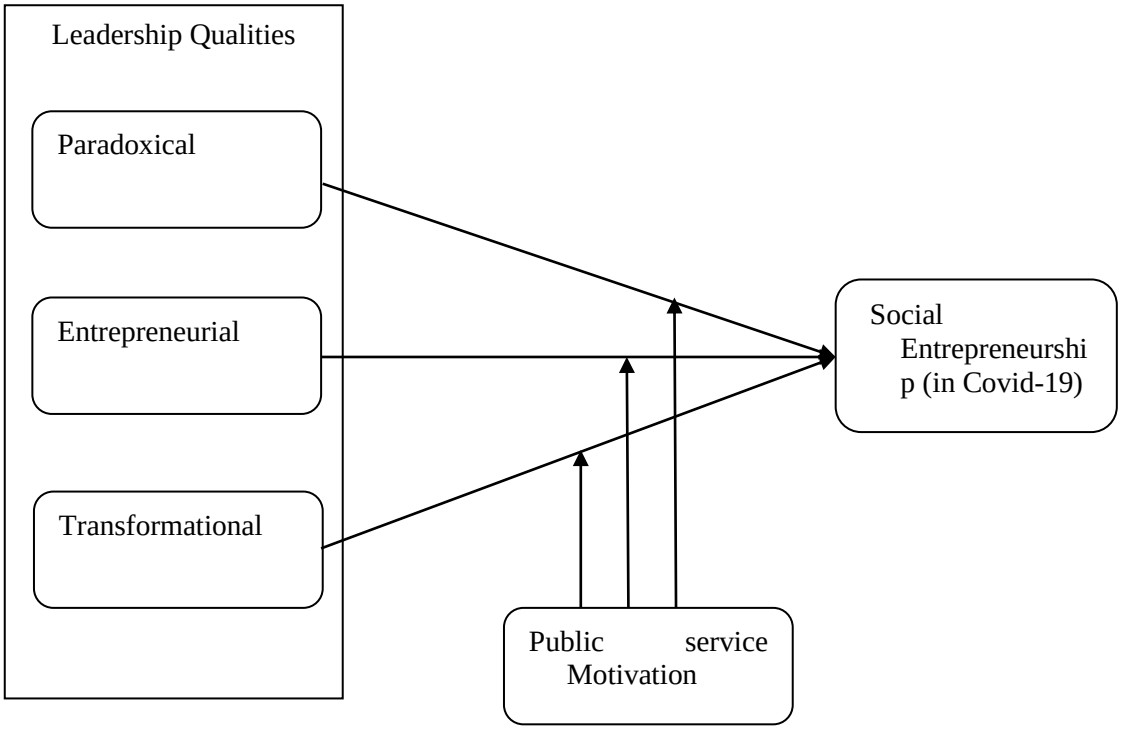
Compassion theory encourages individuals to pursue goals that benefit the larger society rather than personal objectives. Leaders are motivated to produce social value to reduce the suffering of others. Similarly, the theory encourages individuals to work towards suppressing social issues. Compassion provides the foundation for leadership to shift towards social entrepreneur initiatives and encourages the workforce to develop a helping attitude to serve the society facing the COVID-19 pandemic.

Opportunity-based entrepreneurship theory suggests that individuals can use their episodic knowledge to identify opportunities in the environment and improve their business. The COVID-19 pandemic has presented a unique opportunity for businesses to revisit their strategies and allocate funds to new projects that can extend their CSR agenda.

Overall, this study argues that the combination of compassion theory and opportunity-based entrepreneurship can lead to the development of new social entrepreneur initiatives that benefit the larger society. The study contributes to the existing literature on the relationship between compassion theory and opportunity-based

entrepreneurship and offers insights for practitioners looking to develop socially responsible initiatives in the context of the COVID-19 pandemic.

3.1. Research Model



4. Methodology

According to Cooper, Schindler, and Sun (2006) quantitative research design is preferred for applying theories, models, and hypotheses to variables. This study investigates the direct and moderated relationship between leadership qualities and positivist ontology and objectivity Bryman and Cramer (2012). A survey method will be used to achieve study goals. Predefined questionnaires or instruments for data collection will aid data analysis later in the study. Thus, cross-sectional data collection will be used. However, the unit of analysis for this study is individuals, and the sample is managerial employees in Punjab, Pakistan, pharmaceutical and textile companies that make hand sanitizers, protective clothes, and face masks.

Sample size and sampling technique are critical aspects of research methodology that can affect the validity and reliability of research results. Collecting data from the whole population is almost impossible; therefore, selecting an appropriate sample size is mandatory. Comrey and Lee (1992) recommended that a sample size of 300 is considered good enough for the 05 variables of the study. In the current study, a sample size of 300 was selected using the convenience sampling technique due to cost-effectiveness, the liberty to choose respondents based on availability and willingness, and the different restrictions of social interaction due to COVID-19. The study used validated measurement scales to measure transformational leadership, entrepreneurial leadership, paradoxical leadership, public service motivation, and social entrepreneurship. The data were analyzed using statistical software named Smart Pls and SPSS for correlation and regression analysis and confirmatory factor analysis, respectively.

4.1. Response Rate

A sample of 600 questionnaires was circulated physically to the pharmaceutical and textile manufacturing sectors in Punjab, Pakistan, and a sequence of other calls and emails was sent to the concerned pharmaceutical and textile manufacturing employees, as per the data gathering. This method was also confirmed by the study of Shah (2009). The questionnaires were returned to the indicated pharmaceutical and textile manufacturing industries in Punjab, Pakistan, through e-mail. Out of 600 questionnaires, 330 (55 percent)

were received back, 270 (45 percent) were not returned, and the remaining thirty (30) were denied because the majority of the form was left blank. The survey dissemination and collection took place for three months, from November 2021 to January 2022.

Table 1
Response Rate of the Questionnaires

Response	Frequency/Rate
Total Questionnaires	600
Returned	330
Not Included	30
not return back	270
Actual Response Rate	50%

J. Hair, Hollingsworth, Randolph, and Chong (2017) recommend a population size of approximately "10-20 times" the number of variables for descriptive statistics. Joseph F Hair, Gabriel, and Patel (2014); Joseph F Hair, Risher, Sarstedt, and Ringle (2019) advised a minimum sample of 200 responders for SEM observation. As a result, the number of respondents is 300, which appears sufficient for data analysis given the five (5) parameters employed.

4.2. Data Coding

In terms of data coding categorization, Cohen, Cohen, West, and Aiken (2013) discovered two types of data coding. The first classification assumes that each component should be allotted a unique code for classification and the data processing, and the latter assumes that the items will be developed to adopt the concepts in the research, such as each structure has a unique aspect that poses a questionnaire about it. According to Creswell and Creswell (2017), the queries should be organized according to the concept. The variables utilized in this investigation were categorized as described in the table.

Table 2
Variable Coding

Variables	Code
Transformational Leadership	TL
Entrepreneurial Leadership	EL
Paradoxical Leadership	PL
Public service motivation	PSM
Social Entrepreneurship	SE

4.3. Descriptive Analysis

The study's demographic information show "the minimum and maximum scores, standard deviation values, mean, skewness, std skewness, kurtosis and std kurtosis" of the research parameters in this research.

Table 3
Descriptive Statistics

	Valid	Minimum	Maximum	Mean	Std. Deviation
TL	300	1	5	1.463	1.499
EL	300	1	5	2.253	1.847
PL	300	1	5	2.013	1.932
PSM	300	1	5	4.273	1.645
SE	300	1	5	3.413	1.722

Table 3 shows the one before another particular phase for the four number elements initially provided. This assessment is rushed in order to emphasize the answers. The individual evaluation of this study is depicted in Table 4. The findings of the insightful investigation revealed that all critical components in the subject area were investigated (Joseph F Hair Jr & Sarstedt, 2021). Gender has the lowest and, therefore, most dramatic mean apparent benefits of "1.00 and 2.00" in this parameter. Any other variables are also valued at their most fundamental and intense levels. This table, on the other hand, indicates the amount of variation from the average. Every gathering's standard deviation is significant, indicating tremendous results.

4.4. Demographic Profile Response

This testing will include questions on the participant's age and gender. It will reveal how many people in the lower and higher categories answered the questionnaire.

Table 4
Gender of Respondents

Demography	Description	No. of Responses	%
Gender	Male	161	53.7
	Female	139	46.3

The gender table above states two groupings in the gender section. Three hundred people took part in the survey. Out of 600, only 300 selected participants, 161 belonging to the male population, while 139 belonging to the female participants, accounting for 46.3 percent of the total, implying that this group put in less effort than the male group, which described 53.7 percent of the total in the research.

Table 5
Frequency of Age

Demography	Description	No. of Responses	%
Age	18-25	90	30%
	26-35	130	44%
	36-45	50	16%
	45-60	30	10%

The above age table clearly shows that four age groups have responded out of five groups, and one group of 60 and above have not responded at all. Amongst them, it can be seen that the group ranging from 26 to 35 have given their maximum output in the survey, which shows that 44% is showing the figure. On the contrary, the 45 to 60 age group is the group who responded less but gave several 10%.

Table 6
Designation

Demography	Description	No. of Responses	%
Designation	Manager	120	40%
	Supervisor	80	26%
	Director	50	17%
	Assistant Manager	50	17%

In the above table of designation, it can be seen that there appear to have four groups. Amongst these groups, the management group has most likely responded at the highest level by giving the percentage of 39.0% whereas, on the contrary, it can be seen that the intern group has given a minor contribution in this survey.

4.5. Assessment of Model and Results

The present research used R statistical software to develop and assess the model's performance. There were two parts to the evaluation. "(1) Evaluation of the measurement model and (2) Evaluation of the structural model." Several tests were run in each component to analyze and verify the findings. The following is a list of assessments:

4.6. Assessment of Measurement Model

- Individual item reliability
- Internal consistency reliability
- Cross loading
- Discriminant validity

4.7. Assessment of Measurement Model

- Hypothesis Test/ Moderator Analysis
- Effect Size

4.8. Internal Consistency Reliability

The amount to which all items on a single sub-scale assess the same notion is referred to as internal consistency reliability (McCrae, 2011) and suggested that the composite reliability be authorized at a minimum of 0.70, and the AVE be at a minimum of 0.5. This table shows that the measuring methodology is dependable since all constructions have AVEs cut off points of 0.50. Cronbach's Alpha was calculated for this study to assess data internal consistency. Moreover (George, 2016) Alpha is based on the following rule: "Alpha > 0.9 is great, 0.8 is decent, and 0.7 is acceptable." Cronbach's alpha, standard deviation and mean values for all constructions are presented in Table 7

Table 7
Cross Loading

Construct	Item	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Transformational Leadership	TL1	0.674			
	TL2	0.779			
	TL3	0.679			
	TL4	0.833			
	TL5	0.812			
	TL6	0.767	0.758	0.805	0.813
	TL7	0.734			
	TL8	0.821			
	TL9	0.723			
	TL10	0.802			
Entrepreneurial Leadership	EL1	0.674			
	EL2	0.779			
	EL3	0.679			
	EL4	0.833			
	EL5	0.812	0.765	0.779	0.767
	EL6	0.767			
	EL7	0.734			
	EL8	0.821			
	EL9	0.723			
	EL10	0.802			
Paradoxical leadership	PL1	0.874			
	PL2	0.879			
	PL3	0.789			
	PL4	0.933			
	PL5	0.892			
	PL6	0.797			
	PL7	0.784			
	PL8	0.761			
	PL9	0.623			
	PL10	0.805			
	PL11	0.721			
	PL12	0.674	0.903	0.909	0.902
	PL13	0.779			
	PL14	0.679			
	PL15	0.833			
	PL16	0.812			
	PL17	0.767			
	PL18	0.834			
	PL19	0.821			
	PL20	0.723			
	PL21	0.882			
	PL22	0.874			
public service motivation	PSM1	0.798			
	PSM2	0.789			
	PSM3	0.782			
	PSM4	0.782			
	PSM5	0.788			

	PSM6	0.785	0.798	0.806		0.780
	PSM7	0.78				
	PSM8	0.807				
	PSM9	0.805				
	PSM10	0.8				
	SE1	0.892				
	SE2	0.886				
	SE3	0.926				
	SE4	0.876				
	SE5	0.734				
	SE6	0.906				
	SE7	0.624				
	SE8	0.758				
	SE9	0.807				
	SE10	0.892				
	SE11	0.886				
Social entrepreneurship.	SE12	0.926	0.902	0.906	0.907	
	SE13	0.876				
	SE14	0.734				
	SE15	0.906				
	SE16	0.824				
	SE17	0.878				

4.9. Discriminant Validity

Farrell (2009) explains discriminant validity as "The dimension in which one latent variable differs from another. In this study, discriminant validity was assessed using the Average variance extracted method developed by (Fornell, 1981). Latent variables were correlated with square root if Average variance was extracted to determine discriminant validity. "To evaluate discriminant validity, Fornel and Lacker propose using AVE with a score of 0.50 or above". The square root of the Average Variance Extracted must be larger than the value of latent variables, which shows discriminant validity (Fornell, 1981). The discriminant validity is shown in Table 8.

Table 8
Discriminant Validity

	TL	EL	PL	PSM	SE
TL	1.00				
EL	0.533	1.00			
PL	0.233	0.527	1.00		
PSM	0.324	0.183	0.314	1.00	
SE	-0.435	0.373	0.373	0.354	1.00

5. Assessment of Structural model

The structural model calculates R^2 and path coefficients to determine the connection between exogenous and endogenous latent variables Hussain, Fangwei, Siddiqi, Ali, and Shabbir (2018). The R^2 indicates the intensity of an influence of factors on endogenous latent variables and the amount of explained variance of an endogenous latent variable. To be called a decent model, the R2 of the endogenous latent variable should be more significant than 0.26 Memon and Rahman (2014). By comparing the values of all latent variables, the path coefficient of each latent variable (path) was determined (paths). The most significant value shows the predictor's (exogenous) latent variable's most substantial influence on the dependent (endogenous) latent variable Joe F. Hair, Sarstedt, Ringle, and Mena (2012). The test uses nonparametric bootstrapping. By producing a specified number of samples, the bootstrapping approach computes the t-value (Davison & Hinkley, 1997; Efron & Tibshirani, 1994; Memon & Rahman, 2014). In this study, 300 samples were bootstrapped and used to determine t-values.

5.1. Hypothesis Testing/ Moderator Analysis

To assess the measurement model, related constructs were examined for their "indicator reliability (outer loadings > 0.5), internal consistency (composite reliability > 0.8), convergent validity (average variance extracted > 0.5), and discriminant validity" for the textile manufacturing industry of Pakistan. The findings showed that the components of every variable in this research had acceptable internal consistency, suggesting that the independent variables in this study had sufficient internal consistency. If the value of the HTMT was less than 0.9, this signifies acceptable discriminant validity. In the table below, the values are mentioned depicting significant values.

Table 9
Summary of Path Coefficients and Hypotheses Testing of Moderating Role of Public Service Motivation in Relating Leadership Qualities

Hypothesis & Path	B	STDEV	T Stat	P Values	LLCI	ULCI	Decision
PSM*TL -> LQ	0.474	0.096	4.962	0.000	0.290	0.675	Supported
PSM*PL -> LQ	0.117	0.118	0.989	0.023	-0.094	0.373	Supported
PSM*EL -> LQ	-0.640	0.098	6.528	0.000	-0.838	-0.452	Supported
PSM -> LQ	-0.694	0.041	17.018	0.000	-0.771	-0.612	Supported

The moderating analysis of transformational leadership on the relationship between PSM and leadership qualities was considered in this approach (β = 0.474, T= 4.962, p-value > 0.000). The moderating analysis of paradoxical leadership on the relationship between PSM and leadership qualities was considered in this approach (β = 0.117, T= 0.989, p-value > 0.023). The moderating analysis of entrepreneurial leadership on the relationship between PSM and leadership qualities was considered in this approach (β = -0.640, T= 6.528, p-value > 0.000). Lastly, the direct relationship between PSM and leadership qualities was considered in this approach (β = -0.694, T= 17.018, p-value > 0.000).

5.2. Effect Size

In this effect size table 4.9, it is shown clearly how much variation leadership and its type linked with the moderator, which is public service motivation such as the f value of transformational, paradoxical, and entrepreneurial leadership is 0.04, 0.12, and 0.06 and their effect size is small in all stages because they are related to 0.06, 0.11, 0.02 and 0.05.

Table 10
Assessment of Effect Size (f2) of the Manufacturing Sector) Coefficient of Determination (R2)

Exogenous Variables	Public Service Motivation (Moderator)		Transformational Leadership (Dependent Variable)		Paradoxical Leadership (Dependent Variable)		Entrepreneurial Leadership (Dependent Variable)	
	f^2 value	Effect size	f^2 value	Effect size	f^2 value	Effect size	f^2 value	Effect size
Transformational	0.04	small	0.00	small	0.06	small		
Paradoxical	0.12	small	0.09	small	0.11	small		
Entrepreneurial	0.06	small	0.07	small	0.02	small		
Public Service Motivation	0.03	small	0.06	small	0.05	small		
Social Entrepreneurship	0.00	small	0.07	small	0.08	small		
PSM*TL							0.04	small
PSM*PL							0.00	small
PSM*EL							0.00	small
PSM*SE							0.00	small

Comparable statistical analysis was carried out in line with the methods established by (Fornell & Larcker, 1981) to evaluate the convergent legality of the data set. It was found that all latent variables had factor loadings more than the threshold value of 0.5, indicating that the variables in question had strong convergence validity (convergent validity = 0.5) (Appendix; (Joe F Hair Jr, Sarstedt, Matthews, & Ringle, 2016). Finally, all indicator factor loadings relate to their construct rather than another. Convergent validity is high here.

5.3. Co-efficient of Determination (R2)

The R^2 value is "the most often used metric to quantify the model's accuracy, and it is calculated as the squared correlation between the actual and predicted values of a certain endogenous component" Hair et al., (2016). In other words, the coefficient of determination reflects the real influence of independent variables on the dependent variable Hair et al., (2014). The effect ranges from 0 to 1, with 1 representing absolute accuracy. Urbach and Ahlemnann (2010) state that "R^2 values should be sufficiently high for a model to achieve a minimum level of explanatory power." Falk and Miller (1992) recommended that the variable that may explain a dependent latent be equivalent to or better than "0.10." R2 values of 0.786, 0.64, and 0.731 suggest good, moderate, and low prediction accuracy (Hair et al., 2011; Henseler et al., 2009).

Table 11
Coefficient of Determination (R2) of Textile & Pharmaceutical Industry

Constructs	R^2	Results	R^2	Results
	Textile Industry		Pharmaceutical Industry	
Paradoxical	0.786	Substantial	0.708	Substantial
Entrepreneurial	0.764	Substantial	0.740	Substantial
Public Service Motivation	0.731	Moderate	0.721	Moderate
Social Entrepreneurship	0.871	Substantial	0.815	Substantial
Transformational	0.734	Substantial	.724	Substantial

Table 11 shows that the paradoxical, entrepreneurial, social entrepreneurship, and transformational leadership are substantial, and public service motivation is moderate in this thesis. Different p values, the path coefficients, and conclusions of employees of textile manufacturing companies' data for the present model. As anticipated, leadership qualities significantly affect entrepreneurship learning. For employees in textile manufacturing firms, TL (β = 0.734, p = 0.00) and EL (β = 0.764, p = 0.13) have a positive relationship. Likewise, the increase in PL (β = 0.786, p = 0.00) has a positive link with increasing employee EL. Entrepreneurial leadership and entrepreneurial learning were positively associated with employees that were accepted. Hence these hypotheses were accepted. Indices of statistics R-Squared will inform us how effective a particular research model is. We can state that the model describes the observed data points if it accounts for 100% of the variance (i.e., R-Squared = 1). A model with an R-Squared value greater than 0.6 is worth considering, but other factors exist. R-squared values in any science that seeks to predict human behavior, such as psychology, are often less than 0.5. Humans are fundamentally unpredictable, but not in all cases. For example, if a construct is easy to understand, the R square can be high. R-squared is just one of several metrics that data scientists can use to assess the accuracy of their models. It is possible to calculate the amount of the dependent variable's variance that can be accounted for by an independent factor using the R-Squared statistic, which may be used in a regression model. The r-squared value indicates how well the data fit a regression model, to put it another way (the goodness of fit) (Zikou, et al., 2011; Hagle T. M et al., 1992; Parady G., 2021; Legates D. R et al., 1999).

6. Discussion

This study shows the relationship between leadership qualities such as transformational leadership (TL), entrepreneurial leadership (EL), paradoxical leadership (PL), and social entrepreneurship (SE), as well as moderating role of public service motivation (PSM). However, results show a direct and indirect relationship with variables that show significant relationships with each other. However, using compassion theory and opportunity-based entrepreneurship theory, relationships have been empirically analyzed directly and indirectly through intervening variables such as PSM as moderating variables. The consequences of the analysis will assist with addressing research questions. Each research question of the examination manages an individual hypothesis for that question.

6.1. Transformational Leadership and Social Entrepreneurship

The research and results indicated that the first hypothesis of this study, namely, the impact of Transformational leadership positively influences social entrepreneurship, was accepted. This study revealed that transformational leadership significantly impacts social entrepreneurship during COVID-19. Specifically in the context of managerial employees serving in the manufacturing sector operating in Punjab, Pakistan, including pharmaceutical and textile involved in the production of hand sanitizers, protective clothes, and face masks, employees concentrate more on their encouraging, facilitating, and championing and also focus on leadership qualities and its impact on employees' outcomes. It becomes possible by creating motivation for the social cause and effective team building processes that helps an organization to make a more valuable that would help them to play a more role towards societal change (Pollitt & Bouckaert, 2011). Several factors are responsible for this massive and consistent failure of change efforts, but leadership's role gains even more weightage in such situations.

6.2. Entrepreneurial Leadership and Social Entrepreneurship

The research and results indicated that the second hypothesis of this study, namely, the impact of entrepreneurial leadership positively influences social entrepreneurship, was accepted. This study revealed that entrepreneurial leadership significantly impacts social entrepreneurship during COVID-19. Specifically in the context of managerial employees serving in the manufacturing sector operating in Punjab, Pakistan, including pharmaceutical and textile involved in the production of hand sanitizers, protective clothes, and face masks, employees concentrate more on their encouraging, facilitating, and championing and also focus on leadership qualities and its impact on employees outcomes. Ruvio et al. (2010), on similar lines, found that entrepreneurial leadership qualities are strongly associated with profits and growth of both for-profit and non-profit organizations. Several factors are responsible for this massive and consistent failure of change efforts, but leadership's role gains even more weightage in such situations. The results were consistent with previous findings such as Germak and Singh (2009); Ruvio et al. (2010).

6.3. Paradoxical Leadership and Social Entrepreneurship

The research and results indicated that the third hypothesis of this study, namely, the impact of Paradoxical leadership positively affects Social Entrepreneurship, was accepted. This study revealed that paradoxical leadership significantly impacts social entrepreneurship during COVID-19. Specifically in the context of managerial employees serving in the manufacturing sector operating in Punjab, Pakistan, including pharmaceutical and textile involved in the production of hand sanitizers, protective clothes, and face masks, employees concentrate more on their encouraging, facilitating, and championing and also focus on leadership qualities and its impact on employees outcomes. Zhang et al. (2015) also support this narrative and state that PL can display seemingly contradictory and competing behaviors necessary for organizations facing multiple expectations from various stakeholders. Such situations serve as an opportunity for Paradoxical leaders.

6.4. Moderating Role of Public Service Motivation Between Transformational Leadership And Social Entrepreneurship

The research and results indicated that the fourth hypothesis of this study, namely, the impact of public service motivation positively moderates between transformational leadership and social entrepreneurship, was accepted. This study revealed that public service motivation significantly impacts transformational leadership and social entrepreneurship during COVID-19. Specifically in the context of managerial employees serving in the manufacturing sector operating in Punjab, Pakistan, including pharmaceutical and textile involved in the production of hand sanitizers, protective clothes, and face masks, employees concentrate more on their encouraging, facilitating, and championing and also focus on leadership qualities and its impact on employees' outcomes. This is also evident in the opportunity-based entrepreneurship theory of the employee's entrepreneurship which is related to the employee's need for organization. The result was consistent with previous results (Montazeri & Pourhoseinali, 2019), but there is lesser evidence of a moderating role of PSM between entrepreneurial leadership quality and SE initiatives.

6.5. Moderating Role of Public Service Motivation Between Paradoxical Leadership and Social Entrepreneurship

The research and results indicated that the fifth hypothesis of this study, namely, the impact of public service motivation positively moderates between paradoxical leadership and social entrepreneurship, was accepted. This study revealed that public service motivation significantly impacts paradoxical leadership and social entrepreneurship during COVID-19. A possible explanation for this result is that, in developing Asian countries, specifically in the context of managerial employees serving in the manufacturing sector operating in Punjab, Pakistan, including pharmaceutical and textile involved in the production of hand sanitizers, protective clothes, and face masks, employees concentrate more on their encouraging, facilitating and championing and also focus on leadership qualities and its impact on employees outcomes. Paradoxical leadership qualities enable leaders to manage competing demands arising from social and economic focus, thus helping any hybrid form of organization to operate successfully. This is also evident in the opportunity-based entrepreneurship theory of the employee's entrepreneurship which is related to the employee's need for organization. The result was consistent with previous results (Montazeri & Pourhoseinali, 2019), but there is lesser evidence of a moderating role of PSM between paradoxical leadership quality and SE initiatives.

6.6. Moderating Role of Public Service Motivation Between Entrepreneurial Leadership and Social Entrepreneurship

The research and results indicated that the last hypothesis of this study, namely, the impact of public service motivation positively moderates between entrepreneurial leadership and social entrepreneurship, was accepted. This study revealed that public service motivation significantly impacts entrepreneurial leadership and social entrepreneurship during COVID-19. A possible explanation for this result is that, in developing Asian countries, specifically in the context of managerial employees serving in the manufacturing sector operating in Punjab, Pakistan, including pharmaceutical and textile involved in the production of hand sanitizers, protective clothes, and face masks, employees concentrate more on their encouraging, facilitating and championing and also focus on leadership qualities and its impact on employees outcomes. Similarly, Ruela (2014) found that employee motivation is a critical success factor of social entrepreneurship initiatives. Consistent with this logic, we argue that PSM, an individual characteristic or behavior, maybe a significant moderator of leadership's influence on follower behaviors and organizational outcomes.

7. Conclusion

This study has added value to the literature by investigating the impact of leadership qualities such as transformational leadership, entrepreneurial leadership, paradoxical leadership, and social entrepreneurship, as well as the moderating role of public service motivation. Social entrepreneurship is "a social value creation process in which resources are combined in new ways to meet social needs, stimulate social change, or create new organizations" (Thorgren & Omorede, 2018).

The goal of this study was to make various theoretical advances in the domain of research. Firstly, this research attempt is among the earliest theoretical advances to combine and integrate several leadership qualities in a single theoretical framework. Past studies have considered all those leadership qualities separately or in different sections. This research brings these leadership qualities together in a single investigation. The second significant advance of this research was to bridge the gap between several experiences, daily interactions, and organizational factors with social entrepreneurship. It has helped to bridge the theoretical gaps between leadership qualities, social entrepreneurship, and moderator as public service motivation literature. The third significant advance made by this study was to propose and test the moderation analysis. This extended relationship exploration is a unique theoretical contribution and helped to provide empirical evidence from the manufacturing sector operating in Punjab, Pakistan, including pharmaceutical and textile involved in the production of hand sanitizers, protective clothes, and face masks.

Finally, this research combined two diverse theories, compassion theory, and opportunity-based entrepreneurship theory, in a single framework. This integration has opened further avenues of future research on leadership qualities and social entrepreneurship initiatives.

7.1. Practical Implication

Our findings have apparent practical consequences. The overall benefits of quality leadership and social entrepreneurship for employees of the manufacturing sector operating in Punjab, Pakistan, are supported by our findings. This study suggested that overall, the contribution of the manufacturing sector operating in Punjab, Pakistan, including pharmaceutical and textile involved in the production of hand sanitizers, protective clothes and face masks in Pakistan is less than in other countries. Leadership qualities, a different quality of leadership that has received less attention, have a substantial impact on social entrepreneurship.

In light of this finding, it is highly recommended that there should be the orientation of such qualities of leadership in Pakistan that encourage and motivate employees to participate in work which increases the social entrepreneurship of employees. Employees feel more dedicated, empowered, and engaged at work as a result of qualities of leadership, while organizations show a stronger focus on the organization's dynamic needs. Furthermore, our findings suggest that leaders define and be aware of "how employees interpret, respond to, and are influenced by individual tactics and goals regarding socialization." This shows the significance of various institutions, from charities and non-government organizations to public and private sector organizations, which have played a key role in fighting against this global COVID-19 issue (Oberoi et al., 2021). There are multiple pieces of evidence available in the literature where researchers have investigated the strategies adopted by companies to pursue SE goals (Chesbrough & Bogers, 2014; Nicolopoulou, Karataş-Özkan, Vas, & Nouman, 2017; Rayna & Striukova, 2019; Zahra, Gedajlovic, Neubaum, & Shulman, 2009). The significant contribution of this research is its context, which is a developing country, Pakistan, because such studies are rare, especially in Pakistan's pharmaceutical and textile sectors.

7.2. Limitations of Study

- Since this study has focused on the convenience of the respondents, the research has used a non-probability convenient sampling technique which in return cannot guarantee the representatives on the traits of interests. Further studies can use other techniques to validate the results drawn in this research.
- In this research, the data is collected from the customers' point of view. It does not present extensive data on the employees' point of view to achieve many schools of thought in the digital marketing world.
- Due to quantitative research and a limited time, this study has taken a limited sample size, and if it could have been taken more than this, the results might have been better.
- Because of the short time and budget constraints, it can be seen that other variables could be added, such as brand equity, service engagement, and marketing myopia.
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7.3. Recommendation

In every research, there are some recommendations, as does this paper. It can be suggested that a few other variables could be added to enhance the study for future scholars and researchers. Data produced from this study can be used as the starting of another research. Furthermore, it can be seen that adding mediating variables can help conduct this research, and future scholars could use the addition of supporting theory. As minimal variables are being studied in the literature, it opens up many ways for other scholars to conduct the research. As there is a quantitative approach, which is descriptive, it has become easier for the researcher to conduct qualitative as well as quantitative approaches in their study. Last but not least, one ought to focus and concentrate on conducting the sessions and utilize the questionnaire as a research instrument to collect the data and gather a large sample size that would be more generalizable.

Authors Contribution

Abdul Basit: contributed to the writing of this manuscript and thesis
Shaffaq Ejaz: contributed to the writing of this literature review and compile the help in to extract the manuscript from the thesis and check the references.

Conflict of Interests/Disclosures

The authors declared no potential conflicts of interest w.r.t the research, authorship and/or publication of this article.

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