

Social Entrepreneurship Orientation & Social Networks: Moderating Role of Collectivism

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This paper aims to measure the impact of existing social networks on social entrepreneurship behavior of college students and understand if it can be inculcated during college years. Data was collected from 239 students of a fashion college in India for the empirical survey. The data was run through factor analysis and regression analysis in which major factors emerged with high factor loadings from 0.40 to 0.7. High factor loadings were indicative of high aspiration for social entrepreneurship behavior at college level. The analysis affirmed the positive relationship of social networks and collectivism with social entrepreneurial orientation of youngsters. Policymakers can leverage the social capital of students or increase it during college years.

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Introduction

Schumpeter (1934) defined entrepreneurs as individuals whose function was to carry out new combinations of means of production. For a social entrepreneur, the main objective is addressing a local issue, with limited resources at hand. His entrepreneurial venture will help increasing the livelihood of local people and reduce social inequities by employing marginalized people. Identifying social entrepreneurial intention among the youth in the society has become the need of the hour. This would also ensure that government is able to achieve its targets of better standards of lives for all its citizens by having more job creators rather than job seekers.

Social Entrepreneurship Needed?

Social entrepreneurship is essential to generate employment for dropouts, unskilled or semi-skilled youths who could not get proper education due to various compulsions. So, these social enterprises can serve their part in acting as a catalyst in gainfully employing youngsters and reducing inequity.

Besides this, many educated youngsters aspire to establish their own enterprise rather than joining the corporate rat race and make some change in the surroundings of people they live with. Being social entrepreneurs they intend to effect a positive change in society which they may have observed like social inequality, poverty or injustice and want to make an effort to alleviate the same. And for such individuals, social enterprises are perfect avenues to transmute their dreams into reality.

Need & Significance of the Study

Given the bleak employment scenario the government intends to develop more job creators than job seekers. In an effort to sow the seeds of entrepreneurship during the formative years such initiatives have been taken by the government as catching them young. Such interventions can create a huge impact on future generations' thinking about method of becoming independent thus contributing to the economic growth and societal improvement. In the same light the government has promoted the introduction of entrepreneurial courses at PG and UG level for current students. And also created incubation centers linked to reputed colleges in an effort to increase job creators. Hence to study the impact of these courses on the youth it is necessary to measure it.

Theoretical Rationale

The social entrepreneurial behavior explained by Mair and Noboa's (2003; 2006) model which builds upon Krueger (1993). The model states that social entrepreneurs differ from the ordinary

businessman in abilities like risk-taking, autonomy and tolerance for ambiguity and have empathy, moral obligation and support of social networks to succeed. Further the basic tenets on which the social entrepreneurship intention depends are on aspects like perceived desirability and perceived feasibility and propensity to act. The perceived desirability depends on empathy and societal moral judgment and is infused with traits like creativity, proactivity and entrepreneurial intention.

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Empathy is the main attitude of a social entrepreneur which is directed towards a specific set of people who are oppressed in society. Their plight creates a response of altruistic motivation to reduce their sufferings. Empathy is a value which initiates the change process and which can be taught in schools (Caselman, 2007). Societal moral judgment is the second antecedent of perceived desirability as per the Mair model (2006) measuring the extent to which individuals feel that society is morally obliged to address the problems of oppressed people as a result of perceived moral norms. Perceived feasibility consists of self-efficacy and social support. It is related to expectancy (Steel & Konig, 2006) which suggest certain outcome after a certain behavior.

Self-efficacy is the individual's perceptions of one's ability to carry out an intended action (Bandura, 1977). As per Mair and Noboa (2006) high self-efficacy allows a person to make success of a social enterprise which helps develop corresponding behavioral intention. Social support is an important aspect of social entrepreneurship. The person looks forward to get support from their personal network of family, friends, acquaintances for providing goods and services, especially during the initial stages as they experience resource crunch and require generous donation from such networks. The degree to which individual believes he has access to support will again determine the perceived feasibility for launching a social enterprise (Koe Hwee Nga & Shamuganathan, 2010).

Ajzen (1991) in the theory of planned behavior has inferred that belief influences attitude. Firstly, the belief is formed which later on manifests as intention. Beliefs are sentiments or passion towards a social issue which controls individual behavior and motivate them towards what has become the center of their attention (e.g. a social issue) and also guide their long-term actions. But the formation of social sentiments does not mean the person will start a social venture. He may also work for different trades like medicine, join religious organizations etc. (Wry, T. & York, J. G., 2017).

The perceived desirability is affected by expected outcomes of starting a business which initiates the action. The propensity of this act is influenced by the

will power. As per (Ghosal & Bruch, 2003) will power is the deep personal attachment towards an intention. It pushes people to wade through difficulties and eventually succeed. The motivation of social entrepreneurs is context-specific. They want to impact society as they are unhappy with the status quo (Prabhu, 1999). Opportunities for impacting lives can be searched based on prior experience or discovered in a given context. Krueger (2000) argued that it can be created as well.

Once a person develops a social sentiment which predisposes him to social issues, he is always on the lookout for an opportunity to establish a social venture. The opportunity will be considered attractive if there is sufficient potential for social impact to justify the effort, time and money required to pursue it (Guclu, Dees et al, 2002). And hence the social entrepreneurial behavior will be aroused.

All individuals are part of a collectivist society. Collectivist culture always gives more importance to relationships, roles, expected values. The decision made by a person is largely affected by the culture in which he is living (Hofstede, 2001). Parkes (2001) concludes that the type of culture a person follows impacts the organizational culture also.

There are three forms of collectivism as per Allik & Realo (1996) & Realo (1997), family-related where the person places more importance on the interest of the family at the same time subjugating personal interests, taking care of parents, respecting elders etc. Next is

peer collectivism where a person has close bonds with colleagues, friends, neighbors. Third is society related collectivism where the person is willing to give up life for societal needs etc.

India has a collectivist culture (Hofstede et al, 1991) where a person is expected to follow norms, meet expectations of family, relatives etc. And such a culture also grows the seeds of social entrepreneurship where a person feels he also needs to give back to society. Since he has got so much from the society in the form of guidance, care and nurture he feels obligated to serve the marginalized sections of society. Hence the person has feelings of societal obligation nurtured for years before he finally leaves his self-centered pursuits and feels that the education and position he has acquired can be used to bring a positive change in society (Pathak & Muralidharan, 2014). And he may start organizations like the Grameen by Md. Yunus or SEWA which only employs women to make Lijjat Papad.

A person with wide social networks and collectivist mindset has more chances of acting on his social entrepreneurial dreams. Initially the products or services he makes are given to friends and relatives to gauge the marketability. Once the products are well received by the people in his network, word of mouth publicity happens. Hence, we posit that a person with wider networks find it easier to act on their social entrepreneurial goals. (Nordman, 2016; Birley, 1985; Oprica, 2013).

This study aims:

- 1.To study social entrepreneurship behavior of fashion college students.
- 2.To assess if collectivism moderates social networks and social entrepreneurial behavior.

Review of Literature

In the literature, there are many definitions provided for the term social entrepreneurship as every author focuses on one or the other aspects. Leadbeater (1997) states that social entrepreneurs are entrepreneurial, innovative, and transformative. They can perceive opportunities in under-utilized and discarded resources to use them in new ways to satisfy unmet needs.

As per the webster dictionary collectivism means a political or economic theory advocating collective control, especially over production and distribution. Hofstede & Bond (1984) defines collectivism as a situation in which people feel they belong to larger in-groups or collectives which care for them in exchange for loyalty and vice versa.

Social networks are necessary for the survival and success of social enterprises

A social network is a structure made up of a set of social actors (such as individuals or organizations), sets of dyadic ties, and constitute social interactions between actors. Austin et al. (2006) and Yitshaki et al. (2008) state that such

social networks are necessary for the survival and success of social enterprises and the same has been validated by many studies.

Data Collection

The primary data was collected from a fashion college having branches in India. The questionnaire consisting of 18 questions based on the Social Entrepreneurial Antecedent Scale by Hockert (2015). The 12 items were taken from the Lubben Social Network Scale by Lubben (1988). The Collectivism Scale of 18 items was made by Irina Cozma (2011). The Cronbach alpha of this scale was 0.74.

The Sample

Responses of 241 samples were received for this study, although questionnaires were sent to 450 respondents. Hence the response rate was 53.1 %. All the students of the college were sent an online questionnaire through google forms and hard copies were also distributed in some cases. Simple random sampling method was adopted. Respondents considered for data collection were studying at graduation, post- graduation level from different branches of the college.

Control Variables

Demographic variables like age and gender were controlled. Age was a continuous variable whereas gender was a categorical variable so has no affect on the relationship among the study vari-

ables. Gender was coded as follows: male = 0, female=1. Age was coded as 17-21y= 1, 22- 26y= 2, 27-31y=3.

Common Method Variance

Harman test was used to find out the potential CMV among the study variables (Podsakoff et al., 2003). In Harman test if one general variable accounts for a major part (>50 percent) of the covariance among the variables, then CMV exists. The results of this test led to multiple factors being extracted and the first factor accounted for only 15.59% of the total variance for Social entrepreneurship orientation, 24.67% for collectivism, 25.69% for social network. Since no dominant general factor was found in factor analysis, the concern for CMV could be partially mitigated.

Data Analysis

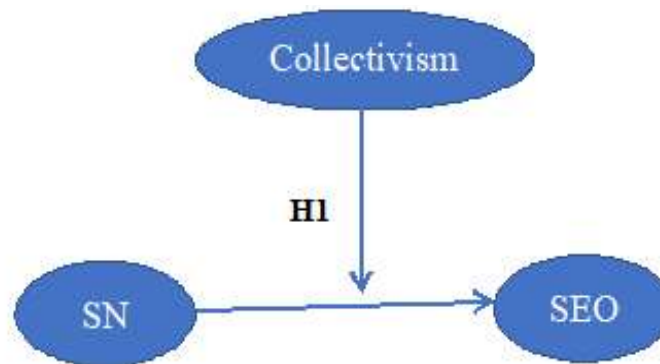
Out of the demographic details from the 239 responses, 22.17% were males, 77.8% being females. Educational qualification wise 33% were in post-graduation while 67% were pursuing undergraduate courses. Age distribution was as: 59% belonged to the 17-21 age group while 40% were from the 22-26 age group and the remaining were from 27 to 32 age group.

Theoretical Model

Hypothesis developed in the study

H1- Social networks has a positive impact on social entrepreneurial orientation of college students.

Fig. 1 Proposed Model of Collectivism, Social Entrepreneurship Orientation and Social Network



SN – Social network

SEO- Social entrepreneurship orientation

H2 – Collectivism has a moderating impact on social entrepreneurial orientation of college students.

Data analysis

The SPSS version 23 was used for the data analysis. Table 1 shows the de-

scriptive statistics such as the mean and standard deviation. By observing the value of skewness and kurtosis we find the data is normally distributed. Correlation among the three variables was used to assess the association between three variables.

Table 1 Descriptive Statistics for Constructs of College Students

Construct	N Statistics	Mean Statistics	Std.Deviation Statistics	Skewness Statistics	Kurtosis SE	Statistics	SE
Social Network	239	2.58	1.065	0.375	0.157	0.362	0.314
SEO	239	2.35	0.973	0.377	0.157	0.19	0.314
Collectivism	239	2.2	0.933	0.75	0.157	-0.798	0.314

Results

The skewness and kurtosis values should lie between -2 and +2 to ascertain normal univariate distribution of the data (George & Mallery, 2010). And as they are within the acceptable range, the data is normally distributed.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic that indicates the proportion of variance in variables that might be caused by underlying factors. KMO measures sampling adequacy which should be greater than 0.5 for a satisfactory analysis to proceed. High values range from 0.78 to 0.80 and thus meet the prescribed cutoff of 0.70

(Nunnally & Bernstein, 1994) indicating that the results of factor analysis is useful with this data.

Bartlett's test of sphericity tests the null hypothesis that correlation matrix is

an identity matrix, which would indicate that variables are unrelated and therefore unsuitable for structure detection. Value less than .05 rejects the null hypothesis and suggest that all items are perfectly correlated with each

Table 2 Summary of Exploratory Factor Analysis Key Statistical Results

Variables	Original Items	EFA Items	Eigen Value	KMO-MSA	Chi Square	Df	Cronbach's Alpha
Social Entrepreneurship Orientation	18	17	1	0.789	1294.32	153	0.734
Social Network	12	12	1	0.803	876.57	66	0.803
Collectivism	18	12	1	0.803	1143.34	153	0.819

Table 3 Pearson Correlation among the Variables Studied

Variables	1	2	3
Collectivism	1		
Social Entrepreneurship Orientation	.561**	1	
Social Network	-0.029	.245**	1

** . Correlation is significant at the 0.01 level (2-tailed).

There is a significant positive correlation between collectivism and social entrepreneurship behaviour

The results of Pearson Correlation in Table 3 suggested that there is a significant positive correlation between collectivism and social entrepreneurship behavior ($r=0.561$, $p=0.01$) and moderate correlation between social entrepreneurship orientation and social network and a negative association between collectivism and social network ($r=-0.029$, $p=0.01$). All correlations were less than 0.70. Hence multicollinearity is not a problem in this study.

Exploratory Factor Analysis

Social Entrepreneurship Orientation: Exploratory factor analysis was done for all the three variables for data reduction, out of the 18 items selected for measuring social entrepreneurial behavior, five were found to be having Eigen values greater than 1. Total variance of 62.62 % of the data is represented by these 5 factors. Factor 1 was renamed as "not my concern". Factor 2 was renamed as "our duty". Factor 3 was renamed as "society obligation". Factor 4 was renamed as "can raise support". Factor 5 was renamed as "empathy".

Collectivism Variable: When the 18 items selected for measuring collectivism was tested under factor analysis, it was grouped in to four factors with a cumulative variance of 61.56%. Factor 1, was renamed as “be cooperative”. Factor 2, was renamed as “sociable”. Factor 3, was renamed as “family matters”. Factor 4, was renamed as “put others ahead”.

Social Network Variable: When the 12 items selected for measuring social network was tested under factor analysis, it was grouped to four factors with a cumulative variance of 58.73%. Factor 1 was renamed as “close family ties”. Factor 2 was renamed as “close friendly ties”. Factor 3 was renamed as “very intimate friends”.

Multiple Regression Analysis

Multiple regression analysis was used to analyze the relationship between a single dependent variable (feeling valued) and several multiple independent variables. The study aims to understand the impact of collectivism (IV) and social network (IV) on social entrepreneurship orientation (SEO) which is the (Dependent variable). The hypothesis formulated is as follows as per the above model:

H1a: There is a significant relationship between “put others ahead” and social obligation.

H1b: There is a significant relationship between “family matters” and social obligation.

H1c: There is a significant relationship between “be cooperative” and social obligation.

H1d: There is a significant relationship between “am sociable” and social obligation.

H2a: There is a significant relationship between “close family ties” and social obligation.

H2b: There is a significant relationship between “close friendly ties” and social obligation.

H2c: There is a significant relationship between “intimate friends” and social obligation.

To test these hypotheses, the following regression model was used.

$$Y = a + x1b1 \text{ (put others ahead)} + x2b2 \text{ (family matters)} + x3b3 \text{ (be cooperative)} + x4b4 \text{ (am sociable)} + x5b5 \text{ (close family ties)} + x6b6 \text{ (close friendly ties)} + x7b7 \text{ (intimate friends)}$$

where,

Y = society obligation;

a = constant;

$b1, b2, b3, b4, b5, b6, b7$ = coefficients of independent variables;

$x1, x2, x3, x4, x5, x6, x7$ = independent variables.

The SPSS software was used to do the multiple regression. The stepwise regression method was followed and multiple models were given by the software. The independent variables subset like put others ahead, seeking the happiness of others, close family ties, close friendly ties were

stepwise regressed against the dependent variable societal obligation. The results of multiple regression where social network is treated as a predictor or independent variable and social entrepreneurship orientation as an outcome or dependent variable is shown in Table 4.

Table 4 Results of Multiple Regression (Dep. Variable: Social Entrepreneurship Orientation)

Predictors	b	Beta	t	RSquare	Sig.
(Constant)	1.75		1.921	0.327	0.056
Close family ties	0.029	0.048	0.795		0.428
Close friendly ties	0.11	0.15	2.366		0.019
Intimate friends	-0.132	0.073	0.967		0.91
Be cooperative	0.405	0.551	8.971		0
Sociable	-0.034	-0.021	-0.363		0.717
Family matters	0.267	0.183	3.194		0.002
Put others ahead	-0.012	-0.007	-0.11		0.112

The proposed model is adequate as the F- value (7,231) = 16.012, p- value =0.000 shows a statistically significant relationship between social entrepreneurship orientation, social network and collectivism. It shows that the coefficient of determination (R square) is 0.32, representing that 32.7% of the social entrepreneurship orientation is explained by the four variables i.e. 'put others ahead', 'family duty important', 'seeking the happiness of others', 'am sociable'. The different dimensions have important contributions in predicting social entrepreneurship orientation. The beta values indicate the importance in predicting social entrepreneurship orientation. They are close family ties (Beta=0.048), close friendly ties (Beta=0.15), family matters (Beta=0.183), put others ahead (Beta=-0.093), intimate friends (Beta = -0.007), be cooperative (Beta= 0.551), sociable

(Beta=-0.021). Hence, the hypothesis H2 is accepted.

Since the F-value in Table 5 is highly significant at 5%, it proves that there is a linear relationship among the variables described in the model. Table 4 shows the multiple linear regression estimates including the intercept and significance levels. The independent variables include 'put others ahead', 'seeking the happiness of others', 'close family ties', 'close friendly ties', 'family duty important', 'amiable'. The t-values for (a) be cooperative (b) family matters (c) close friendly ties organized is significant at 5%. Hence the alternate hypothesis – that there is a significant impact of the independent variables on the dependent variable-social entrepreneurship orientation (societal obligation) is accepted.

Table 5 Summary of Results of Hypothesis Being Supported or Rejected.

Hypothesis	Supported	Not Supported
H1a	Not Supported	
H1b	Supported	
H1c	Supported	
H1d		Not Supported
H2a		Not Supported
H2b		Supported
H2c		Not Supported

Hierarchical Regressions (SEO, Social Network & Collectivism)

The moderation hypothesis was tested through hierarchical regression analysis proposed by Baron and Kenny (1986). A moderator influences the strength of the relationship between a predictor and the criterion variable. The present study has followed the causal step approach of Baron and Kenny (1986), wherein the predictor (social network), moderator (collectivism) and interaction effect (collectivism X social network) were regressed stepwise on our proposed criterion variable (social entrepreneurship orientation).

We followed the procedure recommended by Aiken and West (1991) for performing moderation. The independent variables were mean-centered before the creation of interaction terms. Age and gender were used as control variables. In each regression analysis age and gender were entered as control variables in step 1, followed by the main effects (independent variable and moderator) in step 2 and the interaction term (independent variable and moderator) in step 3.

The significance of each step was assessed taking in to account R^2 change followed with the evaluation of standardized β significance of each parameter. Computation procedures suggested by Hayes and Matthes (2009) for testing the interaction effect on regression analysis were made to test the moderating role of collectivism on the relationship between social network and social entrepreneurship orientation. The moderating effect is supported if the Beta coefficient of the interaction term between social network and collectivism was significant for social entrepreneurship orientation as shown in Table 6.

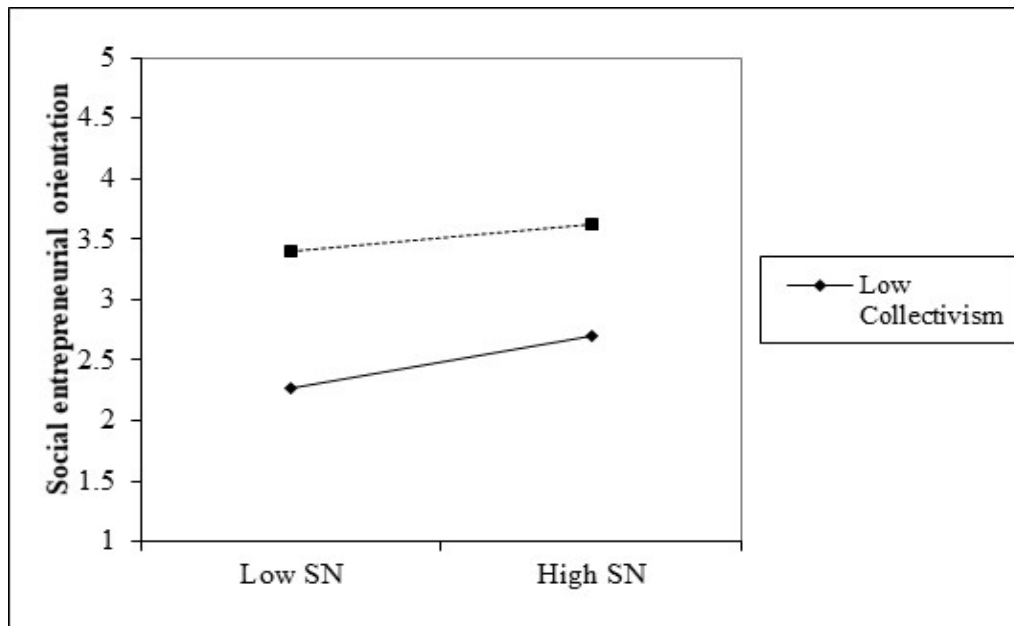
Collectivism augments social entrepreneurship orientation among college students.

The Beta coefficient of the interaction term was significant for (Beta = -1.32, $p=0.012$). Hence the hypothesis H2 is supported. This validates the hypothesis that collectivism augments social entrepreneurship orientation among college students.

Table 6 Moderator Regression

Independent variables	Standardized Regression Coefficient Dependent variable					
	Model 1		Model 2		Model 3	
	Beta	SE	Beta	SE	Beta	SE
Step 1						
Age	0.2	0.055	0.034	0.648	0.041	0.044
Gender	0.06	0.062	0.02	0.375	0.017	0.049
Step 2						
Collectivism (C)			0.57	0.047	0.57	0.046
Social Network (SN)			0.254	0.037	0.23	0.037
Step 3						
Interaction term of C X SN					-1.32	0.02
R square	0.004		0.383		0.4	
Adj R square	-0.005		0.372		0.387	
F	0.415		35.83		30.63	
n=239	p<0.05					

The model 1 (without interaction) has an F value (2, 234) = 35.83, $p < 0.05$ that is significant and model 2 (with interaction) is significant with $F = (1, 233) = 30.63$, $p < 0.05$ is significant. For identifying the trend of interaction (the high and low level of the proposed variables), a plot was drawn with the support of SPSS 23.0.

Fig. 2 Interactional Effect of Social Entrepreneurial Orientation and Social Network

The proposed model is adequate as the F-statistics (F-value= 16.012, p-value =0.000) shows a statistically significant relationship between social entrepreneurship orientation and social network. As per fig.2 it is concluded that if people belonging to highly collectivist cultures have numerous social networks, their social entrepreneurship intention is very high and vice versa.

Discussion

The purpose of the study was to examine social network and social entrepreneurship orientation relationship with collectivism as a moderator. The results show that social network and social entrepreneurship orientation have a positive relationship. The collectivism further enhanced the relationship between the predictor and outcome variables. That the Indian society still is characterized by joint families imbues a set of values in the youth which further helps in creating mutually beneficial businesses. Such initiatives provide independence and self-dependency to the youth who go on to become a role model to others for starting such social ventures. 'Catch them young' should be the motto where entrepreneurial spirit should be supplemented with proper inputs to start a venture.

Theoretical Contributions

We contribute to the growing research on social entrepreneurship orientation by extending its range through linking it with collectivism and social networks. Indian socio-cultural milieu which is predominantly collectivistic (Hofstede,

1980) provides a strong support base of networks which can be utilized for growing the seeds of social entrepreneurship among today's youth who want to contribute constructively and also help in uplifting the society.

Managerial Implications

Students studying in colleges in villages and towns have a lot of aspirations to do something for the society, to enhance employment using locally available materials like Sonam Wangchuk. Large corporations with huge capital can establish small and medium enterprises or have manufacturing plants in these areas. The local youth can be employed, given training on managing an enterprise. Large corporates as part of their CSR activity can provide seed capital and mentors can be allotted to guide them with the different activities. For marketing the products of these enterprises, these companies can buy for gifting purposes to employees of large corporates on different occasions or sold to their formal networks. Further they can also be taught how to connect with new or existing markets in an effort to expand their business. Once they gain confidence, these entrepreneurs can look out for more markets and can operate in a self-contained manner as a self-help group.

Large corporates as part of their CSR activity can provide seed capital and mentors can be allotted to guide them with the different activities.

Findings & Conclusions

The analysis above has affirmed the theory that youngsters can be taught empathy and other basics of running an enterprise to enhance their business orientation. Since social entrepreneurship is an upcoming field, students can be mentored and given exposure to different opportunity scenarios to build up self-efficacy. Moreover, connecting them with different types of networks that satisfy different operational needs of a business shall further strengthen their desire to start a venture.

Collectivism can be harnessed as a positive attribute by way of contributing towards the economic development of villages and small towns in India. Overlooking high profits and focusing on increasing rural employment or saving dying crafts or creating innovative products by using locally available materials only and supplying goods at a far lesser price than commercial enterprises would help bring more equity in the society.

Limitations & Scope for Future Research

Respondents are limited only to South India particularly students of select colleges only. We have used cross-sectional design which does not allow inferences to be drawn about causal relationship. Our sample mostly comprised females. In future more males should be added to get a more nuanced perspective about social entrepreneurship. To improve the generalizability of the results, the survey can be extended to various technical col-

leges also where innovations are encouraged.

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