

# SOCIAL ENTREPRENEUR AS POSSIBLE FUTURE OF CSR AND MEASURING SOCIAL ENTREPRENEURIAL ATTITUDE AMONG STUDENTS

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## ABSTRACT

CSR is becoming more and more popular and fashionable nowadays, but in many cases the responsible actions or activities are not about serving the social good; these are just simply new marketing tools for companies. At the same time, with the emergence of social entrepreneurs, a possible new vision for the real responsibility seems to emerge. It gives the impression that the new generation of entrepreneurs can save the CSR concept.

The aim of the study is to present the concept of a social entrepreneur(ship) and to interpret it in the framework of CSR, and based on these to develop a questionnaire as an instrument for measuring social entrepreneurial attitude. According to the conceptual clarification and the analysis of social enterprises in the entrepreneurial spectrum, I determine what aspects of the social entrepreneurial attitude should be taken into consideration. A questionnaire, which is suitable for measuring university students' social entrepreneurial attitude, is developed using secondary research. I explored and integrated applied and validated scales for measuring the three main question blocks (entrepreneurial attitudes, social sensitivity, and CSR attitudes). The research has relevant importance both at domestic and international level, the results is going to give the basis and implication for further research connected to deeper analysis and understanding of social enterprises.

**KEY WORDS:** social entrepreneur, entrepreneurial attitude, social sensitivity, CSR attitude, primary research.

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## 1. INTRODUCTION

Nowadays CSR is becoming more and more popular and fashionable, but there are more and more practices that shows CSR is not always really responsible. It is called greenwashing or whitewashing when companies use CSR activity to gloss over or cover up something that is immoral, illegal, or otherwise bad, not responsible. CSR activities are not about serving the social good; these are just simply new marketing tools for companies. It means that in practice there are different levels of CSR. According to Wolff and Barth (2005) bolt-on and built-in activities can be separated. Bolt-on activities contain responsible actions that are not integrated into companies' strategy and business as usual like sponsorship, donation, CRM, while built-in activities like corporate social marketing, socially responsible business practices are important parts of companies' vision and affect the whole operation process from supplying to serving customers. The Hungarian corporations' attitude towards CSR is not so positive, CSR is seen as a must and as an opportunity. Therefore Hungarian companies carry out shallow activities and the main motivation factors are communication value, influencing the most important stakeholders, financial benefits and altruism. (Putzer 2016)

At the same time, with the emergence of social entrepreneurs, a possible new vision for the real responsibility seems to emerge. It gives the impression that the new generation of entrepreneurs can save the CSR concept. Therefore one of the aims of this study is to present the concept of a social entrepreneur(ship) and to interpret it in the framework of CSR. The other aim is to develop a tool for measuring social entrepreneurial attitude among students. In order to this second aim first I determine what aspects of the social entrepreneurial attitude should be taken into consideration. In the next phase using secondary research validated attitude statements are going to be compared and contrasted which are suitable for measuring university students' social entrepreneurial attitude.

Finally the study shows the main results of the trial questionnaire. The research has relevant importance both at domestic and international level, the results is going to give the basis and implication for further research connected to deeper analysis and understanding of social enterprises.

## 2. AT THE TOP OF THE CSR PYRAMID, THE SOCIAL ENTREPRENEURS

Why social entrepreneurs can be the rescuers of CSR? To answer this question first the definition of social entrepreneurship is need to be considered. Chell's (2007) general definition highlights that social entrepreneurs are engaged in business activities that have social mission, aim or value. This explanation becomes specified by Chell et al. (2010) as innovative business actions that can be for-profit, CSR or non-profit activities.

But being responsible and serving social mission is not the only requirement, social entrepreneurs' activities should be economically sustainable, so profitable, because this is the only way to support continuously the social aim and mission. Therefore Di Domenico et al. (2010) integrate not just the social but also the financial sustainability in their definition. Thompson (2002) and Cheney and Roper (2005) summarized formerly this as a third type of business next to for-profit and non-profit and it was called not-for-profit. Based on Thompson (2002) and Cheney and Roper (2005) social entrepreneurs combine the social aims and societal orientation (like NGOs) and the economic view (like for-profit companies) appropriately. From this it follows that NGOs without market-based orientation are not social enterprises because their products and services are unsellable.

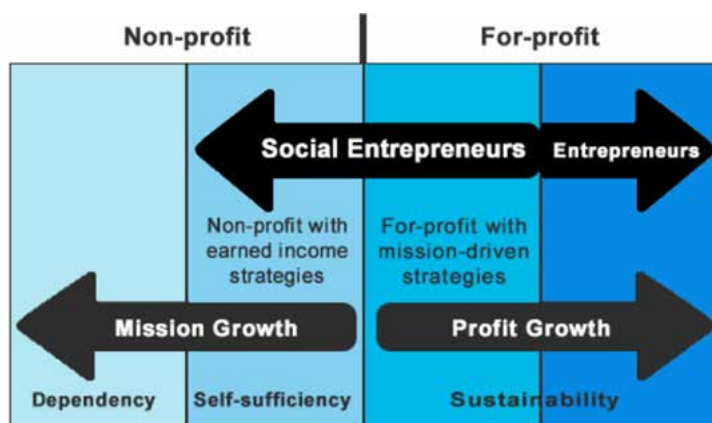
A successful social enterprise has two crucial parts: an adequate business model and entrepreneurial competencies (Timár 2014). A suitable business model is important because not every corporate form can create social value and not every value-based strategy serves social aims, but ideally the social enterprise can create and capture value that helps social objectives and missions. (Agafonow 2014)

The European Commission (2011) describe social enterprises as:

- “Those for who the social or societal objective of the common good is the reason for the commercial activity, often in the form of a high level of social innovation.
- Those whose profits are mainly reinvested to achieve this social objective.
- Those where the method of organisation or the ownership system reflects the enterprise's mission, using democratic or participatory principles or focusing on social justice.”

To summarize social entrepreneurs and social enterprises concentrates on their socioeconomic effect that adequately reflects the “doing well by doing good” concept which is the basic idea of real, deep or built-in CSR (Nicolopoulou 2014). Based on the introduced studies social enterprises and social entrepreneurs are financially self-supporting like the traditional for-profit enterprises, but their primary objective is not to maximize profit, but to stimulate social changes, to achieve social aims through their (business) activities. Figure 1 illustrates the entrepreneurship spectrum from non-profit organizations to for-profit enterprises and the boundaries of social entrepreneurship.

**Figure 1:** The entrepreneurship spectrum illustrating the boundaries of social entrepreneurship



Source: Abu-Saifan, S. (2012.). Social Entrepreneurship, *Technology Innovation Management Review*, p. 6.

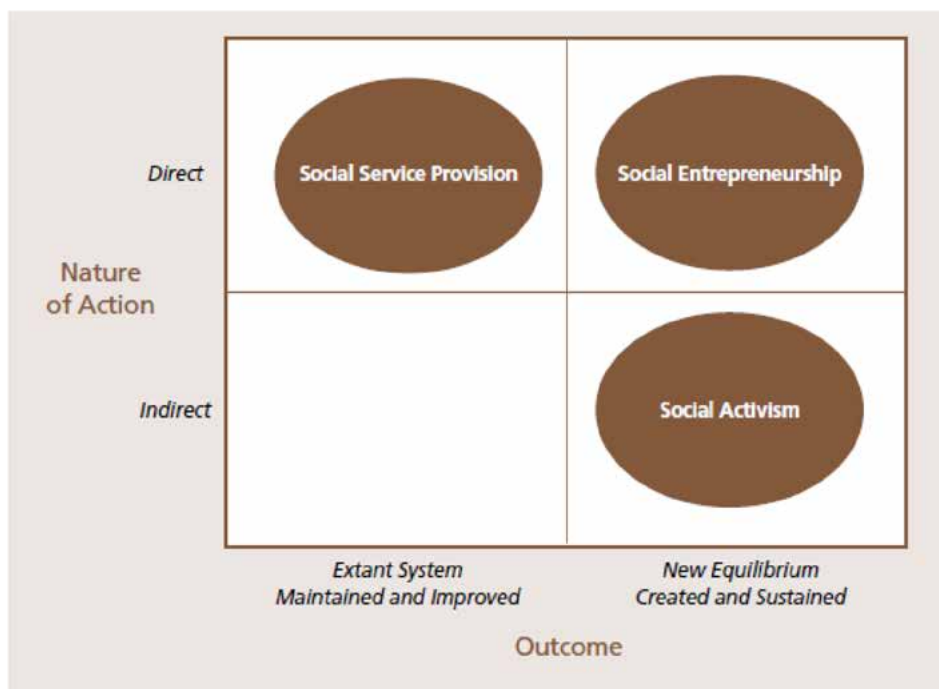
Based on Carroll's CSR concept social entrepreneurs balances the economic, social and environmental values for themselves and also for their stakeholders (Cholette et al. 2014), and according to this Nicolopoulou (2014) argues that the concept of social entrepreneurship is a special field of CSR. Nowadays there are many start-ups that are founded with CSR mission, so they are social-oriented (Cholette et al. 2014). Social entrepreneurs would like to run a profitable company and to make a successful for-profit business, but when they set up their business they have the want to do this with serving some kind of social purposes through sustainable or responsible (e.g. cruelty-free, green, etc.) products or services, so social entrepreneurs and social enterprises are the most integrated form of CSR and they are at top of the CSR pyramid.

After clarifying the concept of social entrepreneurship and placing it in the framework of CSR the social entrepreneurs' characteristics should be examined because it is needed to define what should be measure as part of social entrepreneurial attitude. Dees (1998) summarizes these main characteristics in the following five points: his/her mission is to create and sustain not just his/her own value but also values for the society; continuously looking for newer and newer opportunities that serve these former values and also applying them; being committed to continuous innovation, adaptation and learning and acting conscious (his/her resources cannot put restraint on him/her) and finally operating transparently, so taking care increased about the transparency of his/her activity, accountable and interpreting results generated by him/her.

Basdekidou (2017) emphasizes the role of personal values as important driver next to the economic, social, psychological and political catalysts in the case of social entrepreneurship. The social entrepreneurs or the CEOs of social enterprises are real innovators, so they are looking for new opportunities and possibilities, but they are also socially sensitive, so they want to create social value (Cheney-Roper 2005, Abu-Saifan 2012).

But next to the integrated business approach, there is another important characteristic that differentiate social entrepreneurs from social activists and NGOs (and social service providers), they have different function and social engagement. On Figure 2 can be seen that like the segment of social service provision, social entrepreneurs act directly, that means they do not put pressure on other groups (e.g. politicians) to change rules or regulations while social activists act this way indirectly. But in the case of outcome social entrepreneurs are similar to social activist because they try to create and sustain a new equilibrium instead of maintaining and improving the current, extant system what social service providers do (Martin-Osberg 2007), which shows again their innovative mentality and later thinking.

**Figure 2:** Pure forms of social engagement



Source: Martin, R.L. – Osberg, S. (2007). Social Entrepreneurship, *Stanford Social Innovation Review*. p. 38.

Wilkinson et al. (2014) estimate the total number of social enterprises - based on the European Commission's social enterprise definition - operating in the European Union ranged in between 91,778 and 277,926. The social enterprise sector is most developed in the United Kingdom where 71,000 social enterprises operate, but the 20 percent of the 5.5 million UK enterprises claim that they carry out socially useful activities. In Hungary there are 100-200 social enterprises that meet the requirements of social enterprises definition. That could be more than 1,500 if we estimate also the number of social societies, but these societies usually appear apropos of special tenders and after the end of tendering operation they will disappear. (Harsányi-Lévai 2017)

A Hungarian example for social enterprise is Matyodesign that sells clothes and accessories with traditional Hungarian embroidery called matyó embroidery. So as the two young CEOs said the social mission is to save this cultural heritage while women from Tard - Hungarian village in Borsod-Abaúj-Zemplén county – produce these clothes and their salary is covered by selling these products. An international example is Pinatex that uses pineapple leaves that usually go into

garbage bin. Pinatex substitutes leather that has a very heavy environmental and welfare impact, and it brings new income streams to subsistence farmers, allowing them to fully utilise their crops. This eco-friendly “leather” is more and more popular material, for example few years ago Hugo Boss created its first shoe collection made from Pinatex and it was very successful.

In this chapter I summarized the characteristics of social entrepreneurs and social enterprises and based on these three main parts of social entrepreneurial attitude can be identified that should be measured which are the followings: entrepreneurial attitude, social sensitivity and CSR attitude. In the next chapter the steps of designing the questionnaire to measure social entrepreneurial attitude are going to be introduced.

### **3 HOW TO MEASURE THE SOCIAL ENTREPRENEURIAL ATTITUDES OF UNIVERSITY STUDENTS – DESIGNING THE QUESTIONNAIRE**

The aim of this study is to design and test a questionnaire that is suitable for measuring university students’ social entrepreneurial attitude using secondary research that identified three main factors. In order to this applied and validated scales for measuring the three main question blocks (entrepreneurial attitudes, social sensitivity, and CSR attitudes) are going to be explored and integrated.

There is no internationally accepted and applied questionnaire to measure the social entrepreneurial attitude. In the 2nd chapter the most important characteristics of social entrepreneurs were determined that should be measured. The final questionnaire will be appropriate not just to measure the social entrepreneurial attitude, but also to define the strength and type of it, so it will be possible to refer clusters to the entrepreneurial groups on Figure 1. The following subchapters introduce the content of the three main question blocks and the final questionnaire.

#### **3.1. Entrepreneurial attitude statements**

The aim of the first question block is to measure the entrepreneurial attitude. Many validated scales exist on this field. Robinson et al. (1991) published Entrepreneurial Attitude Orientation (EAO) scale using 10 point Likert scale to measure the strength of agreement with 75 statements connected to innovation, achievement, personal control and self-esteem subscales and dimensions. EAO was validated with the help of three groups: university students, entrepreneurs and non-entrepreneurs. In this form usage of EAO could be problematic because it is too long, but a shorter and robust version with 11 statements is also available. Based on the former validated EO scale Bolton and Lane (2012) developed the individual entrepreneurial orientation (IEO) scale that contains the measurement of risk taking attitude, innovation and proactivity using 10 statements and 5 point Likert scale. IEO is a robust and validated instrument. Cardon et al. (2013) tried to identify the entrepreneurial passion (EP) through three task-specific dimensions: passion for inventing (activities associated with scanning the environment for new market opportunities, developing new products or services), passion for founding (assembling the necessary financial, human, and social resources), passion for developing (the growth and expansion of the venture after founding). EP consists of 13 5 point Likert scale statements and was validated by entrepreneurs.

Because culture could influence entrepreneurial attitude, therefore most important Hungarian studies were also analyzed on this field. Szakács et al. (2013) conducted a very complex research combining questionnaires that measured the entrepreneurial identity, entrepreneurial tasks and other dimensions. As a result four factors were identified: entrepreneurial eligibility, independence, organizing skills and expertise and self-control. The problem is the same as EAO scale, it is too complex to be the part of the planned questionnaire. Farkas and S. Gubik (2016) and Szerb and Lukovszki (2013) took part in an international research project and used GUESSS (Global University Entrepreneurial Spirit Students’ Survey). In GUESSS several research topics with 16 main question blocks are investigated in detail: entrepreneurial intentions, nascent entrepreneurship, growth and performance of new ventures, family firm succession, and corresponding influencing factors on different levels (individual, family, university and contextual level). Instead of using just Likert scale GUESSS contains closed questions, selective and alternative types.

The most appealing scale would be GUESSS, but again it cannot be integrated because of the number of the questions. To measure entrepreneurial attitude IEO scale will be used that does apply to university students like GUESSS and is suitable to identify the entrepreneurial key factors that are important in the case of social entrepreneurs based on the literature review. Table 1 introduces the statements of the first question block measuring risk taking attitude (RISK), innovation (INNOV) and proactivity (PROACT) on a 5 point Likert scale where 1 – I strongly disagree, 5 – I strongly agree.

**Table 1.** Entrepreneurial attitude statements

<b>RISK1</b>	I like to take bold action by venturing into the unknown.
<b>RISK2</b>	I am willing to invest a lot of time and/or money on something that might yield a high return.
<b>RISK3</b>	I tend to act “boldly” in situations where risk is involved.
<b>INNOV1</b>	I often like to try new and unusual activities that are not typical but not necessarily risky.
<b>INNOV2</b>	In general, I prefer a strong emphasis in projects on unique, one-of-a-kind approaches rather than revisiting tried and true approaches used before.
<b>INNOV3</b>	I prefer to try my own unique way when learning new things rather than doing it like everyone else does.
<b>INNOV4</b>	I favor experimentation and original approaches to problem solving rather than using methods others generally use for solving their problems.
<b>PROACT1</b>	I usually act in anticipation of future problems, needs or changes.
<b>PROACT2</b>	I tend to plan ahead on projects.
<b>PROACT3</b>	I prefer to “step-up” and get things going on projects rather than sit and wait for someone else to do it.

Source: Own edition based on Bolton, D.L. – Lane, M.D. (2012.). Individual entrepreneurial orientation, *Education + Training*, 54 (2/3) pp. 219 – 233.

### 3.2. Social sensitivity statements

The aim of the next question block is to measure the social sensitivity, because in the case of start-ups or newly founded companies the individual social sensitivity will be important instead of the corporate social sensitivity. Social sensitivity might have many forms as strong involvement to everyday local and global actions, processes, changes, problems and challenges of political-economic-social sphere or sensitivity towards underprivileged or disadvantaged groups. At the same time social entrepreneurs act directly in order to achieve their aims, so it is very important to measure not just the social sensitivity attitude, but the real actions and activities connected to this topic.

Studying the literatures there is no common accepted definition of social sensitivity; therefore it has not validated scale to measure. But of course we cannot skip this part, because of its role in characteristics of social entrepreneurs and social enterprises. To measure social sensitivity two scale should be combined.

Meijer and Schuyt (2005) developed and revalidated Paul et. al's (1997) scale that had measured the American consumers' sensitivity connected to corporate social performance (CSP). CSP is a multidimensional concept that summarizes companies' actions on four main field: natural environment (e.g. eco-friendly products), employee treatment (e.g. profit-sharing), diversity in the workplace (e.g. gender- or sexual orientation-based diversity) and consumer and product safety (Berman et al. 1999).

Involving Dutch consumers Meijer and Schuyt (2005) validated again the original scale based on the results of former researches connected to effect of social and demographic characteristics on sensitivity towards natural environmental problems. Meijer and Schuyt's results verified the reliability and applicability of CSP in West-European countries. Their results indicate that CSP is a minimum requirement and not a motivation for Dutch consumers. From the social and demographic characteristics the political orientation, education, age and gender influence the sensitivity towards corporate social performance.

Other studies (Abdul Rashid-Abdullah 1991, Owen-Scherer 1993, Kinard et al. 2003) analysed the connection between managerial attitude and corporate social performance. Social entrepreneurs usually do not lead classical corporations when they start their own business; then again they try to act through actions. Therefore it is more practical to measure social sensitivity as consumers and not as managers or executives. Meijer and Schuyt's (1995) validated scale contains several questions that measure consumer activity, how CSP influences their decision process and consumption or shopping habits, so these 10 statements will be integrated in my questionnaire to measure one part of sensitivity (SENS).

The other scale to measure social sensitivity is a validated emotional intelligence scale, the Rotterdam Emotional Intelligence Scale (REIS) by Pekaar et al. (2018). Many studies deal with measuring the connection between emotional intelligence and businesses, and the results indicate that there is a relationship between businessmen's emotional intelligence and business performance (e.g. leadership excellence, founding) (Lindebaum-Cartwright 2010, Wong-Law 2012, Altindaga-Kösedagia 2015, FakhrEldin 2017). To measure social entrepreneurs' emotional intelligence only 7 statements, other-focused emotion appraisal part will be integrated in the final questionnaire that related to recognition of others emotions and empathy.

Table 2 introduces the statements of the second question block measuring social sensitivity through sensitivity (SENS) and emotional intelligence (EI) on a 5 point Likert scale.

**Table 2.** Social sensitivity statements

<b>SENS1</b>	I would be willing to pay a little more to buy a product from a company that has a good record on hiring and promoting women.
<b>SENS2</b>	I would be willing to pay a little more to buy a product from a company that has good environmental practices.
<b>SENS3</b>	I would not want to invest in a company with a poor reputation for social responsibility.
<b>SENS4</b>	I am willing to boycott companies that I do not consider to be socially responsible.
<b>SENS5</b>	I try to avoid buying products from companies with a poor reputation for social responsibility.
<b>SENS6</b>	I would be willing to pay a little more to buy a product from a company that has a good record on hiring and promoting ethnic minorities.
<b>SENS7</b>	It would bother me to be employed by a company with a poor reputation for social responsibility.
<b>SENS8</b>	I would be willing to pay a little more to buy a product from a company whose television advertising does not glamorize violence .
<b>SENS9</b>	I would be willing to pay a little more to buy a product from a company that does not use animal testing.
<b>SENS10</b>	It makes me angry when companies are socially irresponsible.
<b>SENS11</b>	I would be willing to pay a little more to buy a product from a company that invests and creates new jobs rather than downsizing.
<b>EI1</b>	I am aware of the emotions of the people around me.
<b>EI2</b>	I know which feelings others experience.
<b>EI3</b>	When I look at other people, I can see how they feel.
<b>EI4</b>	I can empathize with the people around me.
<b>EI5</b>	I understand why other people feel the way they feel.
<b>EI6</b>	I can distinguish well between other people's emotions.
<b>EI7</b>	I can judge well if events touch others emotionally.

Source: Own edition based on Meijer M. – Schuyt T. (2005.). Corporate Social Performance as a Bottom Line for Consumers, *Business & Society*, 44 (4) pp. 442-461. and Pekaar et al. (2018.). Self- and other-focused emotional intelligence, *Personality and Individual Differences*, 120 (2018) pp. 222–233.

### 3.3. CSR attitude statements

With the last question block CSR attitude will be measured. This block has two objectives. One of the objectives is to analyse that if the entrepreneurial attitude is strong and social sensitivity is high, involvement towards CSR will be high. Is there any relationship between the first two factors and the CSR attitude? The other objective is measure how important social aspects are in decision making when students or potential social entrepreneurs are thinking as managers or executives.

In the case of measurement of CSR attitude the problem is the same as the first two blocks, most of the CSR questionnaires are too complex and long or they just focus on one part of CSR (e.g. Lock and Seele 2017). The PERCRED (Perceived Credibility) scale by Lock and Seele (2017) measures the judgement of authenticity of CSR reports and CSR communication. The complex scales measure many dimensions: CSR processes, guidelines and directives, corporate governance, values, environment, personal motivations and attitude towards CSR, profit, stakeholders and politics (see Mahoney-Thorne 2005, Toliver, 2013). But there is a scale published by Turker (2009) that measure more parts of CSR, is not too long and used in many international studies. The questionnaire is based on stakeholder theory which is accepted in CSR literatures and contains 18 statements. The four involved stakeholder groups are the society, the employees, the customers and the government. The original scale was adapted with a little change. Originally the statements start with “Our company...”, but because students will be in the sample who probably do not have own company, therefore the statements will start with a general form using „Companies...”.



Table 3 introduces the statements of the last question block measuring CSR attitude based on different stakeholders point of view (society – SOC, employees – EMP, customers – CUST and government – GOV) on a 5 point Likert scale.

**Table 3.** CSR attitude statements

<b>SOC1</b>	Companies should participate in activities which aim to protect and improve the quality of the natural environment.
<b>SOC2</b>	Companies should make investment to create a better life for future generations.
<b>SOC3</b>	Companies should implement special programs to minimize their negative impact on the natural environment.
<b>SOC4</b>	Companies should target sustainable growth which considers future generations.
<b>SOC5</b>	Companies should support nongovernmental organizations working in problematic areas.
<b>SOC6</b>	Companies should contribute to campaigns and projects that promote the well-being of the society.
<b>SOC7</b>	Companies should encourage their employees to participate in voluntarily activities.
<b>SOC8, CUST1</b>	Companies should emphasize the importance of their social responsibilities to the society.
<b>EMP1</b>	Company policies should encourage the employees to develop their skills and careers.
<b>EMP2</b>	The managements of companies should be primarily concerned with employees' needs and wants.
<b>EMP3</b>	Companies should implements flexible policies to provide a good work & life balance for their employees.
<b>EMP4</b>	The managerial decisions related with the employees should be usually fair.
<b>EMP5</b>	Companies should supports employees who want to acquire additional education.
<b>CUST2</b>	Companies should respects consumer rights beyond the legal requirements.
<b>CUST3</b>	Companies should provide full and accurate information about their products to their customers.
<b>CUST4</b>	Customer satisfaction should be highly important for companies.
<b>GOV1</b>	Companies should always pay their taxes on a regular and continuing basis.
<b>GOV2</b>	Companies should comply with legal regulations completely and promptly.

Source: Own edition based on Turker, D. (2009.). Measuring Corporate Social Responsibility: A Scale Development Study, *Journal of Business Ethics*. 85 (1) pp.411–427.

#### 4. MAIN RESULTS OF THE TRIAL QUESTIONNAIRE

To test the questionnaire developed to measure social entrepreneurial attitude students of University of Pécs Faculty of Business and Economics were involved in the fall semester 2018. I used personally administered pen and paper questionnaires.

The students were first, second and third year bachelor (BSc) students majoring in marketing and tourism. The number of the sample was 110 and 26.4% of the participants was male and the majority (73.6%) was female. In the case of age, the average was 20.5 years (minimum 18 years old, maximum 28 years old). This implies that this quantitative part of research is not representative for the whole University of Pécs student population, but the aim was to find the potential problems of the questionnaire.

In this study I just summarize the most important results. I used SPSS statistics software to analyse data and relied mainly on descriptive statistics, crosstabs and cluster analysis.

The general results show that the students have strong CSR attitude (4.27) which might be reassuring, but if we see that social sensitivity is lower (3.81) and entrepreneurial attitude got the lowest point (3.59) from the three main factors (Table 4). The results indicate that in general the social entrepreneurial potential is not so high. Companies should be socially responsible, but the students are not really socially sensitive and most of them probably will not start own

business. Within entrepreneurial attitude risk-taking attitude got the lowest score (3.38), while proactivity the highest (3.89). It is interesting that their average emotional is not so low (3.94), but the general sensitivity towards social issues (3.67) is similar to the entrepreneurial attitude. Within the CSR attitude factor the differences are not high between the importance of different stakeholder groups.

It means that in the case of pure forms of social engagement (Figure 2) we should put them in the fourth category where the nature of action is indirect (companies should be socially responsible) and outcome is extant system maintained and improved (they are not interested in creating new equilibrium).

**Table 4.** Average scores of the three analysed factors (N=110)

<b>RISK</b>	3.38	<b>Entrepreneurial attitude</b>	<b>3.59</b>
<b>INNOV</b>	3.51		
<b>PROACT</b>	3.89		
<b>SENS</b>	3.67	<b>Social sensitivity</b>	<b>3.81</b>
<b>EI</b>	3.94		
<b>SOC</b>	4.24	<b>CSR attitude</b>	<b>4.27</b>
<b>EMP</b>	4.31		
<b>CUST</b>	4.37		
<b>GOV</b>	4.15		

Source: Own edition

The cross-tabs showed significant relationship between gender variable and some of the entrepreneurial and social sensitivity statements (Table 5). Differences are significant at the 0.05 level (2-tailed). Males have higher risk-taking attitude according to one statement (RISK1), while female students are more proactive than male students (PROACT3). Female students are socially more sensitive according to SENS1, SENS7, SENS9, and SENS10, and have higher emotional intelligence according to EI6 and EI7, so in general more socially sensitive than male students. In the case of CSR attitude there was not any significant difference between the genders, CSR is as important for male students as for female students. But the results indicate that female students probably have the required social sensitivity to become social entrepreneurs, but they are lack of entrepreneurial attitudes.

**Table 5.** Significant differences between genders

<b>Statement (variable)</b>	<b>Male (N=29)</b>	<b>Female (N=81)</b>
RISK1	3.72	2.85
PROACT3	3.48	4.23
SENS1	2.83	3.63
SENS7	3.48	4.12
SENS9	3.48	4.38
SENS10	3.17	3.72
EI6	3.79	4.05
EI7	3.90	4.22

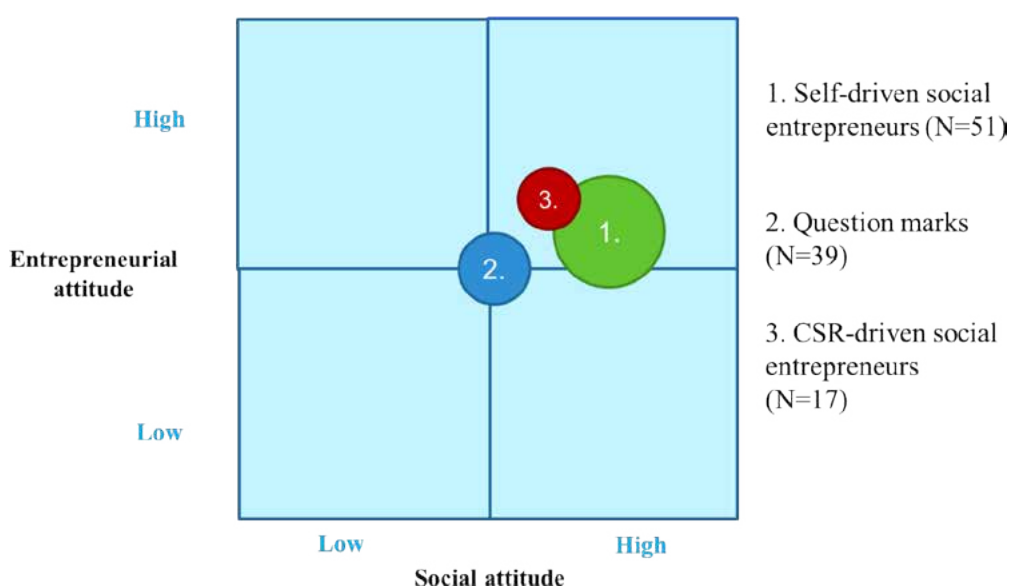
Source: Own edition

Respondents can be divided into three major groups by a k-means cluster analysis (nine statements were not significant: INNOV2, INNOV3, RISK2, EMP2, EMP3, EMP5, CUST3, CUST4, GOV1). The three groups vary in entrepreneurial attitude and social attitude and are called 'Self-driven social entrepreneurs' (N=51), 'Question marks' (N=39) and 'CSR-driven social entrepreneurs' (N=17) (see Figure 3).



The cluster of 'self-driven social entrepreneurs' has moderate entrepreneurial attitude (3.56), but it has the strongest social sensitivity (4.11) and is willing to act directly. CSR is also important to this group (4.40). So this biggest group has the needed social sensitivity and the individual passion towards serve social objectives, but need to develop their entrepreneurial attitude in order to become later real social entrepreneurs. The second group is the 'question marks' group which is in the middle and that shows this group has moderate entrepreneurial attitude (3.59) like the first group, but its social sensitivity and CSR attitude are the lowest out of the three groups (social sensitivity: 3.32, CSR attitude: 3.95). This group requires social sensitivity from companies, but its members do not want be social entrepreneurs, they do not have entrepreneurial and individual social passion. The 'CSR-driven social entrepreneurs' cluster supports the concept of CSR (CSR attitude 4.72), but their social sensitivity is lower (3.81) than social sensitivity of self-driven group. This cluster has the highest entrepreneurial attitude (3.67) in the three clusters, but it is also a moderate average. The members might turn into social entrepreneurs, but probably their external motivation (CSR) will be stronger than their internal motivation (individual social sensitivity) and because of this it is conceivable becoming entrepreneurs who carry out shallow CSR activities instead of deep CSR actions, so they will not come to real social entrepreneurs.

**Figure 3:** Main groups by a k-means cluster analysis



Source: Own edition

## 5. CONCLUSION

The study presented the concept of a social entrepreneur(ship) and interpreted it in the framework of CSR, and based on these focused on developing a questionnaire as instrument for measuring social entrepreneurial attitude. The designed questionnaire measure three factors: entrepreneurial attitude, social sensitivity and CSR attitude combining and using validated scales.

The results of first trial research show that the questionnaire might be suitable to measure social entrepreneurial attitude among university students, differences were highlighted among genders and three groups were identified by a k-means cluster analysis: 'Self-driven social entrepreneurs' (N=51), 'Question marks' (N=39) and 'CSR-driven social entrepreneurs' (N=17). Of course the research has many limitations, the sample was too small and probably too homogeneous (just marketing and tourism students just form the Faculty of Business and Economics), so in the next step the survey research will be expanded, and more students and faculties will be involved.

The research has relevant importance both at domestic and international level, the results is going to give the basis and implication for further research connected to deeper analysis and understanding of social enterprises.

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## **DRUŠTVENI PODUZETNIK KAO MOGUĆA BUDUĆNOST DOP-A I MJERENJE DRUŠTVENOG PODUZETNIČKOG STAVA STUDENATA**

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### **SAŽETAK**

DOP postaje sve popularnije i modernije u današnje vrijeme, međutim poduzete akcije ili aktivnosti nemaju uvijek za cilj opsluživanje društvenog dobra; jednostavno služe kao novi marketinški alati tvrtke. Istovremeno, pojavom društvenih poduzetnika, čini se da se pojavljuje moguća nova vizija stvarne odgovornosti. Stječe se dojam da nova generacija poduzetnika može spasiti koncept DOP-a.

Cilj studije je prikazati koncept socijalnog poduzetnika (poduzetništva) i interpretirati ga u okviru DOP-a, i na temelju toga razviti upitnik kao instrument za mjerenje društvenog poduzetničkog stava. Prema konceptijskoj pojmovnoj raščlambi i analizi socijalnih poduzeća u poduzetničkom spektru, utvrđeno je koje aspekte društvenog poduzetničkog stava treba uzeti u obzir. Upitnik, koji je prikladan za mjerenje socijalnog poduzetničkog stava studenata, razvijen je koristeći sekundarne izvore podataka. Analizirane su i integrirane provjerene ljetvice koje se koriste za mjerenje tri glavne grupe pitanja (poduzetnički stavovi, društvena osjetljivost i stavovi DOP-a). Istraživanje je relevantno i na domaćoj i na međunarodnoj razini, rezultati daju osnovu i implikacije za daljnja istraživanja povezana s dubljom analizom i razumijevanjem socijalnih poduzeća.

**KLJUČNE RIJEČI:** društveni poduzetnik, poduzetnički stav, društvena osjetljivost, DOP stavovi, primarno istraživanje.