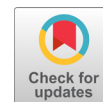


Research Article

Individual tailored entrepreneurial orientation: Scale development focused on social entrepreneurship

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Abstract

Objective: To present the content validation of a scale to evaluate and measure the Individual Entrepreneurial Orientation aimed at social entrepreneurship (IEO Social). **Method:** Supported by an integrative approach to the theories that address the affective and cognitive in entrepreneurial behavior, this exploratory study follows the methodology proposed by Churchill (1979), DeVellis (2003), and Johnson and Morgan (2016). **Main results:** 18 statements validated the scale, distributed into three dimensions: social proactivity, social innovation, and social risk taking. The study also proposes the adoption of a fourth dimension to the final instrument: social change, adapted from Ocejá and Salgado (2013), to account for measuring the pro-social behavior of entrepreneurs. **Theoretical/methodological contributions:** The availability of a theoretically constructed and solidly validated measurement instrument, specifically for social entrepreneurship, contributes to the quality of empirical research in the field, as it ensures the limits of studies, avoiding the derivation of analyses for unwanted fields. **Social contributions:** The proper evaluation of OEI Social has the potential to contribute to entrepreneurial training programs in the creation and development of mechanisms to awaken interest and intention to undertake in the social. **Relevance/originality:** This study is unprecedented for understanding, in depth, the individual entrepreneurial characteristics that comprise the Social IEO; and, from the delimitation of an exclusive concept, for constructing and validating a theoretically solid and empirically reliable scale to measure the construct.

Keywords: Individual Entrepreneurial Orientation; Social Entrepreneurship; Scale.

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Resumo

Objetivo: Apresentar a validação de conteúdo de uma escala para avaliar e mensurar a orientação empreendedora individual voltada ao empreendedorismo social (OEI Social). **Metodologia:** Apoiado em uma abordagem integrativa das teorias que tratam o afetivo e o cognitivo no comportamento empreendedor; este estudo exploratório segue a metodologia proposta por Churchill (1979), DeVellis (2003) e Johnson e Morgan (2016), e contou, no processo de validação da escala, com a participação de 24 pesquisadores em empreendedorismo. **Principais resultados:** A escala foi validada com 18 afirmativas, distribuídas em três dimensões: proatividade social, inovação social e tomada de risco social. O estudo ainda propõe a adoção de uma quarta dimensão ao instrumento final: mudança social, adaptada de Ocejá e Salgado (2013), para dar conta de mensurar o comportamento pró-social dos empreendedores. **Contribuições teóricas/metodológicas:** A disponibilização de um instrumento de mensuração, teoricamente construído e solidamente validado, especificamente para o empreendedorismo social contribui para a qualidade das pesquisas empíricas no campo, pois assegura os limites dos estudos, evitando a derivação das análises para campos indesejados. **Contribuições sociais:** A adequada avaliação da OEI Social tem o potencial de contribuir com programas de formação empreendedora na criação e desenvolvimento de mecanismos para o despertar do interesse e intenção em empreender no social. **Relevância/originalidade:** Este estudo é inédito por compreender, em profundidade, as características empreendedoras individuais constituintes da OEI Social; e, a partir da delimitação de um conceito exclusivo, por construir e validar uma escala teoricamente sólida e empiricamente confiável para mensurar o construto.

Palavras-chave: Orientação Empreendedora Individual; Empreendedorismo Social; Escala.

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INTRODUCTION

In addition to corporate social responsibility and sustainability policies of traditional organizations, there has been an increase in business initiatives created with the aim of aligning with the fight against poverty, social exclusion, and respect for the environment with business practices, or also known as social entrepreneurship.

In Brazil alone, according to public and private entities, in 2019, the country registered 781,921 social organizations for public purposes (IPEA, 2019) and 1,000 social businesses (PIPE Social, 2019). These numbers represent the size of the social, economic, and environmental challenges faced in the country, as well as the initiatives that stimulate the development of social entrepreneurship. These initiatives are: a) public policies of partnerships with non-governmental organizations; b) tax incentives for philanthropy; and c) the performance of private institutions, which train and encourage social entrepreneurs through fundraising. All these audiences understand the importance of social entrepreneurship in Brazil for the mitigation and resolution of socioeconomic problems, which, in general, the market and the State had previously neglected.

This phenomenon has attracted the attention of researchers, who agree to embody social entrepreneurship as an action that seeks to solve social and environmental problems, based on alternative forms of economic production, which may or may not be associated with social and democratic participation (Godói-de-Sousa, 2010).

Current literature presents various definitions of social entrepreneurship. However, it is common to envision its performance in promoting the improvement of people's living conditions, which occurs through activities and products and services responsible for causing the transformation of a society's whole social and economic system (Dwivedi and Weerawardena, 2018; Popov et al., 2018; Mair and Marti, 2006).

Different social entrepreneurship management models are found, such as: (a) social businesses or hybrid organizations (Doherty et al., 2014; Iizuka et al., 2015) - private, for-profit companies, that operate on market mechanisms (Yunus et al., 2010), to simultaneously reconcile the objectives of generating social value and profit, through commercial activities (Battilana and Lee, 2014; Battilana et al., 2014; Grimes et al., 2013); (b) businesses at the base of the pyramid, which develop commercial activities with a focus on the social and economic insertion of the low-income population (Prahalad, 2005); (c) social companies, which operate by the market mechanism, but reinvest profit in the business itself or in benefits for the community (Borzaga et al., 2012); (d) Non-Governmental Organization - NGOs, due to the entrepreneurial management structures they adopt to earn their own income, through a market approach independent of philanthropy (Dorado, 2006); and (e) cooperatives aligned with the logic of the solidarity economy (Singer and Souza, 2000), as they are formal organizations of collective ownership and self-management, whose objective is social and economic inclusion, through the generation of work and income (Theodossiou et al., 2019).

This article presents an exploratory study about the individual entrepreneurial orientation towards the social, with the objective of building a scale of evaluation and measurement of the Social IEO. To accomplish this, we start with the theoretical proposition that social entrepreneurship is highly related to social and environmental values and as such, the behavior of the social entrepreneur must be evaluated and measured by a specific instrument.

The most cited scale in the literature for the assessment of individual entrepreneurial orientation (IEO) is that by Bolton and Lane (2012), inspired by the organizational construct of entrepreneurial orientation - EO and its dimensions (Miller, 1983), and of the empirical instrument of EO proposed by Covin and Slevin (1991). However, it does not capture the specifics of social entrepreneurship and the entire challenge this segment presents.

The proposed scale considers the items of cognitive aspects depicted in the entrepreneurship literature, adding the influence of affectivity and the specificity of the social environment. Below, we present the study in four parts: (1) the bibliographic review, which supported the Social IEO scale and the proposition of a concept to cover the phenomenon; (2) the methodology used for the construction and validation of the items of the scales of social proactivity, social innovation, and social risk taking, in addition to the adaptation of a scale of pro-social behavior, which reflects the affective aspect of the subjects; (3) the discussions; and, finally, (4) the final considerations on the discoveries and advances necessary to the constitution of the scale.

THEORETICAL FRAMEWORK

Individual entrepreneurial orientation

The entrepreneurial orientation (EO) construct is born as a practice of entrepreneurship in the context of organizations. Pioneering the association between organizational performance and entrepreneurial orientation, Miller (1983) highlights that the company achieves superior performance when guided by three dimensions: innovation, proactivity, and risk propensity, thus characterizing EO.

Other authors (Miller, 1983; Covin and Slevin, 1991; Zahra, 1993; Zahra and Covin, 1995; Wiklund and Shepherd, 2005) corroborate this assumption, suggesting that EO can positively influence the organization's performance by discovering new opportunities that provide achievements to differentiate and create competitive advantage.

Lumpkin and Dess (1996) expand Miller's assumptions, proposing two additional dimensions: autonomy and competitive aggressiveness, thus constituting a conceptual framework of EO with five dimensions, whose organizational and environmental factors are capable of influencing the performance of the organization.

Other studies began to employ entrepreneurial orientation at the individual level (Bolton and Lane, 2012; DeGennaro et al., 2016), considering entrepreneurial characteristics and attitudes capable of stimulating the development of entrepreneurship by people. In this sense, Kollmann et al. (2007), Bolton and Lane (2012), Padilla-Meléndez et al. (2014) raise conjectures whether it is possible to identify why some individuals discover and explore opportunities towards an enterprise.

Since individual entrepreneurial orientation (IEO) characterizes aspects related to people's behavior, only three dimensions are integrated into this construct: individual willingness to take risks, be innovative, and be proactive (Kollmann et al., 2007; Bolton and Lane, 2012; Goktan and Gupta, 2015).

Social Individual Entrepreneurial Orientation

The integrative approach of affective and cognitive aspects is sensible in studies on individual entrepreneurial orientation, especially when it comes to social entrepreneurship. This is

due to when looking for solutions and meeting a basic need of society in their business, these entrepreneurs maintain a cognitive behavior highly influenced by the aspects of affectivity, leveraging resources they do not control, with a strong sense of responsibility (Bornstein and Davis, 2010).

Some studies have already made it possible to understand the performance of intuition and subjectivity in entrepreneurial decision processes, particularly in relation to the willingness to innovate. Personal values were indicated by Krueger (2007) as determinants in entrepreneurship, as deep beliefs supporting the creation of meaning, decision making, and the subsequent entrepreneurial behavior. Kierkley (2016), in turn, found that engaging in entrepreneurship is a form of behavior self-determined by motivational values, such as independence, creativity, ambition, and boldness.

For many authors (Luthans et al., 2007; Luthans and Youssef, 2004), psychological capital generates parameters related to the entrepreneur - who he is and how he behaves and reacts to adversity, in emotional and behavioral terms. In this case, affectivity has a full meaning: it is related to people's experiences and motivations; while the cognitive organizes thinking which helps to solve problems and seek solutions.

Social entrepreneurs try to create and sustain value as their main motivator (Dees, 2001). This is difficult as the value proposition in traditional markets can provide investors with substantial advantages for the social entrepreneur, while targeting an under-served and neglected population with no financial means or political influence to achieve the transformative benefit on its own (Martin and Osberg, 2007). Thus, the social entrepreneur must be willing to also taking risks. However, his "decision drivers" consider elements beyond individual interests and the business.

The innovative behavior of social entrepreneurs turns to the continuous search for ideas to solve social and/or environmental problems because they are transformers of the social sector, since they are among the causes of the problems, not in the symptoms, intending to create sustainable changes and improvements (Dees, 2001).

Social proactivity is observed in the leading practices of wanting to make the world a better place, since the individual's psychological capital can influence this issue. Researchers affirm that entrepreneurs are susceptible subjects to experience emotions in decision making (Podoyntsyna et al., 2012), and this may be related to recognition, creation, evaluation, and/or the exploration of possible opportunities (Cardon et al., 2012).

Social entrepreneurs are focused on the opportunities that social problems can create and contrary to what one might imagine, they are not motivated by compassion, but by the commitment to obtain results for their ventures, seeking efficiency in processes, as well as initiatives, partnerships, and collaborations (Dees, 2001).

Entrepreneurship has been referred to as a process driven by values (Morris and Schindhutte, 2005), in which beliefs are inserted in behavior and position the individual for entrepreneurial expression. People rarely consciously apply values as a search for an answer to an action, but they activate them in situations perceived as problematic (Schwartz, 2004). If values influence the individual's way of thinking, they lead preferences and elicit perceptions, interpretations, decisions and planning of concrete actions (Verplanken and Holland, 2002; Feather, 1992; Shane, 2003; Schwartz and Bardi, 2001), and social entrepreneurship, they must be the trigger that drives

individuals to social businesses and actions to change the world, their communities, and their country.

METHOD

Development of the social IEO scale

The literature does contain some IEO measurement instruments, since they all adapted EO observation items to assess individuals (Kollmann et al., 2017; Bolton and Lane, 2012). These scales have been used in different surveys, with a satisfactory degree of measurement (Kollmann et al., 2017; Qureshi and Mahdi, 2014; Robinson, 2014; Robinson and Huefner, 1991).

Kraus et al. (2017) were interested in measuring entrepreneurial orientation towards the social issues and, thus, developed a contemplative scale of the three dimensions consolidated in the proposal of Miller (1983), inspired by the scale of EO of Covin and Slevin (1991), adapting it to the company's social objectives, that is, taking social risk, social innovation, and social proactivity. They add to their scale, the sociability factor, related to the mission of the business in serving a social purpose before profit. The authors presented the legitimacy of the content of the items, but there is still no publication of studies on the validation of the scale.

We followed the methodology of these earlier studies, which built scales of individual entrepreneurial orientation inspired by the literature and empirical instruments of EO and we propose the creation of a scale of Social IEO.

This second part of the article presents the initial steps of creating this scale, namely: item generation and face-content validation, according to Churchill (1979), DeVellis (2003) and Johnson and Morgan (2016).

Item generation

Individual entrepreneurial orientation is a latent variable and, therefore, cannot be observed directly, thus we follow the item generation procedures to capture its relevant and observable content (Johnson and Morgan, 2016).

The bibliographic review contributed to a better understanding of the individual entrepreneurial orientation concept aimed at social entrepreneurship. It involves the three classic dimensions of entrepreneurship, appropriate to the social context, and an additional variable that contemplates the influence of values on this behavior.

The theoretical proposition that guides the construction of IEO Social scale items considers this a second order construct,

P1 Social proactivity	Social proactivity refers to an individual's ability and willingness to take actions to effect changes in the environment, oriented towards social / environmental objectives, and to seek in advance for new solutions / opportunities.
P2 Social innovation	Predisposition to identify and evaluate social and environmental opportunities, as well as the desire to introduce novelties, through experimentation and creative processes, to create new products and services with social and / or environmental solutions.
P3 Social risk taking	Taking social risks is related to the willingness to commit resources to new social / environmental projects for the development of solutions / opportunities.

Tab. 01

Theoretical proposal of the dimensions of the IEO Social construct
Source: The authors

understood by four dimensions: social proactivity, social innovation, social risk taking, and social change, related to beliefs, inclination, and the guiding interest of individuals in actions related to the transformation of the world. We will cover this fourth dimension later, since we opted for the insertion of a validated scale, which will not pass the content legitimating test. [Table 1](#) presents the theoretical propositions for each dimension evaluated in this stage of the study.

As there were few references regarding the IEO Social construct in the literature, we followed a deductive and inductive approach to obtain our initial list of items, generated

Proa-S-1	I usually organize and lead social and / or environmental aid actions, even before someone asks.
Proa-S-2	I create projects to help people and / or nature, even if no one is doing it.
Proa-S-3	I prefer to "speed up" and do things to make the world a better place, instead of sitting around and waiting for someone to do it.
Proa-S-4	I seek to transform the social and / or environmental reality of my city (neighborhood), even if no one is doing it.
Proa-S-5	I take actions to make the world a better place to live, even if no one is doing it.
Proa-S-6	I create social and / or environmental projects and invite my friends and / or strangers to participate.
Risc-S-1	I am not afraid to lead a non-profit organization.
Risc-S-2	I would create a company focused on solving social and / or environmental problems.
Risc-S-3	I would invest time and money in businesses that involve social and / or environmental solutions.
Risc-S-4	I am willing to invest time and money in something that can make the world a better place to live.
Risc-S-5	I would like to venture into projects to solve social and / or environmental problems.
Risc-S-6	I am not afraid to direct my career towards the social or environmental area.
Risc-S-7	Courageous actions are necessary to achieve results in solving social and / or environmental problems.
Risc-S-8	I believe that bold actions can make the world a better place to live.
Risc-S-9	I would invest time and money to create a non-governmental organization.
Inov-S-1	I am interested in new answers to social and environmental problems.
Inov-S-2	I believe that the transformation of the world involves new ideas for old social and environmental problems.
Inov-S-3	I like to propose unusual projects to solve problems with social and environmental actions.
Inov-S-4	I am in favor of experimenting with original approaches to solving social and environmental problems, rather than using existing methods.
Inov-S-5	I am a determined person in the search for innovative solutions to social and environmental problems.
Inov-S-6	Usually, my ideas for social and / or environmental projects generate solutions that no one had thought of before.
Inov-S-7	I am concerned with proposing new solutions to social and environmental problems - something that no one has ever done before.
Inov-S-8	In general, I prefer to look for unique solutions for social and environmental projects, instead of adopting already tested ideas.
Inov-S-9	I believe that I am an agile and creative person, looking for new solutions to social and environmental problems.

Tab. 02

Observation items for the IEO Social scale

Source: The authors

based on the bibliographic review related to the concepts of social entrepreneurship and individual entrepreneurial orientation. In addition, we adapted the 24 assertions created ([Table 2](#)) to the dimensions of the individual entrepreneurial orientation construct, geared to the social (social proactivity, social innovation, and social risk taking).

Content validation

A methodological obligation for the development of scales involves the evaluation of the content validity of the observable items, elements of the variables ([Churchill, 1979](#); [DeVellis, 2003](#)). At this stage, specialists assess the item's suitability for the construct that is intended to be measured.

Thus, 24 researchers with Ph.Ds in entrepreneurship from Brazil public and private universities participated in this stage. They received a link to access the set of items and explanations for each dimension on an instrument distributed on the SurveyMonkey® questionnaire website. After reading, they should indicate which dimension each sentence would belong to. Items and responses were completely randomized to avoid drowsiness, boredom, addiction to the eyes, and automatic responses.

The analysis of the experts' answers revealed that some sentences were confusing, with items being classified in up to three different dimensions or being interpreted in dimensions not foreseen by the theory; therefore, they were removed from the list. The dimension that had the largest number of statements removed was risk taking. Of nine initial statements, only four were validated, and items with a mention index above 50% were selected to follow the scale.

[DeVellis \(2003\)](#) states to be representative of a dimension, it must receive a 50% minimum percentage. One sentence got 52%; and all the others were above 60%, establishing high quality for the items. Of the 24 initial statements, 18 were validated by the experts, confirming the quality of the theoretical propositions for the generation of items. Thus, the content validation step was completed in just one round. [Table 3](#) shows the result of the content validation, with emphasis on the items that proved to be more adjusted to the dimensions and, therefore, were validated to constitute the Social IEO scale.

The fourth dimension - World change

Social entrepreneurs can play a relevant role in accelerating innovation processes and in inspiring other economic and social actors around the same cause. The culture of social entrepreneurship requires the entrepreneur to act as an agent of transformation ([Ashoka, 2018](#)) and, therefore, this activity, more than traditional entrepreneurship, is strongly related to a value that leads to social change.

According to [Branzei \(2012\)](#), the discovery of opportunities, innovation, and the creation of social enterprises is strongly associated with an explicit ethical agenda and committed to social change.

Therefore, because it is aligned with a desire for social transformation and breaking the status quo ([Haugh and Talwar, 2014](#)), this pro-social behavior must be contained in IEO Social, representing the element of affectivity that literature has previously indicated as important to social entrepreneurial behavior. Understood as a behavior towards social change, we propose that this be the fourth dimension in the scale of Social IEO, indicating the guidelines that initiate, guide, and maintain

Items	Social Proactivity	Social Innovation	Risk Taking
I usually organize and lead social and / or environmental aid actions, even before someone asks me.	100%	0%	0%
I create projects to help people and / or nature, even if nobody else is doing it.	61%	26%	13%
I seek to improve the social and / or environmental reality of my city (neighborhood), even if nobody else is doing it.	74%	22%	4%
I take action to make the world a better place to live, even if anybody else is doing this.	96%	4%	0%
I prefer to "speed up" and do things to make the world a better place instead of sitting around and waiting for someone to do it.	83%	13%	4%
I create social and / or environmental projects and invite my friends and / or strangers to participate.	96%	4%	0%
I am interested in new answers to social and environmental problems.	35%	65%	0%
I believe that the transformation of the world involves new ideas for old social and environmental problems.	4%	96%	0%
I like to propose unusual projects to solve social and environmental problems.	22%	70%	8%
I am in favor of trying original approaches to solving social and environmental problems, rather than using methods that others already use.	4%	79%	17%
I am a determined person on the search for innovative solutions to social and environmental problems.	35%	65%	0%
Usually, my ideas for social and / or environmental projects bring solutions that no one had thought of before.	4%	83%	13%
I am concerned with proposing new solutions to social and environmental problems, something that nobody has ever done before.	9%	87%	4%
In general, I prefer to look for unique solutions for social and environmental projects instead of adopting already tested ideas.	9%	78%	13%
I would create a company focused on solving social and / or environmental problems.	26%	22%	52%
I would invest time and money to create a Non-Governmental Organization.	13%	4%	83%
I am willing to invest time and money in something that can make the world a better place to live.	22%	13%	65%
I would invest time and money in businesses that involve social and / or environmental solutions.	26%	8%	65%
<i>I would like to venture into projects to solve social and / or environmental problems.*</i>	30%	31%	39%
<i>Brave actions are necessary to achieve results in solving social and / or environmental problems.*</i>	48%	4%	48%
<i>I am not afraid to lead a non-profit organization.*</i>	17%	83%	0%
<i>I am not afraid to direct my career towards the social or environmental areas.*</i>	13%	87%	0%
<i>I believe that bold actions can make the world a better place to live.*</i>	30%	44%	26%
<i>I believe that I am an agile and creative person in the search for new solutions to social and environmental problems.*</i>	43%	48%	9%

Tab. 03

Content validation

Source: Reserach data. **Note:** The * items e have not been validated

pro-social actions of social entrepreneurs. [Table 4](#) shows the fourth proposition of this study.

P4: Social change	Addressing social entrepreneurship portrays pro-social behavior based on personal values, related to the desire to transform the world into a better place to live.
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Tab. 04

Theoretical proposal of the fourth dimension of the IEO Social construct
Source: The authors

We reviewed the literature for a scale that was already validated that best represented this orientation. [Oceja and Salgado \(2013\)](#) created the World Change Scale (WCS) to measure proactive behavior in relation to activities in favor of global transformation.

The original questionnaire asks respondents to rate the aid action using a seven-point Likert scale (1 = strongly agree; 7 = strongly disagree). According to its authors, in a validation test of the scale, WCS proved to be adequate to measure the orientation and motivation of an individual who wants to act pro-socially to make the world a better place.

In this study, we adapted the WCS scale to better respond to social entrepreneurship activities. We performed the translation and adaptation of the five items on the original scale and changed

its name to "social change". [Table 5](#) shows the original items and the adjustments made.

Original WCS items	Adapted items - social change
These kinds of things can also change the world.	I believe that social and environmental actions can change the world.
Humanity and its environment depend on our actions.	I believe that humanity and the environment depend on our actions.
The benefits go far beyond the simple helping act.	I believe that the benefits of social and environmental actions go far beyond the simple act of helping people and nature.
Our decisions can achieve huge changes	I believe that our decisions can make big changes.
It is a way to make the world a better place	I believe that developing actions in favor of people and the environment is a way to make the world a better place.

Tab. 05

Social Change Scale

Source: Adapted from [Oceja and Salgado \(2013\)](#).

The Social IEO scale should assess and measure the four dimensions of the Social IEO construct, in an integrated, simultaneous, and reflexive way, to cover the phenomenon with quality and empirical security.

DISCUSSIONS

The understanding of the IEO focused on the social, as an entrepreneurial behavior identified with social and environmental issues, composes the fundamental pillar of entrepreneurship: that of the innovative and creative destruction of capitalism (Schumpeter, 1928). Due to this, the scale proposed here aims to assess this disruptive behavior.

The IEO Social scale is multidimensional and intends to evaluate and measure the affective and cognitive behavior of the social entrepreneur, represented by the four dimensions justified in the literature review.

The different social business concepts, presented by the literature, allow us to identify predominantly social market logic. Therefore, evaluating the proactive, innovative, and risk-taking behaviors of these entrepreneurs requires considering the social element and the collective norms that govern the continuum (Austin, 2002) of these organizations, whether they are inserted in the solidary economy or are impacting socio-environmental companies. The observation items of these three dimensions, validated in this study, intend to capture these connections.

The items of social proactivity seek to secure initiatives related to the anticipated search for opportunities, to offer society solutions for improving people's lives. It is crucial in social entrepreneurship as it has the capacity to envision paths, ideas, and solutions that, accompanied by innovative activities, constitute a social business.

Social innovation represents the continuous behavior in the search for ideas to solve social problems through products and services. Barki et al. (2015) state that the social entrepreneur seeks innovation to improve the world and spares no effort to mobilize resources necessary to promote social changes (Elkington and Hartigan, 2008).

The dimension of social risk taking is associated with the substantial risks that the entrepreneur is willing to take, to serve the social purpose of providing solutions and meeting some basic needs of society.

The social change dimension, which is related to pro-social behavior, in turn, reflects the understanding that social entrepreneurship operates within a network based on collective principles of reciprocity and mutual trust. The Social IEO scale included this dimension to portray affectivity in behavior and its ability to create positive social and / or environmental impact, in an intentional, motivational, and continuous way.

IEO Social is based on social norms and values in relationships, consolidating actions that greatly affect traditional economic results. Thus, understanding, evaluating, and measuring it, through an appropriate empirical instrument directs the performance of subjects in business projects that aim at a balance between material success and the fulfillment of personal values and the well-being of society.

The result of this research shows that the IEO inserted in social entrepreneurship has specific behavioral aspects, thus expanding the original concept of individual entrepreneurial orientation.

FINAL CONSIDERATIONS

The theoretical review on the topic indicates that social entrepreneurship carries a high potential for social and economic

transformation, not only in the generation of work, income, and tax collection, but also in the transformation of genuinely achieving citizenship and empowerment of communities (Barki et al., 2013).

The Map of Civil Society Organizations (IPEA, 2019) indicates there are 400,000 CSOs in operation in Brazil - referring only to organizations belonging to the third sector. PIPE Social (2019) mapped 1,002 socio-environmental impact businesses in all regions of the country.

Despite this, research is still emerging on social entrepreneurial behavior, focused on individual entrepreneurial orientation - information corroborated by the survey of publications on the topic, which returned with a low number of incidences. It was performed in the main international (Ebsco, Proquest and Google Scholar) and national (Capes, Scielo and Spell) research databases, using the terms "individual entrepreneurial orientation", "social individual entrepreneurial orientation," and "individual entrepreneurial orientation "and" entrepreneurial individual orientation to social entrepreneurship".

IEO Social's field of research is vast and open to different questions and contributions, both in relation to theory and social business, fundamentally due to the relevance of the behavioral dimensions of this construct for competitiveness.

Given these findings, this study took on the challenge of understanding, evaluating, and measuring the affective and cognitive behavior of entrepreneurial individuals in social businesses, using a scale, called the Social IEO Scale. We contribute not only to the empirical scope of research, but also with theory, given the proposition of pro-social behavior as an object of analysis.

This work does not end here and must proceed to assess the measuring power of the instrument. It also allows us to propose other studies, towards a greater understanding of the relationship between the influence of social values and the behavior of the social entrepreneur, as well as, to advance in the reflections and analyses, inserting this phenomenon into the economic theories.

Its relevance is not solely based on theoretical and empirical findings, but also in stimulating the approximation between academia and the social agents inserted and responsible for these organizations. This integration between research and the market is fundamental to establish, in a more consistent way, the paths for disrupting an economy that segregates and individualizes, towards a reciprocal and altruistic economy, promoting the economic development of communities and the country.

Conflict of interest statement

There is no conflict of interest.

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Authors' statement of individual contributions

Roles	Authors Contributions	
	Garçon MM	Nassif VMJ
Conceptualization	X	X
Methodology	X	X
Software	X	
Validation	X	X
Formal analysis	X	
Investigation	X	X
Resources	X	X
Data Curation	X	X
Writing - Original Draft	X	
Writing - Review & Editing	X	X
Visualization	X	
Supervision		X
Project administration		X
Funding acquisition	X	

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