



Behavioral determinants (profiles) of the entrepreneurs and their societal strategies: The case of Tunisian entrepreneurs

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Abstract

This paper is based on the central idea that the "new generation" of entrepreneurs integrates into its business plan of the aspects of Corporate Social Responsibility (CSR) both on the environmental plan, that social. With this in mind, we focused on the study of the relationship between social strategy and behavioral determinants of entrepreneurs. We try to investigate the reality through an empirical study involving a dozen Tunisian entrepreneurs. Validation of assumptions will be made by the principal components analysis and the simple regression. Indeed, and at the empirical level, a photograph of the observed distribution of 93 Tunisian firms in various industries, made using the principal components analysis. The results showed that the profiles of entrepreneurs have a significant impact on their societal strategies.

Keywords: Societal strategy, social commitment, environmental commitment, profiles entrepreneurs

Introduction

Since the late 80s, the themes of organizational ethics and social responsibility are the subject of increasing interest as well in research as in the business practices. Indeed, research has focused on the effectiveness of choice of generic strategies based on the competitive environment [Porter 1980, 1985]. This is to identify the most effective strategies and to estimate the effects on the results of firms (ibid.).

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Currently, the most societal decisions come from large companies (IMS-Entreprendre, 2007). Also, little research concerning CSR in the SME world (Observatory of European SMEs 2002). Many entrepreneurs demonstrate a real commitment to society, but they are often unaware (Mandl, 2006).

Generally, entrepreneurship and corporate strategy, two different fields, without forgetting, incidentally not intersect. This is largely due to the logic of specialization, entrepreneurship focuses on business creation and SMEs, corporate strategy concentrates specifically on large companies or groups (Coeurderoy and Durand, 2001).

However, as has rightly been pointed out, "the entrepreneurial act - that is to say, the act of creating an activity - is in essence the first strategic move" (Giget, 2000). This new strategic behavior's can be explained by the creator's awareness in civil society issues of CSR, particular on the environment (Grenelle Environment Forum, October 2007²).

This work seeks to identify the impact of the profiles of entrepreneurs on their societal strategy.
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Theoretical framework

According to a logic of social equity and value creation, integrate societal issues in business strategy is a lever to interpret new stakes into opportunities.

What is a societal strategy

Since the 1970s, American authors have dealt with the topic of legitimacy in the name of "Social strategy" (Martinet, 1983). In 1984, took up the term "societal" of North American studies of the 1970s (Ansoff, 1979, for example).

According to this author "the American literature on social strategy adopts the "wide angle" and seeks to surround the effects of business activity on the surrounding society (societal strategy)." Beyond of being a powerful lever to gain in acceptability and legitimacy (Mathieu and Reynaud, 2005), societal strategies (also called strategies of societal commitment), defined as strategies

² Ecology, Development and Sustainable Management, the Journal of the Ministry, Occasional Paper, October 2007.

The Grenelle Environment was announced May 18, 2007 by Alain Juppé, French Minister of Ecology, Sustainable Development and Spatial Planning,

aiming an overall performance including social and environmental aspects represents genuine opportunities, including economic for companies.

Hosmer (1994) explained that the company wins the trust of stakeholders when it includes ethical dimensions in its strategy in order to have more legitimacy in its actions.

The social acceptance of business activity constitutes a simple problem supported by these reflections. Martinet (1984) was echoing in France of the relevance of the term "societal strategy" without clearly convince the scientific community of the time.

Also, Capron and Quairel-Lanoizelée (2007) added that the subject of corporate social responsibility (CSR) constitutes the strategic concern for many businesses.

In fact, "the concept of societal strategy is adopted to refer to any strategy deployed by the company to meet the demands and expectations of stakeholders on the economic, social and / or environmental aspects (Borchani *et al.*, 2006).

From this angle, the strategy includes societal actions and managerial decisions that reflect social responsibility of the company with all its components: economic, legal, ethical and discretionary (Carroll, 1979). This strategy is based on the "Triple Botton Line" namely the economy; social and environment can be the contribution of business to sustainable development (Berger-Douce, 2007).

Or, a social strategy (or strategies societal commitment) is defined as the combination of environmental commitment (weak or strong) and social commitment (low or high), whose objective is to ensure the sustainability of the organization. This matrix is presented in

Table 1: Matrix of the societal strategies of the creators

		Environmental commitment	
		Weak	Strong
Social commitment	Weak	Reactive Strategy	Proactive Strategy
	Strong	Ritual Strategy	Mobilizing Strategy

Source: Berger-Douce (2007)

Environmental commitment

The environmental commitment of leaders reflects the willingness of these to reduce their pollution levels of their businesses. They significantly determine environmental outcomes.

Environmental commitments can materialize in different forms: environmental strategy, environmental certification, etc. (Henriques and Sadorsky, 1999).

Social commitment

It is a sustainable link between the individual and his actions. In the context of the company, the entrepreneur performs an act, and when that person is engaged it means that he assimilates to this act he makes it his own.

Prohaska *et al.* (2012) noted that the term social engagement is commonly used to refer to one's participation in the activities of a social group.

So, social commitment is the combination of these two commitments: social commitment and environmental commitment.

The model profiles of entrepreneurs developed by Daval *et al.* (2002) (cited by Berger-Douce, 2007) is used in various entrepreneurial situations, such as the growth of young innovative enterprises (Boissin *et al.*, 2008).

- **The reactive strategy** determines most SMEs which know persistent difficulties such as the lack of information about the subject, the lack of time and the cost of setting up CSR practices (cf. example of environmental commitment. Reiter, 2003; Clark *et al.*, 2002; Tilley 1999).
- **The proactive strategy**: it is found in sectors such as eco-industries and SMEs aware of their power of nuisance in terms of environmental pollution (Freimann, 2005).
- **The mobilizing strategy** corresponds to a dual commitment (environmental and social) strong. Since it is based on a strong conviction of the entrepreneur in favor of societal commitment, this strategy is likely to be quite rare in SMEs.
- **The ritual strategy**: is probably fairly frequent in SMEs considering that these organizations are imbued with the values of their leader.

The societal engagement of the entrepreneur

Despite its topicality, societal commitment of entrepreneurs seems largely hidden research on the social responsibility of the company (Capron and Quairel-Lanoizelée, 2007). As Verstraete and

Saporta (2006), Berger-Douce defends the idea that the entrepreneurial phenomenon is not limited to business creation.

In this sense, a business creator, an SME, but an employee may be qualified entrepreneurs, as allow themselves to recognize most of the specialists in the field of entrepreneurship research (Berger-Douce, 2007).

It seems today also to be consensus on the idea that "all leaders are not entrepreneurs" some contenting himself to be good managers, "Any contractor is not necessarily leader and every leader is not necessarily entrepreneur" (Verstraete and Saporta, 2006).

Julien and Marchesnay (1996) showed the contractor according to common characteristics integrating traits of character (independence, self-confidence, and perseverance), opportunistic behavior, talent organizer resources or risk-taking.

Fayolle (2004) proposes the following definition: "the contractor is being passionate; Entrepreneur is a passionate being, loving freedom, which builds itself a prison without bars» (p.54). The adjective "passionate" seems in tune with the societal commitment because of his character humanist. It is thus an important value creator (Stevenson and Jarillo, 1990; Bruyat and Julien, 2001), when there is an innovation (Schumpeter, 1939).

Profiles of entrepreneurs and social strategy

Recently, Entrepreneurship and social strategy are two concepts that we cannot disjoin. Indeed, "Entrepreneurship, is first a creation of collective values recognized by the various actors who share the challenges and risks of innovation accepted by the market close, the middle and finally the outside" (Lachance, 2006, cited by Berger-Douce, 2007). If we take this definition, societal commitment fact integral part of entrepreneurship (Berger-Douce, 2007). Indeed, "the social strategy can provide, as well, a means by which the creator obtains entrepreneurial characteristics of its own, while facilitating the starting up of a relevant project of creation" (ibid.). Berger-Douce added that societal commitment of entrepreneurs ensures the implementation of entrepreneurial devices allowing the creator to guarantee the efficiency of its business and its project necessarily.

Beyond typologies of entrepreneurs presented in the literature, and in accordance with the broad conception which we adhere, an entrepreneur combines the characteristics of the main paradigms in the field (Verstraete and Fayolle, 2005). Also, Marois (2004) declared that: "the immaterial capital is ...creator of value. [...] is rather proactive ... (And) is situated in the heart of a strategic

approach to the business”. Under this perspective, consider that societal commitment is a constituent element in of tangible capital of a company, Baron (2001) defends the idea that this commitment can be a major factor in valuation of organizations. Value creations, just like sustainability of organization, are precisely the key elements of the general policy of the reading grid of Daval *et al.* (2002) [Figure 1].

By the late 1970s, the authors showed that the personal characteristics of SME had an influence on the degree of social involvement (Gomolka, 1978, for Laufer (1975), ago an interaction between the personality of the entrepreneur, the conditions of development of its business and his way of manage the firm.

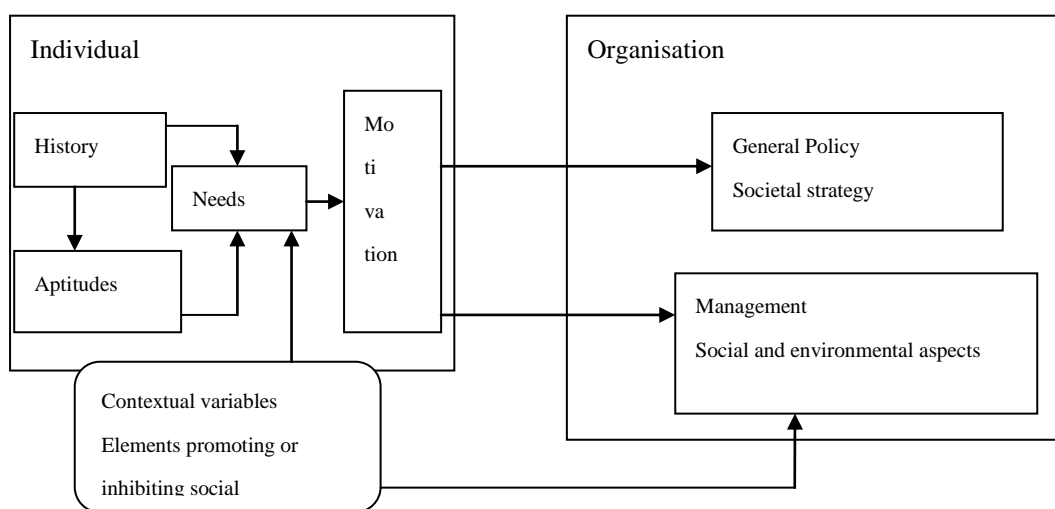


Figure 1: Creator profile and social strategy

This figure presents the double advantage of being constructed from the typological models existing and separates the organizational and individual levels of analysis.

Organizational behavior is then considered as a response to the expectations of the leader (Daval *et al.*, 2002, cited by Berger-Douce, 2007)³. The first three central categories concern the entrepreneur as an individual. The first three central categories concern the entrepreneur as an individual.

We find first of all his history) (intrinsic characteristics, education, experience, relational fabric. This history affects the second category comprising entrepreneurial skills or traits of character of

³ Berger-Douce (2007), "Les stratégies d'engagement sociétal des entrepreneurs", Revue de l'Entrepreneuriat, Vol. 6, No. 1, pp. 53-72.

the individual (self-confidence, competitive spirit, spirit of initiative). These first two categories jointly determine the third category which is the nature of the needs of the entrepreneur (security, autonomy, recognition, authority, and self-realization).

According Douce (2007) "The act of translation (the) need (s) of the entrepreneur assumes that (s) is (are) finally expressed (s) under form of motivation (s) conscious and action organization".

At the organizational level, two categories emerge from the authors' analysis: the general policy and management (grouping elements that relate to the actions and concrete implementation of the strategy). Among the elements of general policy, Daval *et al.* (2002) mentioned the sustainability and value creation.

According Berger-Douce (2007), these two elements are ubiquitous in societal strategies, which justifies the use of this grid reading.

Contextual variables (environmental opportunities, socio-economic variables) act as triggering factors, conditioning and accompanying the entrepreneurial phenomenon.

The checkbox "Mode of access to the organization" is here deleted since study focusing on the creators, the access mode is identical for all the cases analyzed.

To analyze the relationship between the profiles of entrepreneurs and their strategy of social commitment, we make reference to the grid reading suggested by Daval *et al.* (2002). It comes proposed a tool making into account the diversity of cases contractors without seeking generalization, or determinism".

The review of the earlier literature, we show that entrepreneurs characteristics are related to the choice of societal strategy. The characteristics most cited in the literature are those related to history (age, education, experience ...); aptitudes and those that identify the need for creator and his motivation of creation.

We will study, thereafter the effect of each of these characteristics on societal strategy.

The assumptions of search

This section aims to identify the impact of profile creator on social strategy and at the same time state the research hypotheses. In order to make our assumptions, we are going based on the theory of contingency. In this context, the variable of contingency will be the individual aspect of the entrepreneur.

The effect of behavioral determinants of entrepreneurs (profiles) on corporate strategy

Following to the previous literature, age, experience, attitude towards risk, creativity-innovation and the self-confidence are the characteristics the most cited by the researchers in information system. And a plurality of studies considers the social strategy is a two-dimensional variable. It is measured by two dimensions: social commitment and environmental commitment.

Of this fact, we are going to try to study the effect of profile of the entrepreneur on these two dimensions.

The effect of age

Some authors have determined the influence of Entrepreneur Profile on the ethics of SME (Smith and Oakley, 1994). This is confirmed by Ede *et al.* (2000) which showed that young people react more ethical than their elders.

At the level of latest research, the authors have tried to establish the relationship between age as a socio demographic determinant of social strategy. This has already been proposed by Berger-Douce (2007) in their qualitative study. These authors found that the age of the entrepreneur has no effect on societal strategy. Thus by studying the relationship between age and social strategy, we can deduce that there is a divergence of results. Whence, we will try to test this relationship in the Tunisian context and put the following hypothesis:

H1: The age of the entrepreneur has a significant effect on societal strategy.

Referring to previous work (Berger-Douce, 2007), we can report that this hypothesis will be subtracted into two assumptions about the different dimensions of the variable "social strategy": social commitment and environmental commitment. Therefore, we can launch the following two sub-hypotheses:

H.1.1. Age has a significant effect on social engagement

H.1.2. Age has a significant effect on environmental commitment

The effect of experience

The review of the earlier literature shows that the experience is one of the characteristics of the creator personality. Indeed, Gomulka (1978) showed that the personal characteristics of creative have an influence on the degree of social implication.

We remark that there is a general consensus in the literature that emphasizes the importance of experience creator in the constitution and contribution to business performance, especially when the entrepreneur undertakes implement new strategies. Thus, we can deduce the relationship between experience and strategy societal and enunciate the following hypothesis:

H2: *Experience has a significant effect on societal strategy*

H2.1. *experience has a significant effect on commitment social*

H2.2. *experience has a significant effect on environmental commitment*

The effect of the attitude of the entrepreneur face the risk

The majority of research and theories present this choice behavior as being rational and oriented towards the business.

The creator is heavily involved in the management of its organization. Referring still on the study of Berger-Douce (2007), we find that these authors have shown that the attitude of the entrepreneur face the risk is an index in favor of a societal strategy.

H3: *The attitude of the entrepreneur face the risk has a significant effect on societal strategy:*

H3.1: *The attitude face the risk has a significant effect on social commitment.*

H3.2: *The attitude to risk has a significant effect on environmental commitment.*

The effect of Creativity-innovation

An entrepreneur must be innovator and creative in order to ensure the competitiveness of its project. Indeed, Berger-Douce (2007) showed that there is a relationship between creativity, innovation and societal strategy.

H4: *Creativity-innovation has a significant effect on societal strategy*

H4.1: *Creativity-innovation has a significant effect on social commitment*

H4.2: *Creativity- innovation has a significant effect on environmental commitment*

The effect of self confidence

In the context of entrepreneurship, a creator is essential to believe in himself. This provision could be regarded as a necessary foundation in the formation of the trust and as a condition for the success of the project.

Also, self confidence is studied in the literature, we find that Berger-Douce (2009) showed that the characteristics related to aptitudes creator are also complex and associated to societal strategies adopted. Self confidence is high for the creators of their sample.

H5: *self confidence has a significant effect on societal strategy*

H5.1: *self confidence has a significant effect about commitment social;*

H5.2: *self confidence has a significant effect on environmental commitment.*

The effect of motivation to create a business

The prime motivation of Entrepreneurs in the creating a business is the willingness to go ever further (satisfaction of needs self-realization) to surpass and overcome obstacles, to appreciate the desire to "overrun" and the taste for power. Moreover, an empirical research (Berger-Douce, 2007) has attempted to study the relationship between motivation to create a business and societal strategy.

H6: the motivation to create a business has a significant effect on societal strategy

H6.1: motivation to create a business has a significant effect of social commitment.

H6.2: motivation to create a business has a significant effect on environmental commitment.

Research methodology

The constitution of the sample

The sampling of the empirical research phase is a crucial step which consists to verify that the population has been correctly identified. The choice of the appropriate population in our study is guided by a single criterion namely, the creation of a company.

In our study, we distributed questionnaires to the region of Sfax for reasons of diversification and proximity in order to obtain necessary recommendations. We distributed 95 questionnaires individually face to face.

However, only 90 questionnaires were returned out of the 95 that were distributed. And for geographical reasons, 15 questionnaires were surveyed by e-mail. But in case of the latter mode, we intervened by phone to facilitate the task of respondent by making clarifications and explanations of certain issues. This mode is only allowed to collect 11 completed questionnaires.

At the end of step verification questionnaires, 8 questionnaires were neglected 110 copies of the collected saw that they lack of information. This number (110) is accepted by reference to various previous studies. However, it respects the multiplication rate of the number of items in the search according to (Nunally, 1967). The latter proclaims that the size minimum sample is satisfactory if she corresponds to five times the number of items formulated in the questionnaire. At the end of our survey, the sample size consists of 93 companies.

Data collection

The device for collecting data of this study is the questionnaire defined as "a standardized individual polling technique, composed of a series of questions presented in a predefined order" (Caumont, 2002).

As part of our survey questionnaire, we have used closed questions with multiple answers which focus on the importance of motivation of creation a business, social commitment and environmental commitment.

Description of variables

The description of the variables constitutes a critical step to better understand the nature of each variable, its size, its items as well as its scales (see tables below).

Table 3: Overview of the variable to explain (dependent variable)

Variable	Dimensions	Items	Measurement scale	Authors
Societal Strategy or Societal Commitment	Social commitment	Four items	A Likert scale of 5 points ranging from "very low" to "very strong."	Laufer , 1975; Gomolka, 1978; Berger, 2007
	Environmental commitment	Four items	A Likert scale of 5 points from "very low" to "very strong"	Berger, 2007; Daval <i>et al.</i> , (2002)

Table 4: Overview of the explanatory variables

Variable	Items	Measurement scale	Authors
Age	Four items	A nominal scale of "20 year" to "50."	
Experience	One item	A nominal scale of "1 year" to "5 years."	
Attitude face the risk	One item	A nominal scale in three categories: 1 : Reactive ; 2 Prudent ; 3: Proactive.	Berger-Douce, (2007)
Creativity-innovation	One item	A nominal scale in three categories: 1: Low, 2: Average, 3: strong.	
Self confidence	One item	A nominal scale in three categories: 1: Low, 2: Average, 3: strong.	
Motivation	Ten items	A Likert 5 point "very low" to "very strong."	

Data analysis and interpretation of results

After presenting the measures concerning variables of our study, verification of different assumptions of research will be needed.

Data analysis

The choice of one or more methods of data processing depends on several factors such as the purpose of the research (descriptive, explanatory, causal, ...), the number of variables and their nature, measurement scales (nominal, ordinal, metric, ...), etc..

For our study, some variables having different measures (explanatory variable nominal / dependent variable metric). So we have judged ANOVA as the analysis method is most appropriate in the multimodal case (H1, H2, H3, H4, H5) (Evrard *et al.*, 2003.). And to test the effect of motivation of the entrepreneur on societal strategy (H6), we have judged the linear regression as the most appropriate method of data analysis because it is two variables (metric / metric).

In what follows, we will expose results of ANOVA and linear regression to test the hypotheses.

Interpretation of results

In the research questionnaire, each dimension of societal strategy is measured by a set of items. According to Malhotra (2004) the principal components analysis is "recommended when one seeks foremost to determine the minimum number of factors, called principal components, corresponding to the maximum variance of the data in order to be used later in a multivariate analysis" (p. 515).

We verified that the variables are factorizable by the test of sphericity of Barlett significant and index KMO is greater than 0.5.

For ensure the verification of reliability of the measurement of constructed, we can resort to alpha Cronbach's α , which measures the internal consistency of a scale of measure (Table 4). For an exploratory study, α is acceptable to a value between 0.6 and 0.8 ($0.6 \leq \alpha \leq 0.8$) (Evrard *et al.*, 2003).

Result of PCA: The principal component analysis

Table 5: Reliability of the measurement of variables

Variable	Index KMO	Cronbach's alpha	% of the total variance explained
motivation of the entrepreneur to create a business	0.890	0.871	60,824
the social commitment of the entrepreneur	0.757	0.891	76,806
environmental commitment	0.744	0.859	72,221

Results of ANOVA

In the following table we summarized the measurements of each determinant behavior of entrepreneurs.

Table 6: Summary of ANOVA results

Variable	Test ANOVA	Commit. social	Commit. environmental
Age of the entrepreneur	coefficient F of Fisher	4,572	,913
	Significance of F	,005	,438
Experience of entrepreneur	coefficient F of Fisher	82,629	6,328
	Significance of F	,000	,000
Attitude of entrepreneur face to risk	Coefficient F de Fisher	4,524	1,071
	Signification de F	,013	1,071
Creativity-innovation of entrepreneur	coefficient F of Fisher	6,292	4,583
	Significance of F	,003	,013
Confidence of the entrepreneur	coefficient F of Fisher	2,463	,091
	Significance of F	,331	,719

The age of the entrepreneur and societal strategy

According to the test result of ANOVA, we note the existence of a significant effect of the age of the entrepreneur about commitment social ($F = 4.095$, $p = .005 < .05$). The risk is low: from where H_0 can be rejected. Thus, $H_{1.1}$ is confirmed.

For cons, the age of the entrepreneur does not have a significant impact on commitment environmental ($F = .913$, $p = .438 > 0.05$). Whence, $H_{1.2}$ is reversed.

The experience of the entrepreneur and societal strategy

The hypothesis H_2 is confirmed. Indeed, the experience of the contractor has a significant effect on commitment social ($F = 82.629$, $p = .000 < .05$). Thus, $H_{2.1}$ is confirmed. Similarly, the experience of the entrepreneur a significant effect on commitment environmental ($F = 29.097$, $p = .000 > .05$). Whence, $H_{2.2}$ is confirmed.

The attitude of the entrepreneur

Face to risk and societal strategy, we remark the existence of a significant effect on the attitude of the entrepreneur face to risk commitment social ($F = 4.524$, $p = .013 < .05$). So $H_{3.1}$ confirmed. For cons, the attitude of the entrepreneur face the risk does not have a significant effect on commitment environmental ($F = 1.071$, $p = 1.071 > 0.05$) $H_{3.2}$ is reversed. Hence, H_3 is reversed.

Creativity-innovation and societal strategy

Creativity-innovation has a significant effect on commitment social ($F = 6.292, p = .003 < .05$) and commitment environmental ($F = 4.583, p = .013 < .05$). Whence, H4 is confirmed.

Self-confidence of the entrepreneur and societal strategy

Self-confidence does not have a significant effect on commitment social ($F = 2.463, p = .091 > .05$) one hand, and commitment environmental ($F = .331, p = .719 > 0.05$) on the other. Whence, H5 is reversed.

Result of linear regression

The motivation to create a business and societal strategy

The motivation to create a company has a significant impact on the social commitment. This was confirmed by linear regression analysis ($\beta = .221^{**}, p = .034 < 0.05$) [Table 6]. Whence H6.1 is confirmed.

Table 6: Linear regression (social commit)

Variables to explain Explanatory variables	Commit1
Motiva	,221**
Determination coefficient	,049
Fisher coefficient F	4,655
Significance of F	,034
Durbin-Watson	1,395

*** $p < 0,01$ ** $p < 0,05$ * $p < 0,1$

Concerning the hypothesis 6.2, the coefficient of determination $R^2 = .065$, we can say that 6.5% of the variability of the environmental commitment is explained by the motivation to create a business.

Thus, the motivation to create a business has a significant effect on "environmental commitment" dimension of the construct "societal strategy" $\beta = .255, p = 0.014 < 0.05$. We can conclude that H6.2 is confirmed.

Table 7: Linear regression (environmental commit)

Variables to explain Explanatory variables	Commit2
Motiva	,255
Determination coefficient	,065
Fisher coefficient F	6,328

Significance of F	,014
Durbin-Watson	1,451

***p< 0,01 **p< 0,05 *p< 0,1

Discussion of results

We will analyze in depth the results already found to identify the influence of the profiles of entrepreneurs on their societal strategy. We try to approximate the results obtained in our study with those found by other studies in the literature.

The effect of age

According to the results, the age of the entrepreneur has a significant effect on social commitment. While this variable does not affect the environmental commitment. This relationship is contradictory with past work (Berger-Douce, 2009) that showed the link between age and societal strategy.

By cons, this vision converges with that of Ede *et al.* (2000). In fact, the latter insisted on the effect of age on societal strategy. They showed that the age has certainly a significant effect on the ethics, but in the opposite direction, namely that young entrepreneurs react more ethical than their elders.

The effect of experience

Analysis of the results showed that the effect of experience on these two dimensions of societal strategy is significant. This result does not comply with those found by several authors (Berger-Douce, 2009) who supported the idea that independently the duration of their experience the creators are opting for such or such societal strategy.

The effect of the attitude of the entrepreneur face the risk

According to the results, the attitude of the entrepreneur face the risk (H3) is partially confirmed. This result is confirmed in past works (Berger-Douce, 2009) which have shown the positive link between these variables. They indicated that the attitude face to the risk could be a clue in favor of a societal strategy.

The effect of the creativity-innovation

The hypothesis H4 has been verified in the Tunisian context. These results are conforming to that which was found by (Berger-Douce, 2009). These authors showed that there is no significant link between the variables; they indicated that creativity and innovation does not influence the societal strategy. Thus, the reactive strategy and ritual strategy present both a low level of

creativity and innovation. In other words, a creator with an average creativity can opt for a proactive or reactive mobilizing strategy.

The effect of self-confidence

Analysis of the results showed that there is no an effect between self-confidence and societal strategy. This not comply with those found by several authors (Berger-Douce, 2009), which supported the idea of the existence of a positive relationship between these two variables. They concluded that self-confidence is high for the creators of the sample. Let be those who follow a strategy.

The effect of motivation to create a business

The hypothesis H6 was tested in the Tunisian context. These results do not conform to those that have been found by (Douce, 2009). These authors showed that there is no significant link between these variables.

They concluded that the motivation for the creation does not seem to have an impact on societal strategy; they said for example that seeking independence by creating a clean job is first cited by different creators or those who follow a mobilizing strategy, a reactive strategy, strategy is a ritual, a proactive strategy.

Conclusion

This study synthesizes the literature on societal strategy and its application in the field of entrepreneurship for the deployment of new ideas and attitudes and for a better survival of the business. It has relied on the study of (Berger-Douce, 2007), and verifies the level of involvement of Tunisian companies in sustainable development and environmental protection in terms of societal strategies and their relationship with the profiles of entrepreneurs.

What was justified by empirical results in our study which showed that the profiles of entrepreneurs had a positive impact on their societal strategies while measuring their social commitment? We applied ANOVA and linear regression to test the hypotheses advanced relating to this relationship.

The results obtained show that we will partially and temporarily accept hypotheses: H1: *the age of the entrepreneur* and H3: *The attitudes of the entrepreneur face to risk*. Only the H5 hypothesis *self confidence* is reversed. The rest of hypothesis H2: *experience*; H4: *Creativity-innovation* and H6: *the motivation to create a business* is confirmed.

Pathways of research and study limitations

It is to otherwise address the issue by referring to other strategies like those of order relational, transactional and interactional in the presence of other explanatory variables such as culture and socio-economic environment.

Beyond these lines of research, our research presents limitations. First, a first limitation relates to the small sample size in the quantitative study, a second limitation is that some psychological aspects treated theoretically could not be completely approached empirically.

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