

HOW NATIONAL VALUES INFLUENCE ENTREPRENEURIAL BEHAVIOUR

A CASE STUDY OF INDIA AND SWEDEN

JOHAN BJURMAN BERGMAN & HUGO MALMÉN BRODD

Abstract:

Entrepreneurship as a key driver of economic development is a notion that has gained traction in past decades. In addition, female entrepreneurship has been shown to encourage societal development and reduce gender inequality. These findings have helped solidify the importance of creating a business climate that favours entrepreneurship, and entailed a focus on entrepreneurial encouragement as a cornerstone of many economic growth policies worldwide. However, different countries seem to face different obstacles to entrepreneurial behaviour, as there are considerable cross-country variations in entrepreneurial activity.

Given the paramount importance of entrepreneurship, the purpose of this thesis is to explore and explain national culture, one credible cause of these differences. Drawing on entrepreneurial intention theory this thesis analyses entrepreneurial behaviour through the framework of Krueger's entrepreneurial intentions model. Furthermore, in order to avoid current researches strong bias towards Hofstede's cultural dimensions, Inglehart and Baker's national values dimensions are adopted as an alternative approach to conceptualizing cultural influence.

The thesis is based on qualitative comparative case study of the independent sales consultants of the Indian and Swedish branches of a large multinational company, Alpha. The study finds some interesting cross-national similarities. Nevertheless, the findings support that differing cultural values cause consistent and tangible differences in female entrepreneurial behaviour in different societies. Finally, the study concludes that current research is too focused on the entry stage of entrepreneurship and proposes alterations to current models whereby the dual phases of entrepreneurship, uncovered in the analysis, are explicitly acknowledged.

The conclusions of this thesis have several implications for the relationship between entrepreneurship and society. Firstly, there is no universally correct way to create a beneficial environment for entrepreneurship as different countries' cultural values create different obstacles. Secondly, policymakers must strive to provide continuous support to entrepreneurs in both the entry and post-entry phase of entrepreneurship. Finally, the consistent results delivered by Inglehart and Baker's value dimension imply that the existing mono-method bias towards Hofstede's cultural dimensions can be broken.

Keywords: entrepreneurship, culture, national values, India, Sweden

ACKNOWLEDGEMENTS

We would like to express our heartfelt gratitude to the Department of Management and Organization, and Svante Schriber in particular. Svante Schriber's engagement and support has been invaluable during the writing of this thesis. Furthermore, we would like to thank our peers in the seminar groups for their constructive comments and insights. Finally, we recognise the invaluable collaboration of Alpha in making this thesis possible. We would especially like to express our gratitude towards our contact persons at Alpha India and Alpha Sweden and the sales consultants whose interviews constitute the basis of this thesis.

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1. INTRODUCTION

1.1 BACKGROUND

In a not too distant past, macroeconomic instruments and economies of scale were held as the sole realistic engines of long-term economic growth. The main focus of sovereign states was to create a favourable environment for companies where they could grow large enough to reap size and scale benefits and thereby achieve efficiency. Although size and scale benefits continue to provide important advantages for companies, globalisation and increasingly deregulated markets has made it easier for small companies to withstand the competition from their larger peers. In turn, this has promoted increased entrepreneurial activity in large parts of the western world. As a response to this development, and with the aim to further facilitate entrepreneurial activity, the Swedish Ministry of Finance (2014) appointed a committee with the purpose of “*improving the Swedish climate for entrepreneurship and innovative business*” [the authors’ translation] on the 3rd of April 2014 in order to secure future economic growth and prosperity. With this action, Sweden shows that it is serious about joining the global trend of embracing entrepreneurship as a key driver of economic growth. As a further example, in 2000 the European Union committed to becoming a world champion in entrepreneurship by 2020 (European Commission, 2013a; 2013b), an unthinkable economic growth policy only a decade earlier.

The notion of entrepreneurship as the engine of growth harks back to Schumpeter’s (1934) claim that entrepreneurship creates economic growth through innovation and technological change. Nevertheless, insights brought by models of endogenous growth, e.g. Romer ‘s (1986), were required in order to fully grasp the importance of knowledge and innovation. Since the late 90s, the risks and initiatives taken by entrepreneurs are recognized as key drivers of economic development through self-employment and employment of others (e.g. Birley 1987).

Furthermore, entrepreneurship is key to combating gender inequality, which remains a major social and economic problem even in the developed world (see. e.g. Self & Grabowski, 2009). Female entrepreneurs are empowered and gain economic independence through entrepreneurship (Jamali, 2009). In addition Aramand (2012) maintains that empirical studies show that female entrepreneurship provides jobs for more women, thereby further strengthening equality. Finally, female entrepreneurs have been shown to stabilize small businesses, enhance diversity of entrepreneurship in economic systems and provide social services not provided by states (Aramand, 2012;

Jamali, 2009). In order to reap the benefits of the above-mentioned dual advantage of entrepreneurship it is crucial to create a good climate for innovative businesses in order to achieve social and economic development.

According to, amongst others, Autio et al. (2013) a growing body of evidence points to the fact that there are important cross-country variations in entrepreneurial entry rates and subsequent growth ambitions. As an example a quick look at data from the Global Entrepreneurship Monitor (2014) reveal substantial differences in total early stage entrepreneurship activity¹. This indicates that different countries face different obstacles in encouraging entrepreneurship. By comparing countries, the role of national culture in entrepreneurial behaviour, as supported by e.g. Hayton et al.'s meta study in 2002 of 21 empirical studies, can help explain these obstacles. National culture is defined as a set of nationally shared values, beliefs and expected behaviours (Lonner, Berry & Hofstede, 1980). These subconscious and internalized values influence the formation of social and political institutions (Hayton, George & Zahra, 2002). In addition, they define how we perceive and react to entrepreneurial characteristics such as independent thinking and risk-taking (Lonner, Berry & Hofstede, 1980).

The impact of culture on entrepreneurial behaviour has been incorporated into the currently most widely supported approach to entrepreneurship studies, intention-based, where culture is regarded as an exogenous factor influencing the crucial entrepreneurial intention. However, entrepreneurial studies emerged as a field of study in the Western world and not surprisingly most comparative research is focused on developed economies (e.g. Spain and UK in Liñán, Nabi & Kreuger, 2013). Naturally, this polarisation entails a lack of understanding of cross-national differences and similarities in this economically crucial behaviour.

There is significant risk that these biased findings result in considerable inefficiencies. Firstly, unsuitable methods might be applied to encourage entrepreneurship in developing countries. Secondly, the lack of comparative studies between developed and developing countries might obscure methods or structures used in the latter category, which could be beneficial for the former. To avoid these inefficiencies further research on cross-national differences in the interplay between culture and entrepreneurship is required.

¹ Percentage of 18-64 population who are either nascent entrepreneurs or owner-managers of a new business

1.2 ENTREPRENEURSHIP

There is a lack of consensus among researchers on how to define entrepreneurship. Nevertheless, Shapero and Sokol (1982) introduced a commonly used definition of entrepreneurship focusing on the entrepreneurial event. According to Shapero and Sokol (1982), for an action to be considered an **entrepreneurial event** it must fulfil all of the following characteristics:

1. **Initiative-taking** by an individual
2. **Consolidation of resources** whereby an organization is formed or restructured to accomplish some objective
3. **Management** of the organization by the individual who took the initiative
4. **Relative autonomy** in regards to how resources are disposed of and distributed
5. **Risk-taking** by the initiator amounting to sharing in the organization's success and failures

Thus, throughout this study **entrepreneurial behaviour** is defined as the process whereby an individual generates one or more entrepreneurial events. Subsequently, an **entrepreneur** is defined as an individual engaging in entrepreneurial behaviour.

1.3 PURPOSE

The purpose of this thesis is to explore and explain how national culture influences entrepreneurial behaviour. Furthermore, the thesis explores an alternative approach to conceptualizing cultural influence on entrepreneurial behaviour in developed vis-a-vis developing countries. Finally, it aims to develop existing theories on the subject.

Drawing on entrepreneurial intention theory, the thesis is based on a comparative study of how two different countries' national values influence their respective nationals' entrepreneurial behaviour. A qualitative, comparative case study of female entrepreneurs in India and Sweden was carried out. With the help of Swedish cosmetics company Alpha six independent sales consultants in each country were interviewed about their motivation behind initiating their entrepreneurial career. In addition, one senior sales manager was interviewed in India. Please note that Alpha is in reality called something else but wishes to remain anonymous, and for the findings of this thesis to be unsearchable.

2. LITERATURE REVIEW

2.1 CULTURE AND ENTREPRENEURSHIP

Conceptual arguments that emphasize the influence of culture on entrepreneurship have existed for over 70 years (Schumpeter, 1934; Weber, 1930). Indeed, the interest for the influence of culture on entrepreneurship has increased greatly over the last two decades. In a review of 21 empirical studies, Hayton et al. (2002) conclude that there is a significant support for national culture as a relevant factor in predicting and explaining entrepreneurial behaviour.

Further supporting this notion is Morris and Schindehutte's (2005) study of entrepreneurs belonging to six different subcultures living in Hawaii. They found that the influence of the entrepreneurs' native national culture on salient values persists also for individuals who have moved to other cultures. Moreover, the study concludes that certain values, such as achievement and ambition, are shared by entrepreneurs regardless of cultural origin (Morris and Schindehutte, 2005).

However, Hayton et al.'s (2002) review identifies a risk for mono-method bias as past empirical studies of culture's effect on entrepreneurial behaviour are almost exclusively based on Hofstede's cultural dimensions (as defined by Lonner, Berry & Hofstede, 1980). These dimensions are currently; pragmatic-normative, indulgence-restraint, masculine-feminine, power distance, individualistic-collectivistic and uncertainty avoidance of which the latter four are commonly used in entrepreneurship research (Hayton, George & Zahra 2002). Hofstede's study was based on worldwide sample of a large number of white-collar IBM employees between 1960 and 1970 (Lonner, Berry & Hofstede, 1980).

Although the cultural influence on entrepreneurship has gained in popularity over the last two decades, Liñán et al. 2013's comparative study of British and Spanish entrepreneurs, as an example, suggests that there are still many aspects of the subject that remain unexplored.

2.2 VALUES

According to Liñán et al. (2013) one such underexplored aspect is cultural values. Values have been shown to have a significant influence on antecedents to entrepreneurial intention (Botsaris & Vamvaka, 2012; Morris & Schindehutte, 2005). **Values** can be defined as a comprehensive measurement of all major areas of human concern from an individual's point of view (Inglehart & Baker, 2000). From 1981 to 2014 the World Values Survey carried out six waves of surveys in order to map the political and sociocultural landscape of 87 societies. However, due to the publication date of the data from the sixth wave, 28th of April 2014, this thesis relies on data from the fifth wave, released in 2009. The surveys were carried out using a customized questionnaire and the results revealed two major dimensions of cross-cultural values; **traditional/secular** and **survival/self-expression**. These dimensions explain over 70 percent of the cross-national variance in a factor analysis of ten indicators. These dimensions will be developed further below. The cross-cultural map that is the result of the survey has proven to be a very robust tool with which to measure basic values as it produces very similar results regardless of how it is constructed (Inglehart & Welzel, 2010).

The first major dimension, **traditional/ secular** represents the move from traditional values to secular ones, is brought along by a transition from an agrarian to an industrial society when bureaucratization, hierarchy and centralization of authority increase (Inglehart & Baker, 2000). The dimension explains e.g. the difference between societies where religion is important and societies where it is not. Traditional societies emphasize absolute standards and the importance of parent-child ties while rejecting divorce, abortion and suicide, which is also correlated with a high level of national pride. Societies where secular values are predominant show traits that are opposed to these.

The second major dimension, **survival/self-expression** values, is closely linked to the transition from an industrial society to a post-industrial society and the polarization in terms of survival and self-expression values that it brings along. Theory holds that economic development induces a growing emphasis on self-expression values, in turn promoting trust, tolerance, political activism, support for gender equality and emphasis on freedom of expression, values which are all cornerstones of democracy (Inglehart & Baker, 2000). Furthermore, this implies that a rising focus on self-expression values ought to be closely linked with

economic development as well as a civil society, citizen participation and democracy. Moreover, the post-industrial society has accumulated an unprecedented wealth during the last generation which, according to Inglehart & Baker (2000), has shifted priorities from an emphasis on security and survival to an emphasis on subjective well-being and self-actualisation.

2.3 ENTREPRENEURIAL BEHAVIOUR

In a literature review, Botsaris and Vamvaka (2012) distinguish between three approaches to conceptualizing and studying the determinants of entrepreneurial behaviour: **traits models**, **situational models** and **intention-based models**. Two of these approaches, traits- and situational-based, have received little empirical support (Botsaris & Vamvaka, 2012; Krueger, Reilly & Carsrud, 2000). They are, nevertheless briefly described as they form important exogenous variables in intention-based models.

2.3.1 TRAITS MODELS AND SITUATIONAL MODELS

The classic approach to studying entrepreneurial behaviour is based on personality traits. The American Psychiatric Association (2000) defines personality traits as “*enduring patterns of perceiving, relating to, and thinking about the environment and oneself that are exhibited in a wide range of social and personal contexts*”. **Traits models** rest on the assumption that there is an entrepreneurial personality and thus, that individuals with traits similar to an archetypical entrepreneur would display entrepreneurial behaviour (Izquierdo & Buelens, 2011 in Botsaris & Vamvaka, 2012). However, a plethora of empirical research suggests that individual variables have poor explanatory power and that they are poor predictors of actual behaviour (Botsaris & Vamvaka, 2012; Izquierdo & Buelens, 2011; Krueger, Reilly & Carsrud, 2000; Krueger & Brazeal, 1994).

In response to the apparent lack of empirical support for traits-based models researchers acknowledged that the entrepreneur does not act in a contextual vacuum (Schwarz, Almer-Jarz, & Wdowiak, 2006 as cited in Botsaris & Vamvaka, 2012). Following in the steps of leadership research, entrepreneurial studies started to view entrepreneurial behaviour as a contextual phenomenon with interplaying situational conditions and personality traits (Botsaris & Vamvaka, 2012). However, not unlike the traits models, empirical studies has shown that pure **situational models** fail to

significantly predict entrepreneurial behaviour (Botsaris & Vamvaka, 2012; Krueger, Reilly & Carsrud, 2000)

2.3.2 INTENTION-BASED MODELS

The third approach to entrepreneurial behaviour, the intention-based, emerged as a response to the failure of models based purely on either situational or personality measures (Botsaris and Vamvaka, 2012; Krueger, Reilly, & Carsrud, 2000). **Intention-based models** of entrepreneurship rest on two key assumptions. Firstly, that behaviour under volitional control can be predicted from intentions, an assumption supported by existing research (Botsaris & Vamvaka, 2012; Krueger, Reilly, & Carsrud, 2000; Ajzen, 1991). Secondly, that entrepreneurial behaviour is under volitional control and therefore predictable from intentions. As entrepreneurship entails a conscious, planned and intentional choice, research suggests that it is a behaviour for which intention-based models are appropriate (Botsaris & Vamvaka, 2012; Krueger, Reilly, & Carsrud, 2000; Shapero & Sokol, 1982). According to Krueger et al. (2000, p. 412)

“...intentions are the single best predictor of any planned behaviour, including entrepreneurship”.

This conclusion is in line with MacMillan and Katz’s (1992) claim that intention-based models are optimal when studying phenomena that are rare, obscure or involves time lags such as entrepreneurship.

Although an a priori outlook is of great value when predicting the entrepreneurial event, the literature recognizes that intention based models also provide a suitable framework for explaining and exploring the entrepreneurial event post hoc (Botsaris & Vamvaka, 2012; Krueger, Reilly, & Carsrud, 2000; Krueger & Brazeal, 1994; Ajzen, 1991; Shapero & Sokol, 1982). As summarized by Botsaris and Vamvaka (2012, p. 160)

“...intention is the immediate antecedent of behaviour, while in turn intention is determined by attitudes, and attitudes are affected by exogenous influences (such as traits, demographics, and situational variables)”.

Thus the study of antecedents to entrepreneurial intentions provides understanding of the entrepreneurial behaviour itself (Krueger, Reilly, & Carsrud, 2000).

There are two predominant approaches to modelling entrepreneurial intentions; Ajzen's Theory of Planned Behaviour (TPB) and Shapero's Model of the Entrepreneurial Event (SEE) (Botsaris & Vamvaka, 2012; Elfving, 2009; Krueger, Reilly, & Carsrud, 2000). Ajzen's TPB (Ajzen 1991; Ajzen, 1985) identifies three attitude-based determinants of intention: attitude toward the act, subjective norms and perceived feasibility. These attitudes are in turn influenced by various background factors such as personal, situational and cultural factors (Fishbein & Ajzen, 2005). Shapero and Sokol (1982) introduced the widely adopted (Botsaris & Vamvaka, 2012) notion that individuals are guided by inertia until some situational condition i.e. event displaces said inertia. The SEE-model (Shapero & Sokol, 1982) proposes three antecedents to entrepreneurial intentions: perceived desirability of the behavior, perceived feasibility and the propensity to act.

2.4 KRUEGER'S ENTREPRENEURIAL INTENTIONS MODEL

The SEE and TPB have served as the basis for a host of intention-based models (Botsaris & Vamvaka, 2012). One such model is **Krueger's Entrepreneurial Intentions Model (EIM)** that proposes **perceived desirability** and **perceived feasibility** as antecedents to intentions and as important mediators between intentions and **perceived social norms** and **perceived self-efficacy** respectively (Krueger, Reilly, & Carsrud, 2000; Krueger & Brazeal, 1994). Studies by Elfving (2009) and Krueger et al. (2000) acknowledge that social norms do not always have significant impact. Nevertheless, the EIM and its factors is the only model that enjoys sufficient empirical support to be considered reliable (Botsaris & Vamvaka, 2012; Elfving, 2009; Krueger, Reilly, & Carsrud, 2000). In addition, the work of Krueger and his peers suggests that exogenous factors e.g. values influence and shape perception of social norms and perception of self-efficacy (Botsaris & Vamvaka, 2012) making the EIM highly suitable for this thesis.

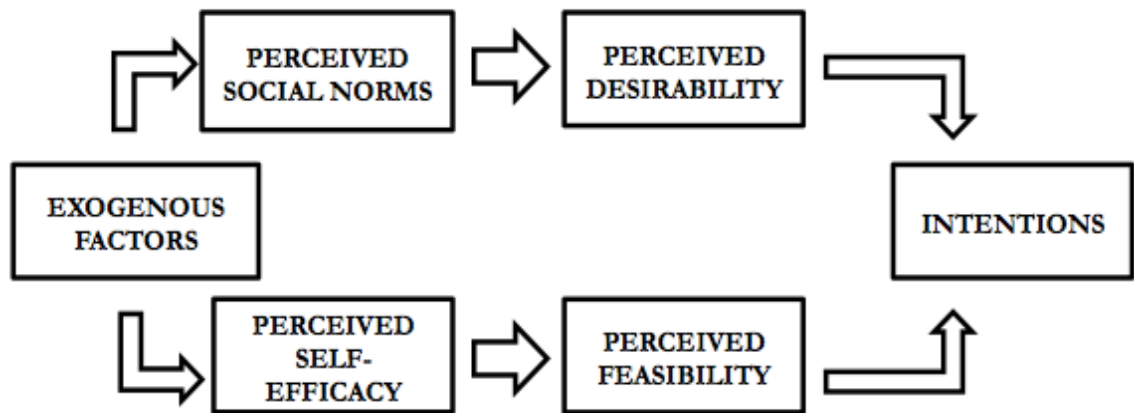


FIGURE 1: THE EIM (AS RENDERED IN BOTSARIS & VAMVAKA, 2012, P. 166)

2.4.1 PERCEIVED SELF-EFFICACY AND PERCEIVED FEASIBILITY

Perceived self-efficacy can be compared to self-confidence and is a conceptualization of an individual's perceived personal ability to execute any given behaviour (Krueger & Brazeal 1994). According to Bandura (1986) perceived self-efficacy is the strongest single predictor of career choice which implies that theory-driven models of intentions, anchored by perceived self-efficacy, are a great means to understanding intentions toward planned, intentional behaviours such as entrepreneurship (Krueger & Brazeal 1994).

Perceived self-efficacy is the immediate antecedent to **perceived feasibility**. Perceived feasibility acts as a mediator of perceived self-efficacy and is defined as the degree to which a person considers himself or herself to be personally able to perform a specific behaviour such as entrepreneurial behaviour (Krueger & Carsrud, 1993), taking all factors, internal as well as external, into consideration. Consequently, perceived feasibility of a task is said to depend not only on personal skills but also on several other factors. Firstly, the perceived availability of resources needed to start a business, such as economic means and other support. Secondly, on previous experience, both from entrepreneurial activities and other relevant activities and finally on an individual's general self-confidence in his or her skills and abilities to successfully perform any given behaviour i.e. perceived self-efficacy.

2.4.2 PERCEIVED SOCIAL NORMS AND PERCEIVED DESIRABILITY

The construct of **perceived social norms** describes our perceptions of what people whose opinion matter to us would think about us engaging in certain behaviours. The group of people to whom we listen might differ across different settings, but will definitely include family and friends. However, in a larger scope, perceived social norms are influenced by communal culture, for example whether or not influential institutions and leaders sincerely approve of any given behaviour and if they act to promote or discourage such behaviour. (Botsaris & Vamvaka, 2012)

Perceived social norms are the immediate antecedent of **perceived desirability**, which is defined as the extent to which a person finds a given behaviour (e.g. to become an entrepreneur) attractive. This factor takes all factors concerning the behaviour into account e.g. personal gain and role models. Most people consider

role models an important influence in their social environment, consisting of family and friends. For these people, the notion whether entrepreneurial behaviour is not only personally desirable but also socially desirable becomes highly important (Krueger, Reilly & Carsrud, 2000; Bandura & McClelland, 1977). In addition, entrepreneurs tend to have parents that are entrepreneurs (Shapero & Sokol, 1982).

2.5 THEORETICAL KEY TAKEAWAYS

This thesis considers the entrepreneurial event as the dependent variable and the individual that generates the event as the independent variable. In order to fulfil the purpose of this thesis, the effect of national values on entrepreneurial intentions and behaviour will be studied through the EIM. The model's antecedents to entrepreneurial intention, perceived desirability and perceived feasibility, have strong empirical significance in predicting and explaining entrepreneurial behaviour.

However, in contrast to the EIM the literature review shows that research is strongly biased towards developed economies. The focus has been firmly fixed on western countries² creating a bias towards post-industrial economies. A bias that is especially tangible in the field of comparative studies where focus is put exclusively on OECD-countries e.g. Great Britain and Spain as in Liñán et al.'s study (2013). This is detrimental as Inglehart and Baker's (2000) and Inglehart and Welzel's (2010) studies indicate that there are vast differences in values between countries in different developmental stages. The over-reliance on Hofstede's conceptualization of culture adds an extra level bias towards developed economies, as his dimensions remain disconnected from economic development. This conceptual gap in research is what this thesis aims to explore.

In contrast to Hofstede's dimensions Inglehart and Baker's national values dimension acknowledges and even derives its force of change from economic development (2000). While these dimensions are largely untested in an entrepreneurial framework they should be able to provide interesting insight into entrepreneurial behaviour in economies of different degrees of economic development.

Outlined on next page is the **adapted EIM**, which is employed for the analysis. The framework draws on previous empirical evidence identifying culture as an

² With exceptions such as Aramand's study of Mongolia (2012) and Jamali's study of women in developing countries (2009)

exogenous factor influencing key antecedents to entrepreneurial intentions. Therefore the framework thus incorporates Inglehart and Baker's conceptualization of national values into the EIM.

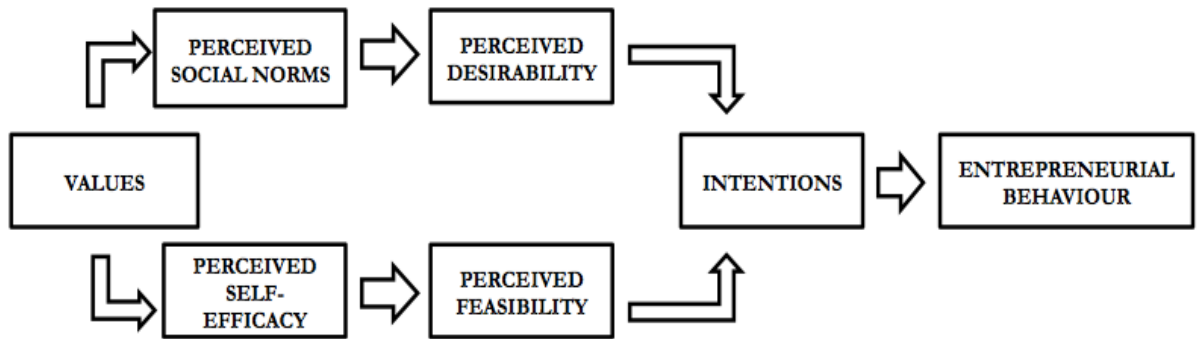


FIGURE 2: THE ADAPTED EIM EXPLICITLY ACKNOWLEDGING VALUES AS EXOGENOUS FACTORS

3. METHODOLOGY

3.1 RESEARCH DESIGN

This study has been designed as an explorative comparative study of one company, Alpha, in two different countries, India and Sweden. The research is designed as an exploratory case study based on qualitative data from in-depth interviews complemented by a small-scale quantitative survey.

As the cultural effect on entrepreneurial behaviour is studied in depth in its true environment this study can best be classified as a case study according to Yin, 2009. According to Andersen (1998) this approach is suitable for in-depth examination of social systems such as e.g. culture. In addition to the depth of understanding provided, it facilitates data collection (Andersen, 1998). Finally, Yin (2009) maintains that a case study is of particular value in unique cases where there is little prior in-depth knowledge making a case study highly appropriate for this thesis.

While the bias towards Hofstede's dimensions can be criticised, his methodology; studying national subsidiaries of one international company, was ingenious as it allowed for studies of homogenous groups of people in heterogeneous settings. Studying employees of the same company in different countries establishes a degree of similarity in regards to e.g. company culture, educational background and individual preferences making isolation of country-specific factors from individual factors possible.

Taking inspiration from Hofstede, this study was performed on independent sales consultant of the multinational cosmetics company Alpha. While the idea of studying entrepreneurial behaviour through a case study on a large international company might seem like a contradiction it reduced the time-consuming process of finding independent entrepreneurs. Furthermore, as shown in 3.1.2 CHOICE OF STUDY SUBJECT: ALPHA Alpha's sales consultants conform to the definition of an entrepreneur.

The case study is based on in-depth interviews and observations. The choice of a qualitative approach rests on the fact that the review of available literature revealed a lack of such studies. Almost all studies³ of this subject are carried out based on

³ One important exception being Aramand's in-depth interview based case study in 2012 of Mongolia

quantitative data e.g Hayton et al.'s meta study (2002). This makes qualitative, comparative studies into the subject highly interesting as they might provide deeper insights. In addition, qualitative methods are especially valuable when one aims to achieve deeper understanding of a phenomenon (Holme & Solvang, 1997). Finally, a qualitative method allows one to be more selective with findings and structure, thus achieving more control over the research (Holme & Solvang, 1997). While a quantitative study might have provided more generalizable data for e.g. larger number of countries, the abovementioned gains would be lost.

3.1.1 CHOICE OF FOCAL COUNTRIES: INDIA AND SWEDEN

In order to produce an interesting study, countries with differing values should be examined. However, the time constraints imposed by a bachelor level thesis created limitations on the number of study countries. One way of overcoming this limitation would be to conduct short, online-based interviews with individuals from several different countries. However, in order to gain in-depth insight the study was focused on two countries.

As both authors are Swedish residents, Sweden was chosen as one of the focal countries. In addition, Sweden has for a long time occupied an extreme position in Inglehart and Baker's (2000) value conceptualization. In the most recent wave of research, 2005, Sweden scored 1.86 on the traditional/secular scale ranging from -2 (highly traditional) to 2 (highly secular) which positions Sweden as the second most secular country after Japan in the world (World Values Survey Association, 2009). On the -2 (highly survivalist values) to 2.5 (highly self-expressionist) survival/self-expression scale Sweden scored an extreme 2.35 making Sweden the most self-expressionist country in the survey.

The study's second focal country, India was chosen for several reasons. Firstly, Indian values differ fundamentally from Swedish values. India scores -0.36 on the tradition vs. secular scale and -0.21 on the survival/self-expression. Provided that differences in values as expressed Inglehart and Welzel has any effect on entrepreneurial behaviour the study of these antithesis should show a clear difference between the countries.

Secondly, as the purpose of this thesis is to explore and contrast entrepreneurial behaviour in a developing versus a developed country, India cuts the role of the

former perfectly. India currently has a GDP per capita of \$1,489 which is 36 times less than Sweden's \$55,041 per year (World Bank, 2013). Sweden's post-industrial economy relies on agriculture for 1.8% of its GDP compared to 17,4% for India (World Bank, 2011). Sweden is a member of the OECD while the UN classifies India as a developing country (United Nations, 2012).

A third reason for the choice of India, as a study object is the poor gender equality in the country. Traditional norms have relegated women to secondary status within society, household and workplace. This has drastically affected women's health, financial status, education, and political involvement (Foundation for Sustainable Development, 2014) Given the current situation and the positive effect of entrepreneurship on gender equality, women has the most to gain from increased entrepreneurial activity and thus this study is of especial importance for a country such as India.

3.1.2 CHOICE OF STUDY SUBJECT: ALPHA

The Swedish direct selling cosmetics company Alpha was founded in 1967. The company currently employs 7,340 people in corporate offices and is active in 60 countries (Alpha, 2013). However, this data is misleading as the company has an independent sales force of around 3.5 million people across the world (Alpha, 2013). These sales consultants generate all the company's sales, which in 2013 was € 1,406.7 millions (Alpha, 2013), by engaging in direct selling e.g. through home parties where they distribute all of Alpha's merchandise. However, the company itself employs no consultants (Alpha, 2013). Instead, these individuals either have their own companies or sell Alpha's products on a smaller scale to friends.

Regardless of scale, this way of work fulfils the criteria of entrepreneurial behaviour (see. [1.2 ENTREPRENEURSHIP](#) for definition) as it relies on (1) **initiative taking** sales consultants, (2) **consolidating of resources** in the form of a selling organization (e.g. through friends) which they (3) **manage** with (4) **relative autonomy** under (5) **risk**. Thus the consultants fulfil the definition of an entrepreneur. The cooperation with Alpha brought a number of other company-specific advantages such as globally shared culture, standardized recruitment and operations processes as well as a common value proposition towards the sales consultants regardless of geographic location. This homogenizes the personality and background of persons that pursue a career with Alpha, making it easier to discern

the cultural influences independently.

Lastly, the gender equality-promoting role of entrepreneurship mentioned in the introduction suggests that women have most to gain from engaging in entrepreneurship. Alpha is thus especially relevant as the company's sales consultants are almost exclusively female (Alpha, 2013).

3.2 DATA COLLECTION

3.2.1 DATA COLLECTION METHOD

The data was collected from recorded, approximately one hour long, interviews with 12 female self-employed Alpha sales consultants. Of these, six respondents were Swedes living in the vicinity of Stockholm. They were all interviewed in close proximity to where they lived. Six interviews were conducted with Indian sales consultants in English. For convenience sake, these interviews took place at Alpha India's national headquarters and Alpha Northern India Region's Office, both located in New Delhi, India.

Due to the nature of the interview questions and the interviewers close contact with Alpha senior management the interview objects might have felt compelled or tempted to embellish their answers. To counteract this, the interviewees were all explicitly informed about the purpose of the interviews and promised anonymity. Moreover, the very nature of them being self-employed and largely independent from Alpha also counteracts this risk. Furthermore, great care was taken in the way questions were asked, especially in India where the interviewees might have been made anxious by the foreign origin of the authors.

Lastly, the choice of exclusively female interviewees entails a weakness and a possible gender bias. However, the Alpha sales force consist almost exclusively of women, and as mentioned previously, women are the main beneficiaries of this kind of entrepreneurship which makes the gender bias appropriate for this study.

After the interview each subject was asked to fill out a survey consisting of 18 statements related to national values and six personal questions. Due to the nature of the questions and to avoid putting stress on the respondents the interviewers left the room when the survey was filled out. Another approach would have been to distribute surveys to a larger sample. However, the purpose of the survey was to contextualize the gathered data, providing more standardized insight into how the respondents differed in terms of national values and personal experiences, making

answers from non-interviewees redundant. As the surveys were employed to support the qualitative findings statistical tests were deemed unnecessary to carry out due to the limited sample size.

Finally, an interview was held with a senior sales manager at the Northern Region Office, New Delhi. As her role is to coach and educate consultants she was able to provide more generalized answers as to what she saw and understood as the main drivers for consultants to join Alpha. Considering her lack of entrepreneurial experience, the risk of her interpretation bias and the risk that consultants might seclude their true motivations to join Alpha from their superior, her observations should by no means be seen as representative. However, her insights are valuable in strengthening key takeaways from interviews with the consultants and reduce the cultural and lingual bias introduced by the Swedish origin of both authors.

3.2.2 STRUCTURE AND DESIGN

The interviews were carried out in a semi-structured way and questions of a varying degree of openness were posed according to a questionnaire (see. [APPENDIX I](#)). The questionnaire was constructed in order to reflect relevant prior research on the subject i.e. the EIM. The open approach allowed for the combination of theoretical stringency with empirical openness, creating a deep and multifaceted understanding (Andersen, 1998), which might have been lost, had structured interviews been carried out.

The interviews began with general questions about e.g. number of years active as an Alpha consultant. After that an open question about why the interviewee chose to become self-employed was posed in order to start the conversation. After that, more structured questions based on the constructs introduced by the EIM were posed in order to examine areas that were not brought up by the interviewee. Finally, no personal questions related to the interviewees' personal background was posed in person. Instead these questions were posed in the written survey in order to avoid unnecessary discomfort.

While the nature of the questions left the interview object with flexibility in regards to answering, follow-up questions were posed when the interviewers felt a need for clarification. One key weakness of a qualitative study is that it opens up for a subjectively biased interpretation on the part of the interviewer (Andersen, 1998). In an effort to reduce this bias the authors of the thesis both participated in all

interviews and all interviews were recorded to allow for later discussions, which according to Voss et. al. (2002) reduces personal bias. Finally, this method allowed for one author to be fully focused on questioning and listening to the interviewee while the other took notes and posed follow-up questions.

The survey questions were based on Inglehart and Baker's (2000) two value-based dimensions; traditional/secular and survival/self-expression (see. APPENDIX II and APPENDIX III). The dimensions are each based on five characterizing items from the World Values Survey (Inglehart & Baker, 2000) and correlate with other additional variables. The characterizing items and variables that were deemed applicable to the study were categorized and used to create survey statements that explore the four antecedents to entrepreneurial intention introduced by the EIM. The completed survey is presented in APPENDIX IV. This strictly theoretically driven approach leaves little openness for the exploration of rewarding tangents. However, this rigidity is complemented by the openness of the in-depth interviews.

3.2.3 SELECTION OF INTERVIEW OBJECTS

Contact persons at Alpha Sweden and Alpha India chose the interview objects. The interviewees had to fulfil two criteria:

- (1) They must have joined Alpha rather recently
- (2) They must commit a considerable amount of their time to their work as sales consultants

The first criterion was important in order ascertain that the interviewee had the intention behind the behaviour fresh in memory and was unbiased by intermediate events and thereby overcome a key weakness of the retrospective nature of this thesis. The second criterion was important in order for the interview objects to meet this thesis' definition of an entrepreneur (see 1.2 ENTREPRENEURSHIP).

The interview objects met the first criterion through selection by the contact persons. The second criterion was met inherently by Alpha's business model, one does not become a consultant without committing a considerable amount of time.

The fact that a contact person at the focal company selected the interview objects introduces a potential source of error as the interview objects thus have gone through two levels of pre-selection beyond the authors' influence. Firstly, the

interviewees have already taken the entrepreneurial step by becoming an Alpha consultant, which represents a step of self-selection. Secondly, Alpha sales consultants have gone through Alpha's screening process. This source of error is considerably reduced in the case of the Swedish interviews thanks to fewer restraints on the movement and time available to the authors. Furthermore, consultants on different levels who had been working with Alpha for different amounts of time were interviewed.

3.2.4 INTERVIEWS

See. APPENDIX V for a summary of the interviews

3.2.5 RELIABILITY

Reliability defines the likelihood of successfully repeating a study and gaining the same results (Yin, 2009). In order to increase reliability the same questionnaire was used in each interview, as suggested by Voss et. al. (2002). To further increase the reliability and decrease the risk of embellished answers all interviews were conducted in locations where the interviewees should be able to feel comfortable i.e. at local offices of Alpha or at a location of their choice and in languages that the interviewees mastered. Furthermore, great care was taken to design neutral and open interview questions. Finally, the Indian interviews were complemented by an interview with a senior sales manager, to mitigate the increased risk of cultural and lingual bias in India.

3.3 SECONDARY DATA

The secondary data used in this thesis is extracted from the World Values Survey. This thesis relies on the most recent survey based on 2005 data, released in 2009 (World Values Survey Association, 2009) in order to compare the current state of values in the two countries. Other sources of secondary data have been Alpha's annual reports.

3.4 ANALYSIS METHOD

This thesis adopts a deductive approach as development and interpretation of gathered data is guided by the EIM, which is confronted by data (Andersen, 1998). Also, the approach takes on inductive characteristics, as the model is adapted to harmonise with the themes found in data. Thereby the overall method of the analysis is based on a middle way between deductive and inductive reasoning called abductive reasoning. Abductive reasoning reduces the risk of non-nuanced understanding and allows for a seamless combination of theory and empirics (Andersen, 1998).

After each interview both of the authors compiled a summary based on notes and recorded material, which was individually analysed using the EIM to identify common themes for each country. In addition, exceptions to these themes were noted and explaining factors explored. Individual conclusions about each country were then discussed and findings shared. This two-step approach was employed in order to maximize creativity while reducing personal bias.

A second round of individual analysis was then performed with the goal of identifying commonalities and differences between nation-specific themes i.e. how the Swedish answers were different from, or similar to, the Indian ones. Finally, these findings were discussed by the authors and conclusions exchanged. The Indian findings were compared to the views expressed by the Indian senior sales manager throughout the analysis so as to avoid the cultural bias introduced by two Swedish authors.

The EIM served as an important tool throughout the analytical process when understanding what antecedents influence the entrepreneurial event and in what way an entrepreneurial event is conceived. Next, all findings and conclusions derived from gathered data and the EIM-analysis were benchmarked with the value dimensions from the World Values Survey in order to detect potential causes of the identified similarities and differences. Further, these causes were discussed using the World Values Survey data as well as additional theory on the subject of culture and entrepreneurship.

4. EMPIRICAL FINDINGS AND ANALYSIS

4.1 IDENTIFIED THEMES AND SURVEY RESULTS

From the initial analysis, themes in cross-national differences and similarities emerged and they are outlined in the table below. In addition, the analysis also revealed additional themes that were excluded since they were less interesting and less consistent and thus contributed less to the thesis' purpose than the themes presented below.

4.1 IDENTIFIED THEMES	
4.2 DIFFERENCES IN PERCEIVED SOCIAL NORMS 4.2.1 Family, friends and parents 4.2.2 Religion	4.4 DIFFERENCES IN PERCEIVED SELF-EFFICACY 4.4.1 Family, friends and parents 4.4.2 Religion
4.3 DIFFERENCES IN PERCEIVED DESIRABILITY 4.3.1 Parental pride 4.3.2 Financial motivation	4.5 DIFFERENCES IN PERCEIVED FEASIBILITY 4.5.1 National pride 4.5.2 Financial safety
4.6 CROSS-NATIONAL COMMONALITIES	
4.6.1 Strong control and success beliefs 4.6.2 Role models	

TABLE 1: IDENTIFIED THEMES

Using the EIM these differences and similarities were analysed. During the analytical process, the differential effects of especially friends, family and parents were identified on different phases of entrepreneurial behaviour. Therefore, the analysis of these themes is split into an **entry phase** and a **post-entry phase**. Furthermore, an outlier in the Swedish sample was identified and her answers are analysed separately in 4.7 OUTLIER IN THE SWEDISH SAMPLE.

In order to comply with the authors' promise of anonymity only the nationalities of the interviewees are provided. However, three interviewees' answers deviated in important patterns and to facilitate reading they were, according to agreement, given made-up names. These are the youngest Indian respondent Indira, the oldest Swedish respondent Birgit and a Swedish outlier Gloria.

The results of the survey can be found in APPENDIX VI to APPENDIX VII.

4.2 DIFFERENCES IN PERCEIVED SOCIAL NORMS

The differences in **perceived social norms** were found to be mainly influenced by the reaction of the interviewees' "microenvironment" i.e. **parents, family and friends** and the implications of **religion**. Furthermore, the perception of the social norms and their underlying values were shown to change according to the entrepreneur's success.

4.2.1 FRIENDS, FAMILY AND PARENTS

4.2.1.1 ENTRY PHASE

In both India and Sweden, worry about parental and family opposition was low. However, in India five out of six respondents said they had faced this kind of resistance, citing their spouses as the main source. Only the youngest Indian respondent, Indira had received full support from her family and parents from the start. In Sweden on the other hand, only two out of six women reported that they had faced initial opposition from their family, while four out of six reported that their family and parents had expressed a positive attitude already from the start. Interestingly, Birgit, the Swedish woman who had been in business the longest, was the only one who said she had perceived social norms to be a factor holding her back, citing initial opposition from her spouse and mother-in-law who had said: "*That is not an appropriate job for a lady!*"

The central explanation for the opposition that the Indian women met from their spouses is the social norms in Indian society. One interviewee cited her spouse saying: "*why are you going out, you are wasting your time, you are not getting anything*". The opposition was mainly centred around the fact that they were homemakers, had family to care for and that they did not need to work as they were financially supported by their husbands.

Another source of both support and opposition indicated by the interviewees was friends. However, while all of the Swedes mentioned friends as a source of both initial and sustained support, only one of their Indian counterparts referred to friends as initially supportive of their venture. Moreover, two of the Indian interviewees had faced negative feedback from their friends when starting their entrepreneurial career. In their case, their friends seemed to enforce the Indian perceived social norms; that women should stay at home, with comments such as: “*You don’t need to go out, you have a good life*”. Only Indira’s friends supported her entrepreneurial endeavours fully from the start.

Both Indians and Swedes disagreed with the notion that it is more difficult for women to succeed as entrepreneurs, which is difficult to harmonize with the much more severe opposition faced by Indian women, especially from family and parents as seen above. However, these women have overcome the opposition and they are thus inherently biased. Women that are yet to overcome the gender specific opposition outlined above are highly likely to perceive the desirability of the action as lower compared both to male peers and Swedish women.

4.2.2.1 POST-ENTRY PHASE

A majority of Indian women faced opposition when they decided to become entrepreneurs. In order to overcome this opposition and to boost their career they had to make an effort to prove themselves financially. For Indian women, proving themselves often entailed dedicating more time than usual, or generally accepted, to their personal interest instead of to their children and husband. After focusing on their entrepreneurial career for some time, all of the Indian interviewees became eligible for a cash reward and public recognition for their success, which in turn promoted a change in attitude from negative to positive on the part of their family, friends and parents. One successful Indian consultant said

“...at first he [her husband] was negative, but later when I proved myself and showed that I could have a good income level my husband supported me”.

This sentiment was echoed in four out of six Indian interviews.

In Sweden, only Birgit reported having had to overcome initial opposition from her close environment: *“My husband was opposed as it took so much of my time when we had small children”*. The spouse’s initial view changed after she had proved that she could manage both her business and her children at the same time.

In succeeding, the women were able to change the perceived social norms of their close environment. This is clearly visible in the following quotes by an Indian woman *“Good you can earn better, I [her husband] can even help you – I can also do this thing!”* and Swedish Birgit *“...today, my husband thinks what I do is great and supports me”*. This feedback effect; changing social norms through overcoming opposition, will henceforth be referred to as **Social Norms Feedback Effect**.

4.2.2 RELIGION

Surprisingly, both Indian and Swedish interviewees generally expressed a low importance of religion. Neither of the groups mentioned religion as in any way influential in their decision to become entrepreneurs when interviewed. Nevertheless, the apparent lack of religious concern expressed by the Indians is remarkable and one could theorize that this is caused by the un-organized, personal nature of India’s majority religion, Hinduism.

4.3 DIFFERENCES IN PERCEIVED DESIRABILITY

The identified differences in what increased the **perceived desirability** of entrepreneurial behaviour have been classified into two themes: differences in drive to achieve **parental pride** and different degrees of **financial motivation**.

4.3.1 PARENTAL PRIDE

Making parents proud through entrepreneurial behaviour is not a big concern for Swedish women, which is clearly visible in the survey's 2.0 average. In India on the other hand, five out of six respondents scored 5.0 on the importance of making parents proud, implying that it is a factor enforcing the perceived desirability of entrepreneurship. Several women underlined this in the interviews, one of them saying:

“She [her mother] sees that I am successful and that makes me happy and it was important for me that my mother was present at the ceremony, I want her to be proud of me”.

However, one interviewee diverged from the high mean, scoring 3.0. The relatively low score was later explained by the fact that she was the only one whose parents had passed away, effectively erasing her chance of making them proud. Nevertheless, her score remained well above her Swedish peers', stressing the importance of parental pride for raising the perceived desirability of entrepreneurial behaviour in Indian society.

4.3.2 FINANCIAL MOTIVATION

In Sweden, an average score of 2.8 was recorded when probing about the importance of economic gain in entrepreneurship. The low score was further underlined during the interviews with quotes such as *“the money is not important, I am doing this mostly to have fun”* and *“I joined Alpha to meet new and interesting people”*. Nevertheless, although amusement remains the key driver, some data points to monetary incentives as a perpetuating motivational factor for the respondents: *“the initial motivation was the products and having fun, but the economic gain became an extra motivation as I started selling well...”*.

In India, women deemed economic gain as very important (average 4.5) for raising perceived desirability of the entrepreneurial behaviour: *“I received a check of 1000 rupees and I was very happy I that I had increased my income!”*. Furthermore, the Indian women emphasised the improved financial situation as a source of self-dependence: *“Thanks to my income, I have become an independent woman...”*, which indicates that in Sweden, money becomes a bi-product of amusement, while in India self-dependence and amusement is a bi-product of the important monetary gain.

Interestingly, 11 out of 12 respondents mentioned cheap products as a factor that made it desirable for them to start working as entrepreneurs with Alpha products. It seems likely that the surprisingly unanimous answer derives from the fact that one of the cornerstones of the Alpha business model is value for money. Consequently, cheap products increase perceived desirability regardless of cultural origin.

4.4 DIFFERENCES IN PERCEIVED SELF-EFFICACY

Like in the case of perceived social norms, different degrees of support and opposition from **friends, family and parents** created differences in **perceived self-efficacy** between the two groups. In addition, different degrees of support were found in **religion**.

4.4.1 FRIENDS, FAMILY AND PARENTS

4.4.1.1 ENTRY PHASE

Both groups indicated that support from their family was crucial in uncertain situations and their average degree of agreement with this statement was 4.5 in India and 4.3 in Sweden. One Indian claimed that: *“The support of the family is crucial in India, when they support you, you can do anything”*. This is especially interesting in the light of the disregard for eventual parental opposition analysed above. It seems therefore as if family support can act to improve perception of self-efficacy while a lack thereof does little to hold these women back. One Indian woman summarized it as: *“If they [her parents] give no support that is just a challenge to overcome, not the end of the world”*

However, these women have already overcome any opposition that might initially have been present by being successful and thus their answers are inevitably biased. As an example, one Indian interviewee who is now a successful Alpha consultant

was once forced to quit her governmental employment by her husband. This indicates that a lack of family support could limit perceived self-efficacy in India.

Nevertheless, in India the support from children, especially daughters helped strengthen perceived self-efficacy in the entry phase in three cases. One Indian woman explained that her daughter said *“Let mother do what she wants to do, she can do it, she is strong”* and that it increased her self-confidence and made her think *“Yes, yes I can do something for myself”*. This was not prevalent in Sweden where none of the interviewees mentioned support from children.

In Sweden, on the other hand friends constituted an important support function not only in regards to perceived desirability but also regarding self-efficacy and the perceived feasibility of an entrepreneurial career. According to one of the Swedes her friend said, *“You can do anything! I have seen you succeed before”*. Of the Indians, only Indira brought up the crucial importance of her friends and former colleagues in her decision to become an entrepreneur and in building confidence.

4.4.1.2 POST-ENTRY PHASE

While Indians faced stronger initial opposition, values in their immediate environment were transformed once the opposition was overcome as seen in [4.2.2 FRIENDS, FAMILY AND PARENTS: POST-ENTRY PHASE](#). This served not only to change perceived social norms but also to reinforce their perceived self-efficacy. All of them maintained that post-entry support helped strengthen their overall confidence and one Indian woman summarized as follows:

“Once I proved myself to my family they accepted my career choice. They started to support me and today I am much more independent. I have so much more confidence in everything I do”.

Reversely, as noted earlier, while Swedes initially received largely positive responses, they drew much less support from their family and parents post-entry than their Indian peers.

Having overcome strong initial opposition, Indian women generally found it more acceptable than their Swedish peers to prioritise their own well being over that of their families, scoring on average 4.3 compared to 2.3 for Sweden. As noted above, Birgit had to overcome initial opposition and interestingly she also thought it much

more acceptable to prioritise one's own well being over that one's family than the other Swedish women, scoring 4.0 compared to an average of 2.3.

From the above data, it seems the women who have had to overcome strong initial opposition thought it more acceptable to prioritise their own well being over that of their family. One Indian interviewee said, "...*I have become a independent woman, now I know I can do this*" and another "...*the more they opposed me the harder I fought, now I know I can be successful*". The effect on perceived self-efficacy of overcoming opposition through success will henceforth be referred to as the **Self-Efficacy Feedback Effect**.

4.4.2 RELIGION

In the survey Indians expressed a greater degree of support and comfort drawn from religion with agreement averaging at 4.0 compared to Sweden's 1.0. Nevertheless, neither Indians nor Swedes brought up religion as an important factor in the interviews. In addition, the Indian score is noteworthy since neither of the groups expressed any sensitivity to religious opposition, as mentioned above in 4.2.3 RELIGION. Thus, the Indians seem more able to draw from the supportive aspects of religion than the Swedes.

4.5 DIFFERENCES IN PERCEIVED FEASIBILITY

The two most important themes of differences that emerged in regards to **perceived feasibility** were varying degrees of **national pride** and required **financial safety**.

4.5.1 NATIONAL PRIDE

The survey's largest cross-national difference was found in the extent to which the respondents agreed to the survey statement *As a(n) Swede(Indian) I am especially suited to become self-employed*. In India five out of six respondents answered 5.0, corresponding to *I agree completely* while in Sweden five out of six interviewees answered 1.0, corresponding to *I disagree completely*.

This stronger sense of Indian nationalism is reflected in how the interviewee's responded to questions about the influence of their culture on their success. Indians

were far more likely to bring up positive aspects of their cultures with quotes such as:

“It is not difficult to make business in Indian culture. The love is here, the care is here and the respect is here in India.”

“We have so large circles of friends and relations so I think that this is a part that helps us do good business...”

Indeed these quotes show that Indian culture is instrumental in strengthening perceived feasibility.

The Swedes on the other hand, never brought up culture as a positive aspect and three of them emphasized negative aspects of Swedish culture. As an example Birgit said: *“It is hard to sell things in a society where it is bad to earn money”*. This indicates that Swedish culture might act to reduce the perceived feasibility of entrepreneurial behaviour.

4.5.2 FINANCIAL SAFETY

A factor of great importance in India before pursuing an entrepreneurial career is financial safety. All six of the Indian interviewees had saved money from a previous job or were financially safe thanks to their family. Indian women said:

“Financially I have a good background from my old work. This is important if you want to be self-employed since initially you have to spend money”

“Money is important since you often need a car to be able to move around”.

Thus financial resources are vital in making entrepreneurial behaviour seem feasible. This is also mirrored in the responses to the survey in which most of the Indian respondents agreed that the economic risk associated with entrepreneurship was an important obstacle.

The reverse was true in Sweden where savings or financial safety was not mentioned, and the economic risk as a restraining factor was ranked low. This

indicates that Swedes are less likely to perceive that financial constraints decrease the feasibility of entrepreneurial behaviour.

4.6 CROSS-NATIONAL COMMONALITIES

Two themes of **cross-national commonalities** emerged in the initial analysis; **strong control and success beliefs** and a strong dependency on **role models**. Given India and Sweden's vastly differing cultural values these similarities are noteworthy.

4.6.1 STRONG CONTROL AND SUCCESS BELIEFS

Respondents in both countries expressed strong control and success beliefs prior to becoming entrepreneurs and 11 out of 12 of the interviewees expressed in both the interview and the survey that they felt sure they would succeed with, and be able to control, their endeavour. Furthermore, the survey indicated that they all agreed to a large extent with the notion that no one could stop them from taking their preferred career path. As one Swede put it: *"Everyone says that you should go your own way... no one can stop me from doing what I want, that's for sure!"* and one Indian respondent said *"despite all their opposition I had confidence in myself"*. The Indian senior sales manager summed it up when she said:

"They are all like diamond's in the rough, and they have that quality that they just have to find."

Furthermore, in several interviews initial success was described as important in building further self-efficacy. As an example, Swedish Frida said: *"...as I started selling well I said to myself "Frida you can do this", that success made me feel more confident"*. This shows that the **Self-Efficacy Feedback Effect** can be activated by success alone, regardless of preceding opposition.

4.6.2 ROLE MODELS

Four out of six Indian interviewees mentioned how important role models had been in convincing them that an entrepreneurial career was feasible and desirable. The situation was similar in Sweden where all interviewees except one relied on role

models to build confidence and learn key skills. The role model, in every case another successful entrepreneur or Alpha consultant, helped strengthening both perceived desirability and feasibility before entry as expressed by Indian Indira

“She [her aunt who is a successful Director at Alpha] received a check of 90.000 rupees and that was set in my mind. If she can do this so can I”.

Furthermore, the role models helped in maintaining confidence and continuously set higher goals post-entry as exemplified by one Swedish respondent who said; *“Without her, [a successful Alpha consultant] I would never have been confident to aim this high”*. Finally, it is interesting to note that two thirds of those surveyed answered that one or more of their parents were self-employed.

4.7 OUTLIER IN THE SWEDISH SAMPLE

One of the women interviewed in Sweden, Gloria, was of South American origin and had immigrated to Sweden eight years ago. She mentioned several times during the interview that she identified herself more with the culture of her country of origin. This was clearly visible as several of her answers diverged significantly from the answers of her Swedish peers.

As an example Gloria perceived parental pride as more important in her desire to become entrepreneur than her Swedish peers and she scored 5.0 (average of the other Swedish respondents 1.6) in the survey. Supporting this she said *“to me it is important to make my mother proud... I am her little daughter and I want her to be happy with what I achieve in life”*. Furthermore, when asked about her culture’s role in making her suitable as an entrepreneur she chose to replace “Swede” and answered 3.0 (1.0) indicating that she saw nationality as a more important factor in building confidence than her Swedish peers. Finally, she thought she would have been more successful in South America as:

“Here in Sweden we do not even know our neighbours and we avoid even going in the elevator together. People in Sweden are afraid of me, I am too talkative, I guess it is my South American heritage”.

5. DISCUSSION

5.1 THE INFLUENCE OF VALUES ON ENTREPRENEURIAL BEHAVIOUR

5.1.1 HOW VALUES INFLUENCE PERCEIVED SOCIAL NORMS AND DESIRABILITY

As noted by Inglehart and Baker (2000) there is a strong correlation between the characterizing items of a survivalist society and variables such as: *Men make better political leaders than women* and *When jobs are scarce, men have more right to a job than women*. Thus the fact that women face stronger opposition in India that hampers entrepreneurial intentions is in line with the fact that India, unlike Sweden, is quite far from becoming a post-industrial society and is indeed characterized by strong survivalist values. Parents, friends and family thus seem less likely to support female entrepreneurial behaviour in survivalist societies than in self-expressionist ones.

However, the importance of materialistic values in survivalist societies (Inglehart & Baker, 2000) entails a strong **Social Norms Feedback Effect** whereby monetary success helps favourably alter social norms. The eventual support received from the microenvironment is crucial in encouraging further entrepreneurial behaviour. However, there is no corresponding effect in self-expressionist countries. It is noteworthy that this feedback effect is difficult to harmonise with the EIM or other similar intention based models.

As seen in the analysis entrepreneurship is perceived as creating opportunities to achieve both self-expression and monetary rewards. Thus both monetary focused survival values and amusement focused self-expression values (Inglehart & Baker, 2000) help improve perceived desirability of entrepreneurial behaviour.

Lastly, perceived desirability of entry and post-entry growth ambition is strengthened in India through a stronger desire to achieve parental pride which is in line with Inglehart and Baker's (2000) finding that achieving parental pride is an important goal in traditionalist societies. This ambition contributes little to strengthening perceived desirability in secular Sweden where achieving parental pride is a subordinated goal.

5.1.2 HOW VALUES INFLUENCE PERCEIVED SELF-EFFICACY AND FEASIBILITY

The analysis indicates that traditional values are beneficial to entrepreneurial behaviour since they help strengthen perceived feasibility and self-efficacy through a strong sense of national pride and the ability to draw support from religion. Indeed, whereas India, a country yet to be fully industrialised, still permeated by traditionalist values, can draw more heavily on the support of religion and its absolute standards in everyday matters (Inglehart & Baker, 2000), Sweden's extreme secularisation has eliminated the supportive structures of religion. Furthermore, the lack of national pride in Sweden is in line with one of the characterizing items of a secular society i.e. a low sense of national pride (Inglehart & Baker, 2000).

The main effect of the survival/self-expression dimension on perceived feasibility came in the form of varying degrees of required financial safety and different degrees of initial opposition. The analysis indicates that a lack of monetary funds would hamper perceived feasibility of entry to a larger extent in a survivalist than in a self-expressionist society. In Sweden's post-industrial society money has become a subordinated factor and the most important thing in life is not economical or physical security but self-expression and quality-of-life (Inglehart & Baker, 2000). The Swedes are willing to risk their financial security to achieve "*some fun and challenge in life*" as expressed by one Swedish woman.

Furthermore, opposition to female entrepreneurship from the microenvironment limits perceived self-efficacy in survivalist societies but has little influence in self-expressionist ones. This is similar to the effect of survivalist values on social norms discussed above and is in line with the characterising items of a survivalist society (Inglehart & Baker, 2000). Finally, overcoming the strong opposition inherent in survivalist societies creates a strong **Self-Efficacy Feedback Effect** enhancing perceived self-efficacy of further entrepreneurial behaviour. The lack of initial opposition in self-expressionist societies weakens this feedback effect. Once again the EIM is unable to properly illustrate how an individual's initial behaviour feeds back to alter further behaviour.

5.2 VALUES AND SOCIETY

5.2.1 ROBUST SALIENT VALUES OF ETHNICAL SUBGROUPS

The analysis shows that Inglehart and Baker's (2000) conceptualization of values is not only capable of explaining cross-national differences in entrepreneurial behaviour but also the behaviour of immigrated entrepreneurs. This is underlined in the case of Gloria in the Swedish sample as she clearly attaches great importance to the values of her country of origin. Her cultural affinity is clearly visible in her deviating answers as these mirror those of her Indian peers, which is in line with the far more traditional and survivalist societies of South America (Inglehart & Welzel, 2009). The finding lends credence to Morris and Schindehutte's (2005) discoveries; that an immigrated entrepreneur's salient values remain more closely related to her native country's values than those of her country of residence.

5.2.2 SOCIETAL DEVELOPMENT OF VALUES

The findings presented in the analysis are in line with Inglehart & Baker's (2000) claim that societal values change with economic development. This change is evident in the case of Birgit as she said she faced opposition similar to what the Indian women experience today when she started her business 25 years ago. As the respondent who has been in business the longest, she is most likely to have encountered survivalist values. Moreover, the fact that the youngest Indian woman's friends' reaction was more similar to their Swedish peers' indicates a generational change in the Indian society's perceived social norms as predicted by Inglehart and Baker (2000) and further supported by Inglehart (2008). Although India remains to be fully industrialised, the increasingly self-expressionist values identified indicates a shift from an industrialised to a post industrialised society (Inglehart & Baker, 2000).

While the support of the Indian interviewees' children might be a consequence of younger Swedish respondents having fewer or no children it might also be a further indication of transforming values in India. One of the Indian women claimed that:

“Things are changing in India ... when I was a girl my parents did not support me to earn money and have a career. Now my husband and I think that girls should be encouraged to have their own careers. This is the transformation I am seeing in my culture.”

5.3 SHARED ENTREPRENEURIAL VALUES

The analysis revealed some cross-societal similarities. Firstly, the identified strong control and success beliefs in both societies are puzzling as members of a survival-oriented society is less likely to perceive themselves as being in full control of their lives (Inglehart & Baker, 2000). In addition, individuals from a traditional society such as India are more likely to favour respect for authority (Inglehart & Baker, 2000). However, these similarities reflect the cross-ethnically consistent traits of entrepreneurs; achievement and ambition, identified by Morris and Schindehutte (2005) lending credit to these findings.

Secondly, role models were identified as important in building perceived feasibility in both groups. This supports the notion that role models (Krueger & Carsrud, 1993; Bandura & McClelland, 1977) and to some degree parental entrepreneurial activity (Shapero & Sokol, 1982) is important for entrepreneurial behaviour before and after entry thus constituting further shared entrepreneurial values.

Finally, success in the entry phase helps create a greater degree of self-efficacy in the post-entry phase in both studied societies, a phenomenon referred to as the **Self-Efficacy Feedback Effect**. As previously mentioned, this is an effect that is difficult to explain and address through the application of the EIM.

5.4 THE IMPORTANCE OF ENTREPRENEURIAL PHASES

The analysis reveals large differences in what factors influence entrepreneurial behaviour in different phases. As seen in the analysis the influence of friends, family and parents is highly differential in the entry and post-entry phase of entrepreneurial behaviour. This indicates that the EIM's conceptualization of entrepreneurship as a singular entry event may obscure insights about consequential entrepreneurial behaviour post-entry. This observation is shared by Autio et al. (2013) who show empirically that culture has differential effects on different phases of entrepreneurial activity. Further strengthening this observation is the finding of the two feedback effects outlined in the analysis; the **Social Norms Feedback Effect** and the **Self-Efficacy Feedback Effect**. They indicate that the outcome of the initial

entrepreneurial behaviour influences perceived self-efficacy and perceived social norms, which in turn affect intentions to pursue further behaviour.

As identified in the introduction, entrepreneurial activity is crucial for economic growth. Economic value is created by the post-entry growth ambitions and capabilities of the entrepreneur, making these shortcomings of the EIM detrimental. This study suggests that the EIM should be developed as outlined below. In this adapted EIM the feedback effects are explicitly acknowledged.

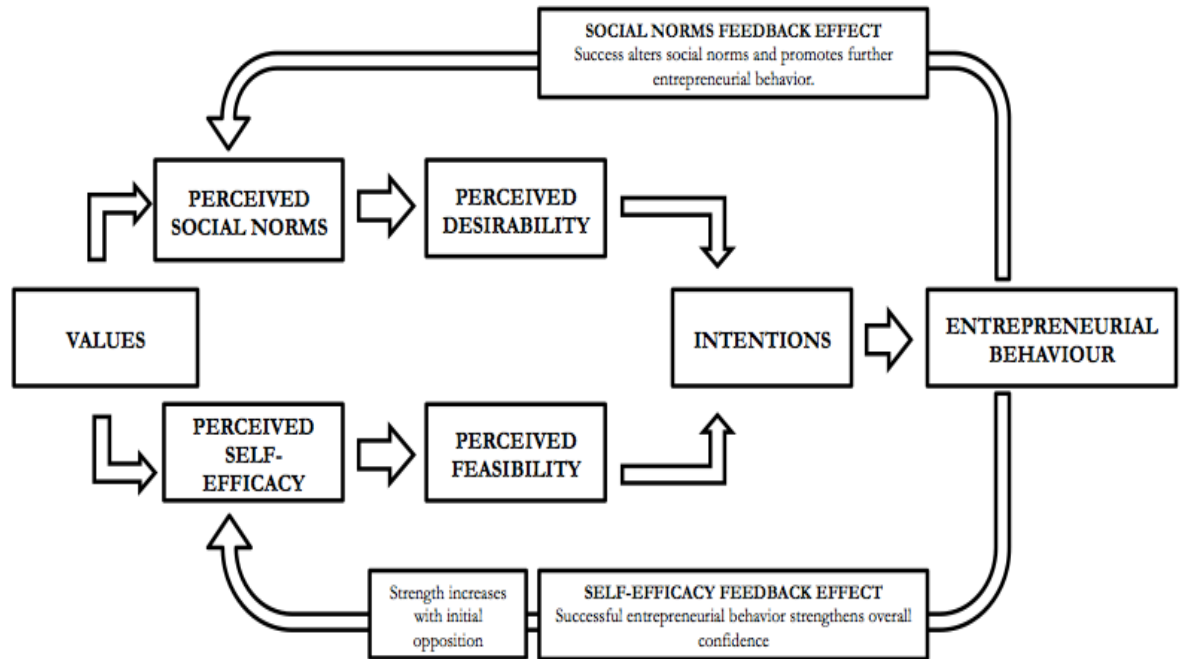


FIGURE 3: ADAPTED EIM WITH FEEDBACK EFFECTS

6. CONTRIBUTION

6.1 CONCLUSIONS

The overall purpose of this thesis is to explore and explain how national culture influences entrepreneurial behaviour. The analysis of the Swedish and Indian material identified some cross-national similarities e.g. in the form of shared values and the importance of role models. Nevertheless, this study support that differing values, as defined by Inglehart and Baker (2000), cause consistent and tangible differences in how entrepreneurial feasibility and desirability is perceived in different societies. These conclusions contribute to the overall understanding of how values, both national and shared entrepreneurial ones, influence entrepreneurial behaviour.

In addition, Inglehart and Baker's dimensions prove to be robust in detecting nuances in entrepreneurial behaviour. The answers of the outlier in the Swedish sample show that the value dimensions are capable of highlighting the subcultural differences in values identified by Morris and Schindehutte (2005). Furthermore, the values track societal and economical development well.

In conclusion, Inglehart and Baker's value dimensions provide interesting and consistent insights into entrepreneurial behaviour in economies at different stages of economic development. This conclusion contributes to diminishing the mono-method bias towards Hofstede's dimensions identified in the literature review. By showing that values constitute a viable alternative to the abovementioned dimensions, the thesis' secondary purpose of exploring an alternative approach to conceptualizing cultural influence is achieved and the conceptual gap is filled.

However, in order to fully harmonize the findings a development of existing intention-based entrepreneurship models is necessary. Therefore alterations to the EIM are suggested whereby existing theories are developed and the understanding of different entrepreneurial phases is deepened.

6.2 GENERALIZATIONS

According to Andersen (1998) the notion that it is possible to make generalizations from one single case study is disputed. In order to produce generalizable findings, multiple case studies should be performed (Andersen, 1998) on several different countries and companies. Furthermore, the method of this study makes it difficult to generalize about male behaviour, as all respondents were females. However, the

strong, consistent results of this thesis and its comprehensive methodology should permit some generalizations regarding female entrepreneurial behaviour in societies with similar values to Sweden and India's.

6.3 IMPLICATIONS

This thesis demonstrates the importance of studying and understanding the different phases of entrepreneurial behaviour. Most researchers and policymakers focus on studying or facilitating the entrepreneurial behaviour in the entry phase. However, this thesis indicates that the behaviour of an entrepreneur, and the factors influencing that behaviour, varies in different stages. Consequently, this approach runs the risk of lowering success-rate in the post-entry phase where true economic value is created. Thus, in order to reap maximum economic and social benefit of entrepreneurial behaviour, policy makers should strive to increase the success rate of both the entry and the post-entry behaviour. The adapted EIM provides a suitable framework to understand and strengthen these success factors as it explicitly acknowledges the differential effect of values on different stages of entrepreneurial behaviour.

Furthermore, the findings of this thesis supports the notion that different countries face different obstacles in encouraging entrepreneurship, thus providing a plausible explanation of the observed variation in entrepreneurial entry rates and subsequent growth ambitions. This seems especially pronounced in the case of female entrepreneurship. Generalizing, a traditional society with strong survivalist values encounters obstacles in encouraging female entry behaviour. Yet, such a society is able to rely on value inherent support functions and feedback effects in the post-entry phase. Reversely, the challenge of strengthening growth ambitions in the value creating post-entry phase is difficult in secular and self-expressionist societies, as money has been relegated to a secondary status.

The unique nature of each country's national values makes finding a universally correct approach to encouraging entrepreneurial behaviour difficult. Nevertheless, the findings of this thesis hint at potential means to overcome some key obstacles. As an example, providing easy access to capital in order to ensure financial safety in the entry phase could go a long way in strengthening perceived feasibility of the initial entrepreneurial behaviour in survivalist societies such e.g. India. Especially in the case of female entrepreneurship this would encourage initial entry and success,

thus initiating the beneficial feedback effects. Furthermore, to support post-entry entrepreneurial behaviour role models should be created and promoted. By emphasising and focusing on role models that have attained economic success, self-expressionist societies might be able to overcome the indifference, or even stigma, attached to financial gain. These are just two examples of measures that could potentially be taken to create a suitable “...*climate for entrepreneurship and innovative business*” as expressed by the Swedish government (Ministry of Finance 2014).

Summarizing, Inglehart and Baker’s cultural values provide consistent explanations in regards to national differences in entrepreneurial behaviour and hints about potential remedies to the obstacles faced by entrepreneurs worldwide. Therefore the existing mono-method bias towards Hofstede’s cultural dimensions appears uncalled for. Moreover, this opens up for more diverse research on the implications of culture on entrepreneurial behaviour that could help increase understanding of how to best encourage entrepreneurial behaviour in different stages of economic development, thereby allowing policy makers to circumvent considerable inefficiencies.

Lastly, this thesis finds that women in traditional societies such as India who prove that they can be successful entrepreneurs manage to change the values of their friends, family and parents to support them in their endeavour. Theoretically this effect is present in each and every case where a female entrepreneur succeeds, which implies that it occurs thousands of times every year in India. In turn, this repetition amplifies the effect to spread outside of the entrepreneur’s microenvironment, potentially spearheading a change in the way female entrepreneurship is viewed in society. Thereby, female entrepreneurship brings about economical and societal development, which in turn helps encourage further entrepreneurial behaviour ultimately contributing to overcoming the major social and economic problem that is gender inequality.

6.4 FUTURE RESEARCH

In line with the exploratory nature of this thesis, it opens up for several interesting areas for future research. First of all, statistical tests should be run on the value dimensions to secure their statistical significance in regards to entrepreneurial behaviour. As an example the correlation between the countries’ dimension scores and data provided by the Global Entrepreneurship Monitor on entrepreneurial entry

levels could be examined. Statistically significant results would help prove the robustness of these dimensions in relation to entrepreneurship studies and thus truly break the Hofstede-monopoly on conceptualizing culture in regards to entrepreneurship.

In addition, further case studies using the adapted EIM could help explore and explain the implications of the identified feedback effects. Lastly, a study on the implications of cross-national differences should be performed e.g. would easy access to early capita really improve perceived feasibility of entrepreneurial behaviour? Exploring any of the abovementioned angles of study would help nuance how entrepreneurial behaviour differs between developing and developed economies, thereby reducing inefficiencies.

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APPENDICES

APPENDIX I: INTERVIEW QUESTIONNAIRE

How would you describe the view on entrepreneurship in India?
How did people around you react when you joined Alpha?
Family
Friends
Parents
How did these reactions affect you? Ranking

What made joining Alpha attractive to you?
Ranking

What makes you suitable as an Alpha consultant?
Skills
Traits

What made you think you would succeed as an Alpha consultant?
Situation
Resources
With what probability did you think you would succeed?
Did something specific happen that made you perceive joining Alpha as more feasible?

What role do you believe that Indian culture played in your decisions to become an Alpha Consultant?
What values
How
Ranking

If you came from another culture, for example, American culture, do you believe you could still succeed in India? Why? Why not?
--

APPENDIX II: SURVEY CONSTRUCTION SURVIVAL
DIMENSION

SURVIVAL VALUES <i>EMPHASISE</i> AND CORRELATE WITH THE FOLLOWING ITEMS		CORRESPONDING SURVEY QUESTION	
Category	Items	Perceived desirability	Perceived self-efficacy
Priorities	<ul style="list-style-type: none"> • <i>Respondent gives priority to economic and physical security over self-expression and quality-of-life</i> • When seeking a job, a good income and safe job are more important than a feeling of accomplishment and working with people you like • Respondent does not favour less emphasis on money and material possessions 	<p>The most important factor with self-employment is the economic gain</p> <p>I became self-employed in order to work with something I enjoy</p>	One important factor keeping me from becoming an entrepreneur was the associated economic risk
Trust	<ul style="list-style-type: none"> • <i>You have to be very careful about trusting people</i> 	-	I believe that it is important to trust the people you do business with in order to be a successful entrepreneur
Control belief	<ul style="list-style-type: none"> • Respondent does not have much free choice or control over his/her life 	For me the most important factor when becoming an entrepreneur was to have full control over my life	When I became an entrepreneur, I thought that I would have full control over the situation
Tolerance	<ul style="list-style-type: none"> • Men make better political leaders than women • When jobs are scarce, men have more right to a job than women • Respondent rejects foreigners, homosexuals and people with AIDS as neighbours • University education is more important for a boy than for a girl • Tolerance and respect for others are not one of the most important things to teach a child 	I was worried that the people around me would react negatively to my decision to become self-employed	I think it's more difficult for women to succeed as entrepreneurs

APPENDIX III: SURVEY CONSTRUCTION TRADITIONAL
DIMENSIONS

TRADITIONAL VALUES <i>EMPHASISE</i> AND CORRELATE WITH THE FOLLOWING ITEMS		CORRESPONDING SURVEY QUESTION	
Category	Items	Perceived desirability	Perceived self-efficacy
Religion	<ul style="list-style-type: none"> • <i>God is very important in the respondent's life</i> • Religion is very important in the respondent's life • Respondent gets comfort and strength from religion • Respondent has a great deal of confidence in the country's churches 	I would consider changing career if it conflicted with my religious beliefs	When faced with difficult decisions I find comfort and strength in my religious beliefs
National pride	<ul style="list-style-type: none"> • <i>Respondent has strong sense of national pride</i> • There should be stricter limits on selling foreign goods 	I became self-employed in order to help contribute to society	As an Indian/Swede I am especially suited to become an entrepreneur
Authority	<ul style="list-style-type: none"> • <i>Respondent favours a respect for authority</i> 	An important factor, for me, in being self-employed is that no body tells me what to do	No one can stop me from taking the career path that I want
Family	<ul style="list-style-type: none"> • One of the respondent's main goals in life has been to make his/her parents proud 	<p>I became self-employed in order to make my parents proud</p> <p>If my parents were to opposed to my career choice, I would consider changing career</p>	<p>The support of my family is crucial in uncertain situations</p> <p>Sometimes it is acceptable to prioritize one's own well-being over that of one's family</p>

APPENDIX IV: SURVEY

Age: _____

When did you join Alpha: _____

Gender: M / F / Other

Educational background: _____

Were either of your parents entrepreneurs: Y / N

How much time do you spend on your Alpha business per week?: _____

Example question – please rank the questions below according to the example

1 – Disagree completely 2 3 4 5 – Agree completely

1. I would consider changing my career if it conflicted with my religious beliefs

1 2 3 4 5

2. I became an entrepreneur in order to help contribute to society

1 2 3 4 5

3. An important factor for me in being an entrepreneur is that nobody tells me what to do

1 2 3 4 5

4. I became an entrepreneur in order to make my parents proud

1 2 3 4 5

5. If my parents were opposed to my career choice, I would consider changing career

1 2 3 4 5

6. For me, the most important factor of entrepreneurship is the economic gain

1 2 3 4 5

7. I became an entrepreneur in order to work with something I enjoy

1 2 3 4 5

8. For me, the most important factor when becoming an entrepreneur was to have more control over my life

1 2 3 4 5

9. I was worried that the people around me would react negatively to my decision to become an entrepreneur

1 2 3 4 5

10. When faced with difficult decisions I find comfort and strength in my religious beliefs

1 2 3 4 5

11. As an Indian/Swede I am especially suited to become an entrepreneur

1 2 3 4 5

12. No one can stop me from taking the career path that I want

1 2 3 4 5

13. The support of my family is very important in uncertain situations

1 2 3 4 5

14. Sometimes it is acceptable to prioritize one's own well being over that of one's family

1 2 3 4 5

15. One important factor that kept me from becoming an entrepreneur was the associated economic risk

1 2 3 4 5

16. I believe that it is important to trust the people you do business with in order to be a successful entrepreneur

1 2 3 4 5

17. I think it is more difficult for women to succeed as entrepreneurs

1 2 3 4 5

18. When I became an entrepreneur, I thought that I would have full control over the situation

1 2 3 4 5

Please check this box to grant us permission to use your answers in our thesis

Thank you very much for taking the time to complete this survey!

Johan Bjurman Bergman & Hugo Malmén Brodd

APPENDIX V: INTERVIEW SUMMARY

Interviews with Independent Alpha Sales Consultants			
Date	Name	Age	Interview location
INDIA			
2014-03-20	-	-	Alpha HQ, New Delhi
2014-03-20	Indira	-	Alpha HQ, New Delhi
2014-03-20	-	-	Alpha HQ, New Delhi
2014-03-24	-	-	Alpha Service Branch, Connaught place, New Delhi
2014-03-24	-	-	Alpha Service Branch, Connaught place, New Delhi
2014-03-24	-	-	Alpha Service Branch, Connaught place, New Delhi
SWEDEN			
2014-03-05	Gloria	-	Alpha HQ, Stockholm
2014-04-07	-	-	Alpha Service Branch, Nyköping
2014-04-07	-	-	Alpha Service Branch, Nyköping
2014-04-07	Birgit	-	Alpha Service Branch, Nyköping
2014-04-21	-	-	Örbyhus School, Örbyhus, Sweden
2014-04-21	-	-	Alpha HQ, Stockholm

Interviews with Alpha employees		
Date	Position	Interview location
2014-03-24	Senior Sales Manager	Alpha Service Branch, Connaught place, New Delhi

APPENDIX VI: RESULTS OF THE SURVEY: INDIA

Interview	1	2	3	4	5	6	AVERAGE
Name	-	Indira	-	-	-	-	
Age	-	-	-	-	-	-	37
Join	2011	2013	2006	2006	2012	2010	2010
Gender	Female	Female	Female	Female	Female	Female	
Parents	No	No	Yes	Yes	Yes	No	
Time spent on business (h/week)	30	48	25	28	35	32	33
Question:							
1	1	3	3	2	1	1	1,8
2	5	4	1	5	5	5	4,2
3	5	5	5	5	4	5	4,8
4	5	5	5	5	5	3	4,7
5	2	3	1	2	1	3	2,0
6	5	5	5	4	5	3	4,5
7	5	5	5	5	5	5	5,0
8	4	5	5	5	5	5	4,8
9	5	1	1	4	1	1	2,2
10	4	4	5	3	5	3	4,0
11	5	5	5	5	5	3	4,7
12	5	5	5	5	5	5	5,0
13	5	4	5	5	5	3	4,5
14	4	4	3	5	5	5	4,3
15	4	4	5	5	5	3	4,3
16	5	5	5	5	5	5	5,0
17	3	1	3	2	1	1	1,8
18	5	5	4	4	5	1	4,0

QUESTIONS

1. I would consider changing my career if it conflicted with my religious beliefs
2. I became an entrepreneur in order to help contribute to society
3. An important factor for me in being an entrepreneur is that nobody tells me what to do
4. I became an entrepreneur in order to make my parents proud
5. If my parents were opposed to my career choice, I would consider changing career
6. For me, the most important factor of entrepreneurship is the economic gain
7. I became an entrepreneur in order to work with something I enjoy
8. For me, the most important factor when becoming an entrepreneur was to have more control over my life
9. I was worried that the people around me would react negatively to my decision to become an entrepreneur
10. When faced with difficult decisions I find comfort and strength in my religious beliefs
11. As an Indian/Swede I am especially suited to become an entrepreneur
12. No one can stop me from taking the career path that I want
13. The support of my family is very important in uncertain situations
14. Sometimes it is acceptable to prioritize one's own well being over that of one's family
15. One important factor that kept me from becoming an entrepreneur was the associated economic risk
16. I believe that it is important to trust the people you do business with in order to be a successful entrepreneur
17. I think it is more difficult for women to succeed as entrepreneurs
18. When I became an entrepreneur, I thought that I would have full control over the situation

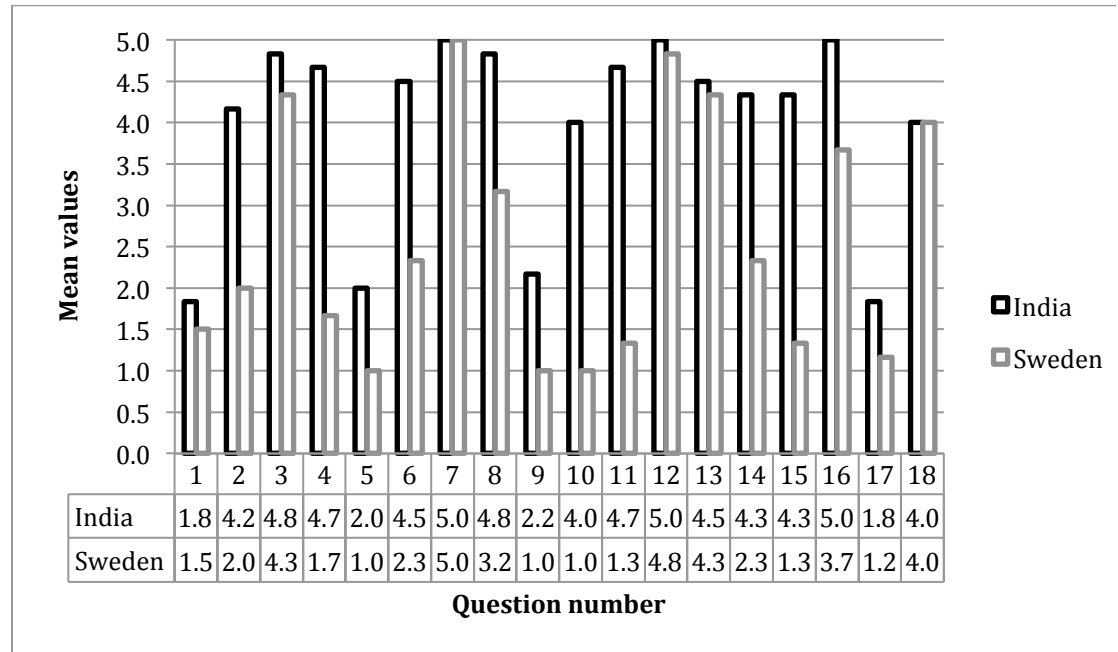
APPENDIX VII: RESULTS OF THE SURVEY: SWEDEN

Interview	1	2	3	4	5	6	AVERAGE
Name	Gloria	Birgit	-	-	-	-	
Age	-	-	-	-	-	-	35
Join	2010	1993	2013	2013	2008	2008	2008
Gender	Female	Female	Female	Female	Female	Female	
Parents	Yes	Yes	Yes	Yes	Yes	No	
Time spent on business (h/week)	10	40	12	14	15	20	18,5
Question:							
1	1	1	2	3	1	1	1,5
2	4	2	1	3	1	1	2,0
3	3	5	5	5	4	4	4,3
4	5	1	1	1	1	1	1,7
5	1	1	1	1	1	1	1,0
6	3	4	2	2	2	1	2,3
7	5	5	5	5	5	5	5,0
8	4	5	1	4	2	3	3,2
9	1	1	1	1	1	1	1,0
10	1	1	1	1	1	1	1,0
11	3	1	1	1	1	1	1,3
12	5	5	5	5	5	4	4,8
13	3	5	5	4	4	5	4,3
14	1	4	2	2	3	2	2,3
15	2	1	2	1	1	1	1,3
16	4	3	4	4	4	3	3,7
17	1	1	1	2	1	1	1,2
18	4	3	5	4	4	4	4,0

QUESTIONS

1. I would consider changing my career if it conflicted with my religious beliefs
2. I became an entrepreneur in order to help contribute to society
3. An important factor for me in being an entrepreneur is that nobody tells me what to do
4. I became an entrepreneur in order to make my parents proud
5. If my parents were opposed to my career choice, I would consider changing career
6. For me, the most important factor of entrepreneurship is the economic gain
7. I became an entrepreneur in order to work with something I enjoy
8. For me, the most important factor when becoming an entrepreneur was to have more control over my life
9. I was worried that the people around me would react negatively to my decision to become an entrepreneur
10. When faced with difficult decisions I find comfort and strength in my religious beliefs
11. As an Indian/Swede I am especially suited to become an entrepreneur
12. No one can stop me from taking the career path that I want
13. The support of my family is very important in uncertain situations
14. Sometimes it is acceptable to prioritize one's own well being over that of one's family
15. One important factor that kept me from becoming an entrepreneur was the associated economic risk
16. I believe that it is important to trust the people you do business with in order to be a successful entrepreneur
17. I think it is more difficult for women to succeed as entrepreneurs
18. When I became an entrepreneur, I thought that I would have full control over the situation

APPENDIX VII: RESULT OF THE SURVEY: MEAN VALUES OF SWEDEN AND INDIA



QUESTIONS

1. I would consider changing my career if it conflicted with my religious beliefs
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