

Comparing Entrepreneurship Attitudes: Theory & Evidence from a Cross-Country Study

Justin Paul, University of Puerto Rico

Abstract

In this paper, we attempt to compare entrepreneurial attributes of MBA students, the next generation business people, from three distinct and strategically significant economies located in different regions in the world- two important Asian countries, India from South Asia and Japan from East Asia (India, being an emerging country and Japan, a developed country) and the United States of America. The main goal is to examine the linkage between entrepreneurial activity, business acumen and country culture that could be imbibed through the norms and notions in a society or innate personality factors in a country context. We put forward a theoretical framework to denote the linkage between entrepreneurial attitude, proactive personality and culture in this study. For the proactive personality measurement, Bateman and Crant's (1993) questionnaire, consisting of seventeen traits is used. The findings indicate that although, India has established itself in Information technology and information enabled services primarily through entrepreneurship, the country still has to go a long way as compared to developed countries such as Japan and USA where entrepreneurship is widespread. The results seek to contribute to the development of theoretical and knowledge bases, that will be of interest to research and policy communities.

Keywords: Culture, Society, Entrepreneurship, Proactive personality, India , Japan, USA

Introduction

The youngsters in developing countries may have stronger entrepreneurial intentions, according to the theory of planned behavior. The entrepreneur is an economic person, who tries to maximize his profits by innovation. Innovations involve problem solving and the entrepreneur gets satisfaction in solving problems (Higgins, 1964). It has been revealed from research that people who choose entrepreneurial careers look for greater returns and rewards than regular jobs. Entrepreneurship has emerged as an increasingly prominent characteristic of developed countries. The definition of an entrepreneur has evolved over the decades, from someone who bears risk by buying at a low price and selling at a higher price; to someone who creates new enterprises. An entrepreneur is driven by motivation. According to McClelland (1961) and Say (1963), an entrepreneur is one who brings together the factors of production, provisions of continuing management as well as risk bearing. Schumpeter (1950) envisioned that an entrepreneur is the agent who provides an economic leadership that changes the initial conditions of the economy and causes this discontinuous dynamic change. Entrepreneur is considered as an innovator (Tamizharasi & Panchanatham, 2010).

Through innovation, hard work, and willingness to accept financial and opportunity cost and risk, the entrepreneur tries to leverage previously undiscovered opportunities for arbitrage and profit (Kirzner, 1997). This quest for profit, and the possibility of personal and financial failure, aid in ensuring that an economy's resources are used efficiently. It is worth noting that successful entrepreneurs create job opportunities for others, which in turn, contributes to the governments in the form of tax revenue.

The antecedents and consequences of entrepreneurship are considered as topics of academic debate as well as of great policy importance. A high level of entrepreneurial activity in a country is likely to contribute to innovative activities, competition and employment generation. Therefore, entrepreneurship has gained increasing respect from the scholars as a field of research as well as practical application worldwide (Ma & Tan, 2006). History has proven that with each economic downturn, it is the entrepreneurial drive and persistence that bring us back (Kuratako, 2006). Entrepreneurship has attained a special importance in the process of economic growth and industrial development in the rapidly changing socio-economic and socio-cultural climates, both in the developed and developing countries (Tamizharasi & Panchanatham, 2010).

Cultural differences between countries explain a substantial part of the difference in entrepreneurship between countries (Okamuro et al, 2011). The study of entrepreneurship within the context of culture and institutional framework within the countries, has relevance today, not only because it helps entrepreneurs better fulfil their personal needs but also, because of the economic contribution of the new ventures. More than increasing national income by creating new jobs, entrepreneurship acts as a positive force in economic growth by serving as the bridge between innovation and market place. Entrepreneurship is often viewed as a catalyst for economic growth.

Research has revealed that some common tenets of entrepreneurs are the capacity to innovate, bear risks, and foresee the prospects of the business plan. Entrepreneurs need confidence, capability and competence to meet the unforeseen and difficult conditions. Can these traits be linked to proactive personality and country culture? To answer this question, in this paper, we compare entrepreneurial behaviors of young managers from a developing country (India) with that of a developed country (Japan) with respect to the personality and cultural factors.

4. Entrepreneurial Intentions

Attitude could change and evolve over a period of time. They are not same across individuals. Attitudes are not permanent features. Attitude is defined as a mental and neural state of exerting readiness, exerting a directive or dynamic influence upon the individuals with regard to all objectives and situations (Allport, 1935). Stimpson, Robinson and Hunt (1991) have shown that entrepreneurial orientation consists of four broad dimensions such as achievement, self esteem, personal control and innovation (Tamizharasi & Panchanatham, 2010).

An entrepreneur's intention and behavior can be interpreted as the desire to start one's own business. Entrepreneur risks time and money in search of opportunities to transcend horizons. Creativity and innovative mind are the basic preconditions. They are pathfinders who change their organization's mission or find and solve problems (Durand & Shea 1974).

Kumar (2013) reveals how Indian knowledge-intensive service firms leverage their entrepreneurial orientations in the pursuit of diverse international market opportunities, and sustain their entrepreneurial orientation through continuous efforts to learn from experience and the environment. His study provides empirical insights into early internationalisation of Indian KISFs, thus addressing a lacuna in this field.

Harris, and Gibson (2008) examined the entrepreneurial attitudes of undergraduate students enrolled in multiple universities in USA. Their result indicated that majority of students possessed entrepreneurial attitudes. Furthermore, both student characteristics and entrepreneurial experience were found to be

associated with certain entrepreneurial attitudes. Lajovleva, Kolvereid and Stephan (2011) used the theory of Planned Behaviour propounded by Ajzen (1991) to predict entrepreneurial intentions among students in developing and developed countries. The findings indicate that respondents from developing countries have stronger entrepreneurial intentions than those from developed countries. Moreover, the respondents from developing countries also score higher on the theory's antecedents of entrepreneurial intentions – attitudes, subjective norms and perceived behavioural control – than respondents from developed countries. Their findings support the Theory of Planned Behaviour in developing and developed countries.

Following previous studies, the rest of the section can be classified into two sub-titles. i. Pro-active Personality ii. Country Context and Culture

4.1 Proactive Personality

Bateman and Crant (1993) developed the proactive personality index, defining it as a relatively stable measure to effect environmental change that differentiates people based on the extent to which they take action to influence their environments (Prieto, 2011).

As work becomes more dynamic and decentralized, proactive behaviour and initiative become even more critical determinants of organizational success. For example, companies will increasingly rely upon employees' personal initiatives to identify and solve problems if new forms of management are implemented that minimize the surveillance function (Frese, Fay, Hilburger, Leng, & Tag, 1997).

Proactive individuals may be more successful in entrepreneurial leadership and may contribute more to the organization. In recent times, organizations are keen on hiring employees who have entrepreneur

traits because of their belief that such people can bring changes by finding innovative solutions and new practices (Claar, Tenhaken and Frey, 2009).

Crant (1995) demonstrated that proactive personality accounted for incremental variance in the job performance of real estate agents after controlling both extraversion and conscientiousness (Prieto, 2011). The proactive personality scale measures a personal disposition toward proactive behavior, an idea that intuitively appears to be related to entrepreneurship. Proactive persons tend to identify opportunities and take initiative. They keep trying to bring change (Crant, 1996). Proactive personality appears to have the potential for providing further insight into the personality trait-entrepreneurship relationship.

Crant (1996) reported the relationship between proactive personality and entrepreneurial intentions. His results show that proactive personality is positively associated with entrepreneurial intentions. This may also be the case for entrepreneurial leadership; because people with a proactive personality may be more inclined to mobilizing the resources and gaining the commitment for value creation. More proactive people may have a greater desire to become entrepreneurial leaders in order to help create value for their firms.

Proactive behaviour can be defined as taking initiative in improving current circumstances or creating new ones. The staff members in an organization can engage in proactive activities as part of their in-role behaviour in which they fulfil basic job requirements (Crant, 2000). For example, sales agents might proactively seek feedback on their techniques for closing a sale with an ultimate goal of improving job performance. Extra-role behaviours can also be proactive, such as efforts to redefine one's role in the

organization. For example, employees might engage in specialized management activities by identifying and acting on opportunities to change the scope of their jobs or move to more desirable divisions of the business. Following Crant (1996, 2000), we posit,

Hypothesis 1 - Proactive Personality is positively associated with Entrepreneurial Behavior.

Country Context and Culture

According to GEM (2009), countries are grouped based on three stages of economic development as defined by the World Economic Forum's Global Competitiveness Report: factor-driven, efficiency-driven and innovation-driven. This classification in phases of economic development is based on the level of GDP per capita and the extent to which countries are factor-driven.. As countries develop economically, they tend to shift from one phase to the next. India is still a factor-driven economy whereas Japan falls in the category of innovation driven economy. The economic reforms in 1991 and the Information Technology boom during the second half of the 1990s have been significant factors leading to a wave of entrepreneurship in the Indian sub-continent (Paul, 2010). On the other hand, 'entrepreneurship' was nurtured for a long time in countries such as Japan with the support of seed capital and government in different ways. The institutional framework in Japan is more favourable to entrepreneurship, compared to some of the European countries such as the Netherlands (Okamuro et al., 2011).

India, though a developing country with 1.2 billion people, has emerged as the second fastest growing economy in the world (Paul and Gupta, 2013). With GDP growing at an average of 8 per cent during

the last 15 years, Indian economy has recorded remarkable growth in exports, FDI etc., compared to developed countries. According to the Global Entrepreneurship Monitor (GEM) 2006, one in every ten Indians is engaged in some entrepreneurial activity or the other. India is ninth in the Global Entrepreneurship Monitor (GEM) survey of entrepreneurial countries. It is the highest among 28 countries in Necessity-based entrepreneurship, while 5th from the lowest in Opportunity-based entrepreneurship. On the other hand, Japan, France and USA are ranked relatively high in opportunity-based entrepreneurship.

A lot of entrepreneurship activity is centred on the IT (Information Technology) industry in India; but, there are a few outstanding examples in other fields. This new breed of entrepreneurs seems to make their own rules and revolutionized the way business was done. They used a winning combination of customer insight, industry knowledge, and out-of-the-box thinking to create winning innovations. To a large extent, the society appears to be risk averse in India. People in India, compared to Japan, usually seek secure and long-term employment, such as government jobs. Social attitudes, lack of capital, inadequate physical infrastructure and lack of government support are major factors of hindrance. Japan is the third largest economy in the world, the second largest economy in Asia, whereas India is ranked as Asia's third largest economy.

Entrepreneurial waves date back to 1950s and 1960s in Japan when society and government undertook efforts for growth with slogans such as "Sell to the strangers," "Double income" etc. On the other hand, India, with its abundant supply of talent in IT and management, has become the hub of outsourcing of services from the developed countries (Kedia and Lahiri, 2007). Besides, the Indian entrepreneurs have

gone global in the recent years whereas a lot of Japanese firms had gone global and grown global in 1970s and 1980s. The recent spate of global acquisitions by Indian firms has forced the business community the world over to sit up and take notice of multinational firms from that sub-continent (Paul, 2013). The policy changes enabled a scalable and sustainable model for creating a new breed of entrepreneurs in the years to come.

In a nutshell, it is worth noting that although the concept of entrepreneurial competencies is used widely by government agencies and others in their drive for economic development and business success, the core concept of entrepreneurial competencies, its measurement and its relationship to entrepreneurial performance and business success are in need of further rigorous research and development in practice (Mitchelmore and Rowley, 2010).

Following the previous studies, particularly, Okamuro et al. (2011), we posit

Hypothesis 2 - Country Culture, which evolves over a period of time, based institutional framework and business environment, contributes to entrepreneurial behavior.

Three Pillars of Entrepreneurship

Today's knowledge based economy is a fertile ground for entrepreneurs. Therefore, we feel that it is important to create the following 3 pillars which in turn would help grooming successful entrepreneurs. This theoretical proposition can be depicted as Figure 1.

Pillar 1. Right Business Environment for Success:

The role of government agencies and their policies leads to the right business environment where entrepreneurship can be nurtured in many ways. Business environment in which the firms do business varies from country to country.

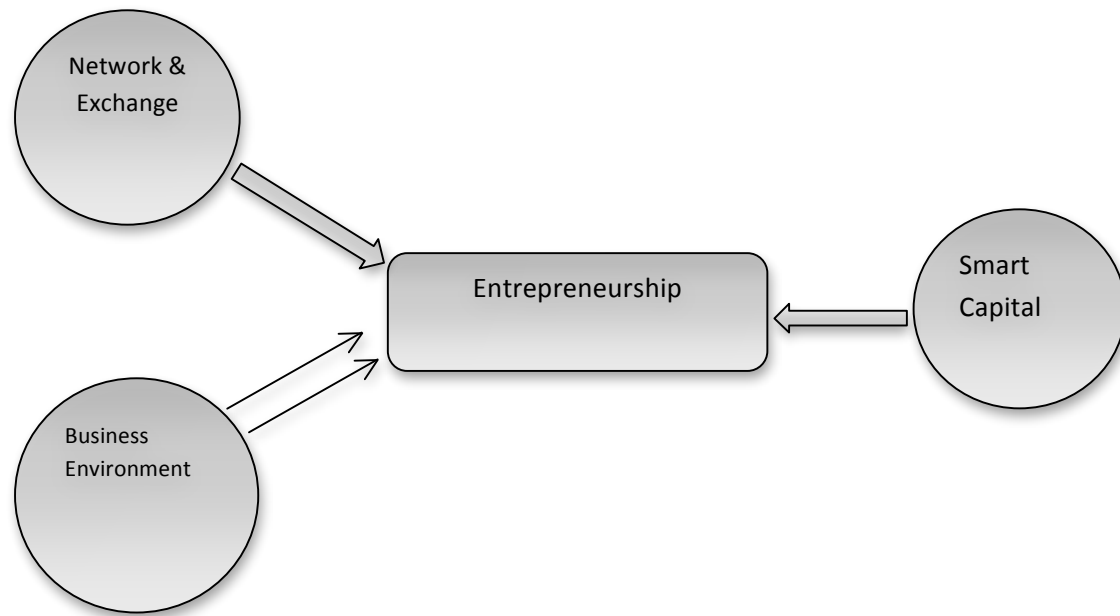
Pillar 2. Access to 'Smart Capital':

Access to seed capital is one of the key areas of potential investment. For a long time, Asian entrepreneurs, particularly Indian entrepreneurs, compared to US entrepreneurs, have had little access to venture capital. It is true that in the last few years, several Venture Funds have entered the Indian Market. Venture capital funds in the form of seed capital is known as smart capital.

Pillar 3. Networking and Exchange:

Entrepreneurs learn from experience- their own and that of others. The rapid pace of globalization and fast growth of Asian economies present tremendous opportunities and challenges. Through planning and focus, entrepreneurs can aspire to create a pool of entrepreneurs who might be the region's –and the world's-leaders of tomorrow.

Figure 1- Three Pillars of Entrepreneurship



Theoretical framework developed by the authors

In nutshell, it is worth noting that although the concept of entrepreneurial competencies is used widely by government agencies and others in their drive for economic development and business success, the core concept of entrepreneurial competencies, its measurement and its relationship to entrepreneurial performance and business success is in need for further rigorous research and development in practice (Mitchelmore, Siwan and Rowley, Jennifer , 2010).

Research Objectives

In this study, we compare entrepreneurial attributes of MBA students in different countries such as India, Japan and USA. The main hypothesis is that proactive personality traits are greatly influenced by one's culture and not innate personality factors. If this is true, MBA students in a emerging economy such as India would not score as high on the proactive personality index as would MBA students of the developed countries like Japan and USA.

Methodology

An instrument containing 17 questions that measure proactive personality (Appendix A) was administered to MBA students in India, Japan and USA. This self-report measure of proactive behavior was developed by Bateman and Crant to measure a person's disposition toward proactive behavior as a general construct that predicts behaviors intended to effect change (Schumpeter 1950).

An individual's total score range is between 17 and 119 on this instrument. The higher one's score, the stronger the proactive personality. Previous work by Bateman and Crant has determined that scores above 85 indicate fairly high proactivity. We used SPSS to perform Independent Sample T Test on both the groups to find out if there is any statistically significant difference on each item of Bateman and Crant personality index.

Analysis

The overall average score on the Bateman and Crant instrument is 84.69 in the case of the MBA students in India. According to Bateman and Crant, this score is close to fairly high proactivity score 85. The MBA students in Japan scores 90.08 on Bateman and Crant's personality index that is much more than the Indian MBA students. The overall score on the Bateman and Crant instrument is 94.49 in the case of the MBA students from the United States. The MBA students in the United States have an even higher

proactivity score than the MBA students from Japan and the MBA students from India. The empirical findings in Table 1 show scores of each group.

Table 1: Empirical Findings –Scores

	Bateman and Crant Instrument	India Average Score (N-83)	Japan Average Score	United States of America Average Score
*1	I am constantly on the lookout for new ways to improve my life.	5.325301	6.27907	6.33
*2	I feel driven to make a difference in my community and maybe the world.	4.626506	5.581395	5.53
3	I tend to let others take the initiative to start new projects	4.385542	4.465116	4.22
4	Wherever I have been, I have been a powerful force for constructive change.	4.614458	5.023254	5.22

*5	I enjoy facing and overcoming obstacles to my ideas.	5.84337	5.255814	5.69
*6	Nothing is more exciting than seeing my ideas turn into reality.	5.060241	5.534884	6.36
*7	If I see something I don't like, I fix it.	4.554217	4.930233	6.02
*8	No matter what the odds, if I believe in something, I will make it happen.	5.301966	5.325581	5.59
*9	I love being a champion for my ideas, even against others' I love I opposition.	5.169459	5.534884	5.56
10	I excel at identifying opportunities.	4.915663	5.046512	5.17
*11	I am always looking for better ways to do things.	5.277108	5.674419	6.17
12	If I believe in an idea, no obstacle will prevent me from making it happen.	5.01494	5.204362	5.28

13	I love to challenge the status quo.	4.640964	4.813953	5.41
*14	When I have a problem, I tackle it head-on.	5.001241	5.325581	5.62
15	I am great at turning problems into opportunities.	4.902439	4.860465	5.23
16	I can spot a good opportunity long before others can.	4.578313	5.023256	5.11
*17	If I see someone in trouble, I help out in any way I can.	5.481928	6.209302	5.98
	Sum	84.692415	90.088081	94.49

Individual questions with particularly high ratings (mean scores of 5.5 or higher on a 7-point Likert-type scale) of Indian students include:

- I enjoy facing and overcoming obstacles to my ideas.(5.84)

Individual questions with particularly high ratings (mean scores of 5.5 or higher on a 7-point Likert-type scale) of Japanese students include:

- I am constantly on the lookout for new ways to improve my life. (6.27)
- I feel driven to make a difference in my community and maybe the world. (5.58)
- Nothing is more exciting than seeing my ideas turn into reality. (5.53)
- I love being a champion for my ideas, even against others' opposition. (5.53)
- I am always looking for better ways to do things. (5.67)

- If I see someone in trouble, I help out in any way I can. (6.20)

Individual questions with particularly high ratings (mean scores of 5.5 or higher on a 7-point Likert-type scale) of United States students include:

- I am constantly on the lookout for new ways to improve my life. (6.33)
- I feel driven to make a difference in my community and maybe the world. (5.53)
- I enjoy facing and overcoming obstacles to my ideas. (5.69)
- Nothing is more exciting than seeing my ideas turn into reality. (6.36)
- If I see something I don't like, I fix it. (6.02)
- No matter what the odds, if I believe in something, I will make it happen. (5.59)
- I love being a champion for my ideas, even against others' opposition. (5.56)
- I am always looking for better ways to do things. (6.17)
- When I have a problem, I tackle it head-on. (5.62)
- If I see someone in trouble, I help out in any way I can. (5.98)

We performed the T Test at 95% confidence interval to see whether there are any statistically significant differences between the scores on each item between the three groups from India, Japan and USA. Table 2- shows the group statistics, mean, standard deviation and standard error of the two groups. Table 3 shows Independent Sample T Test.

Table 2: Group Statistics T-Test

Group Statistics

Bateman and Crant Instrument	Students	N	Mean	Std. Deviation	Std. Error Mean
I am constantly on the lookout for new ways to improve my life.	India	83	5.325301	1.2698035	.1393790
	Japan	64	6.279070	.7343796	.1119918
	United States	64	6.33	.118	.944
I feel driven to make a difference in my community and maybe the world.	India	83	4.626506	1.3408301	.1471752
	Japan	64	5.581395	.8791922	.1340756
	United States	64	5.53	.174	1.391
I tend to let others take the initiative to start new projects	India	83	4.385542	3.8661487	.4243649
	Japan	64	4.465116	1.5329529	.2337731
	United States	64	4.22	.199	1.588
Wherever I have been, I have been a powerful force for constructive change.	India	83	4.614458	1.3419255	.1472955
	Japan	64	5.023256	1.0575887	.1612808
	United States	64	5.22	.147	1.175
I enjoy facing and overcoming obstacles to my ideas.	India	83	5.084337	1.3986476	.1535215
	Japan	64	5.255814	1.2168074	.1855614
	United States	64	5.69	.130	1.037

Nothing is more exciting than seeing my ideas turn into reality.	India	83	5.060241	1.5409009	.1691358
	Japan	64	5.534884	1.1411948	.1740306
	United States	64	6.36	.123	.982
If I see something I don't like, I fix it.	India	83	4.554217	2.0674776	.2269352
	Japan	64	4.930233	1.3869348	.2115056
	United States	64	6.02	.108	.864
No matter what the odds, if I believe in something, I will make it happen.	India	83	5.301966	1.3294511	.1459262
	Japan	64	5.325581	1.2095046	.1844477
	United States	64	5.59	.154	1.231
I love being a champion for my ideas, even against others' opposition.	India	83	5.169459	1.3574559	.1490001
	Japan	64	5.534884	1.0082714	.1537600
	United States	64	5.56	.163	1.308
I excel at identifying opportunities.	India	83	4.915663	1.2897799	.1415717
	Japan	64	5.046512	1.1943017	.1821293
	United States	64	5.17	.145	1.162

I am always looking for better ways to do things.	India	83	5.277108	1.2328161	.1353191
	Japan	64	5.674419	1.0628114	.1620772
	United States	64	6.17	.113	.901
If I believe in an idea, no obstacle will prevent me from making it happen.	India	83	5.014940	1.3021515	.1429297
	Japan	64	5.209302	1.1863939	.1809234
	United States	64	5.28	.157	1.253
I love to challenge the status quo.	India	83	4.640964	1.3404619	.1471348
	Japan	64	4.813953	1.2199886	.1860465
	United States	64	5.41	.166	1.330
When I have a problem, I tackle it head-on.	India	83	5.000000	1.3525045	.1484567
	Japan	64	5.325581	1.1489318	.1752105
	United States	64	5.62	.135	1.076
I am great at turning problems into opportunities.	India	82	4.902439	1.2333809	.1362041
	Japan	64	4.860465	1.2263262	.1870130
	United States	64	5.23	.162	1.294

I can spot a good opportunity long before others can.	India	83	4.578313	1.2407755	.1361928
	Japan	64	5.023256	1.0115611	.1542616
	United States	64	5.11	.156	1.249
If I see someone in trouble, I help out in any way I can.	India	83	5.481928	1.2529131	.1375251
	Japan	64	6.209302	.9400643	.1433585
	United States	64	5.98	.125	1.000

The table 2 describes the means and standard deviations of different items for the measurement of entrepreneurial attitude of each group: MBA students in India, Japan and USA. The mean represents the average score of each item with the overall scores for the groups on a seven-point scale. To arrive at any conclusions that one group of students is significantly have more entrepreneurial attitude than another, we need to examine the statistical significance of the result (t-test information).

Table 3: Independent Sample T Test

For ease of accommodating large data on single page, instead of writing the complete item of Bateman and Crant Scale, we have used alphabets to represent the 17 items of Bateman and Crant personality index. The 17 items correspond to A to Q alphabet respectively. For example alphabet A correspond to item 1 i.e. “I am constantly on the lookout for new ways to improve my life” and alphabet B corresponds to “I feel driven to make a difference in my community and maybe the world” and so on.

An independent samples t-test was conducted to examine whether there was a significant difference in items of entrepreneurial attitude between India, Japan and USA. The table 3 describes independent samples t-test information to ascertain whether there is a significant difference between the two groups in their entrepreneurial attitude. Before examining the t-test information, we must decide whether we can

assume equal variances or not. Below the section of t-test for equality of means, we need to focus on the sig (2-tailed) column – the p-value.

The test revealed a statistically significant difference in the following items:

Item A: I am constantly on the lookout for new ways to improve my life.

The p-value (sig.) for item A for the Levene's test is .001, it is below .05, hence we cannot assume equal variances, and the t value is 5.334. The p-value is .000 for the t-test for equality of means, here we are checking on the sig (2-tailed) column – this is the p-value. This p-value is related to independent samples t-test and shows that there is a significant difference between the two nationality groups with respect to item A. For instance, the table 1 shows the average score or means of items A as 5.32 for Indian students and 6.27 for Japanese students. Japanese students score significantly higher than the Indian students.

Item B: I feel driven to make a difference in my community and maybe the world.

The p-value (sig.) for item B for the Levene's test is .004, it is below .05, hence we cannot assume equal variances, and the t value is 4.79. The p-value is .000 for the t-test for equality of means, here we are checking on the sig (2-tailed) column – this is the p-value. This p-value is related to independent samples t-test and shows that there is a significant difference between the two nationality groups with respect to item B. The table 1 shows the average score or means of items B as 4.62 for Indian students and 5.58 for Japanese and 5.53 for American students respectively. I.e., Japanese students score significantly higher than the Indian students.

The test revealed significant difference in variances but mean is not significantly different in the following items:

Item D: Wherever I have been, I have been a powerful force for constructive change.

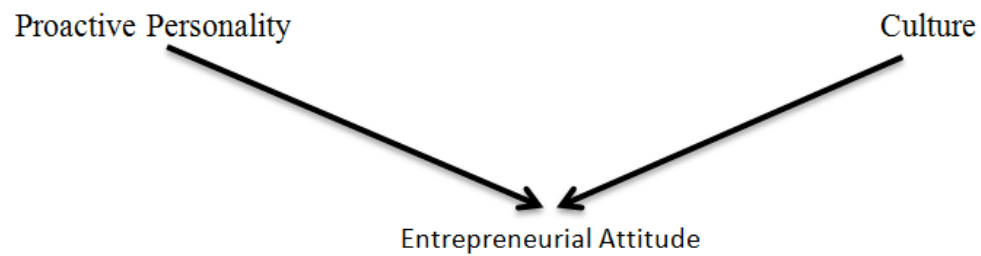
The p-value(sig.) for item D for the Levene's test is .043, it is below .05, hence we cannot assume equal variances, and the t value is 1.87. The p-value is .064 for the t-test for equality of means, here we are checking on the sig (2-tailed) column – this is the p-value. This p-value is related to independent samples t-test and shows that mean is not significantly different between the two nationality groups with respect to item D. The table 1 shows the average score or means of items D as 4.61 for Indian students, 5.02 for Japanese students and 5.22 for American students. Japanese students score significantly higher than the Indian students, though their score is less than the students in USA.

Item F: Nothing is more exciting than seeing my ideas turn into reality.

The p-value(sig.) for item F for the Levene's test is .036, it is below .05, hence we cannot assume equal variances, and the t value is 1.95. The p-value is .053 for the t-test for equality of means, here we are checking on the sig (2-tailed) column – this is the p-value. This p-value is related to independent samples t-test and shows that there is no significant difference in the mean of the two nationality groups with respect to item F. The table 1 shows the average score or means of items F as 5.06 for Indian students, 5.53 for Japanese students and 6.36 for American students. USA students score significantly higher than students from India and Japan in this context.

On the basis of our study, we postulate a with a theoretical framework that entrepreneurial attitude is a function of proactive personality and culture, which can be depicted as shown in Figure 2.

Figure 2



CONCLUSION

It is interesting that Indian MBA students and Japanese MBA students, though showed overall proactive personality 84.69 and 90.08 on Bateman and Crant instrument, yet had such strong differences on individual items. MBA students in India have not scored as high on the proactive personality index as

MBA students of the developed country Japan. Indian students have scored higher than Japanese students on:

Item O: "I am great at turning problems into opportunities"

Item E: "I enjoy facing and overcoming obstacles to my ideas"

Indians students scored almost same on:

Item H: "No matter what the odds, if I believe in something, I will make it happen",

One possible explanation for the difference is that, on average, Indian students understand the degree of difficulty for the entrepreneur and degree of bureaucratic hassles in India yet they believe that if one tries than they can groom themselves as successful entrepreneurs.

The hypothesis in this study is that proactive personality traits and entrepreneurial attitude are greatly influenced by one's culture and personality factors found to be true as all the three the group are above the threshold of 85 score on personality index. However, since the scores are different so influence of culture cannot be ignored. Last, but not least, Regardless of the differences, Indian, American and Japanese MBA students exhibit overall proactive, entrepreneurial attitudes, lending evidence to the conclusion that proactive personality attributes may be based more on inherent personality factors rather than strictly cultural learning. However, how those attributes are then demonstrated or expressed may be driven by cultural realities. Thus we conclude with a mathematical equation. Ie,

Entrepreneurial attitude= f (pp, c) where

pp stand, for proactive personality and c stands for culture.

References

- Ajzen, I & Madden, T.J. 1986. "Prediction of Goal oriented Behavior: Attitude", intentions and perceiving behavioral control. *Journal of Experimental Social Psychology*, 22, pp 453-474.
- Allport G.W., 1935. Attitude In C. Murchison (Ed.)", *Hand book of MA*; Clark University. pp 798-884.
- Brockner, J. 1988, "Self esteem at Work" *Lexington Books Vol.* pp. 22-34.
- Crant, J. M. 1995. The proactive personality scale and objective among real estate agents. *Journal of Applied Psychology*, 80, 532-537.
- Crant, J. M. 1996. The proactive personality scale as a predictor of entrepreneurial intentions. *Journal of Small Business Management*, 34, 42-49.
- Crant, J. M. 2000. The proactive personality scale in organizations. *Journal of Management*, 80, 435-462.
- Crant, J. M., & Bateman, T. S. 2000. Charismatic leadership viewed from above: The impact of proactive personality. *Journal of Organizational Behavior*, 21, 63-75.
- Desa, Bharat, *Entrepreneurship and India*
http://www.siliconIndia.com/guestcontributor/guestarticle/13/Entrepreneurship_and_India.html
Accessed on 1st June 2011
- Durand & Shea. 1974. "Entrepreneurial Activity as a formation of Achievement" *Motivation reinforcement control*, *Journal of Psychology*, vol. 88(a).
- Gupta Vishal, & Bave N.M. 2007. The Influence of Proactive Personality and Stereotype Threat on Women's Entrepreneurial Intentions, *Journal of Leadership & Organizational Studies* (2007) Volume: 13, Issue: 4, Pages: 73-85
- Harris, Michael and Gibson, Shanon. 2008. Examining the entrepreneurial attitudes of US business students, *Education + Training*, vol. 50, no. 7, pp. 568-581.
- Higgins.1964. "The Economic development *Harper and Row*, New York.
- Kuratako, D, 2006. A tribute to 50 years of excellence in entrepreneurship and small business. *Journal of small Business Management*, 44(3): 483-92.

Lajovleva, Kolvereid and Stephan 2011. Entrepreneurial Intentions in Developing and Developed Countries, Education + Training, Vol. 53, No. 5, pp. 353-370.

Ma, H., and T. Tan. 2006. Key components and implications of entrepreneurship: A 4-P frame work. Journal of Business Venturing 21 (5): 704-25.

McClelland et al. 1953. "The achievement motive" Appleton-century-croft, New York.

McClelland, D.C. 1961. "The achieving society" D.VanNorstrant.Co., New York, pp 210-215.

Michael Frese, Doris Fay, Tanja Hilburger, Karena Leng, Almut Tag 1997. "The concept of personal initiative: Operationalization, reliability and validity in two German samples" Journal of Occupational and Organizational Psychology Volume 70, Issue 2, pages 139–161, June

Mitchelmore, Siwan and Rowley, Jennifer. 2010. Entrepreneurial Competencies: A Literature Review and Development Agenda, International Journal of Entrepreneurial Behavior and Research, Vol. 16, No. 2, pp. 92-111.

SAY J.B, 1963. "Treatise on political economy or the production, distribution and consumption of Wealth". Translated from fresh by C.R. Prenerp, Harvard University, Boston.

Sharma, Ekta. 2010. Entrepreneurial drive among Indian women, Abhigyan Publisher: Foundation for Organisational Research & Education Issue: Oct-Dec, 2010 Source Volume: 28 Source Issue: 3

- Schumpeter J. 1950. "The theory of Economic Development", Harvard University Press, Cambridge.
- Stimpson D, V. Robinson, P.B, J.C and Hunt H.K. 1991. "An attitude Approach to the Prediction of Entrepreneurship". Entrepreneurship Theory and Practice, Summer, pp 13- 31. consistency in social behavior. The Ontario Symposium, Vol.2. pp 131-146. Hillsdale, 1982.
- Tamizharasi G and Panchanatham N. 2010, Entrepreneurial Attitudes among Entrepreneurs in Small and Medium Enterprises, International Journal of Innovation, Management and Technology, Vol. 1, No. 4, October 2010 ISSN: 2010-0248
- Victor V. Claar, Vicki R. TenHaken, Robery Frey, 2009, Entrepreneurial Attitudes of MBA Students In The United States Relative To The CIS: The Case Of Armenia, *International Business & Economics Research Journal* – 2009 Volume 8, Number 2 67
- Venkatapathy, R. (1992). "Entrepreneurial Attitude Orientation among first and Second Generation Entrepreneurs". Paper presented to the National workshop on Management Research Development held under the auspices of the Association of Indian Management Schools, Indira Gandhi Institute for Development Research.

Report

An eclectic theory of entrepreneurship: policies, institutions and culture Research Report 0012/E

<http://www.entrepreneurship-sme.eu/pdf-ez/H200012.pdf>

Table 3

Independent Samples Test										
		Levene's Test for Equality of Variances		T-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
A	Equal variances assumed	12.415	.001	-4.542	124	.000	-.9537686	.2099820	-1.3693817	-.5381554
	Equal variances not assumed			-5.334	122.429	.000	-.9537686	.1787979	-1.3077044	-.5998327
B	Equal variances assumed	8.385	.004	-4.219	124	.000	-.9548893	.2263085	-1.4028172	-.5069615

	Equal variances not assumed			-4.796	117.108	.000	-.9548893	.1990899	-1.3491727	-.5606059
C	Equal variances assumed	.792	.375	-.130	124	.897	-.0795741	.6140507	-1.2949525	1.1358042
	Equal variances not assumed			-.164	118.088	.870	-.0795741	.4844951	-1.0389989	.8798506
D	Equal variances assumed	4.169	.043	-1.737	124	.085	-.4087980	.2354055	-.8747313	.0571354
	Equal variances not assumed			-1.872	104.165	.064	-.4087980	.2184203	-.8419256	.0243296
E	Equal variances assumed	.608	.437	-.681	124	.497	-.1714766	.2517442	-.6697490	.3267957

	Equal variances not assumed			-.712	96.111	.478	-.1714766	.2408358	-.6495249	.3065717
F	Equal variances assumed	4.485	.036	-1.781	124	.077	-.4746428	.2664688	-1.0020591	.0527736
	Equal variances not assumed			-1.956	109.002	.053	-.4746428	.2426800	-.9556265	.0063410
G	Equal variances assumed	1.316	.254	-1.073	124	.285	-.3760157	.3504203	-1.0695956	.3175642
	Equal variances not assumed			-1.212	115.775	.228	-.3760157	.3102163	-.9904508	.2384194
H	Equal variances assumed	.364	.547	-.097	124	.923	-.0236150	.2423966	-.5033858	.4561557

	Equal variances not assumed			-.100	92.475	.920	-.0236150	.2351923	-.4906953	.4434652
I	Equal variances assumed	3.622	.059	-1.556	124	.122	-.3654252	.2348961	-.8303503	.0995000
	Equal variances not assumed			-1.707	108.783	.091	-.3654252	.2141102	-.7897941	.0589437
J	Equal variances assumed	.345	.558	-.553	124	.581	-.1308490	.2364175	-.5987855	.3370875
	Equal variances not assumed			-.567	91.060	.572	-.1308490	.2306808	-.5890640	.3273661
K	Equal variances assumed	.265	.608	-1.795	124	.075	-.3973102	.2213358	-.8353957	.0407754

	Equal variances not assumed			-1.882	96.856	.063	-.3973102	.2111405	-.8163734	.0217531
L	Equal variances assumed	.003	.954	-.818	124	.415	-.1943626	.2375221	-.6644854	.2757602
	Equal variances not assumed			-.843	92.358	.401	-.1943626	.2305692	-.6522693	.2635441
M	Equal variances assumed	.692	.407	-.708	124	.480	-.1729896	.2444320	-.6567890	.3108098
	Equal variances not assumed			-.729	92.445	.468	-.1729896	.2371960	-.6440512	.2980720
N	Equal variances assumed	.553	.458	-1.346	124	.181	-.3255814	.2418497	-.8042698	.1531070

	Equal variances not assumed			-1.418	98.065	.159	-.3255814	.2296477	-.7813061	.1301433
O	Equal variances assumed	.012	.912	.181	123	.857	.0419739	.2317734	-.4168074	.5007552
	Equal variances not assumed			.181	85.850	.856	.0419739	.2313556	-.4179574	.5019052
P	Equal variances assumed	1.846	.177	-2.027	124	.045	-.4449426	.2194947	-.8793841	-.0105010
	Equal variances not assumed			-2.162	101.429	.033	-.4449426	.2057793	-.8531325	-.0367527
Q	Equal variances assumed	2.600	.109	-3.347	124	.001	-.7273746	.2172925	-1.1574573	-.2972919

	Equal variances not assumed			-3.661	108.017	.000	-.7273746	.1986575	-1.1211475	-.3336017
--	--------------------------------------	--	--	--------	---------	------	-----------	----------	------------	-----------