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LOCUS OF CONTROL, nAch AND VALUES OF COMMUNITY ENTREPRENEURS

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Over the last two decades social scientists have paid greater attention to the phenomenon of the creation of companies and, especially, to the personality of entrepreneurs. This article examines the prevalence of a range of psychological attributes in a sample of entrepreneurs from Andalusian cooperatives. These attributes are locus of control, assessed by a version of the I-E Rotter Scale (1966); need of achievement, using Lynn's Achievement Motivation Questionnaire – LAMQ – (Lynn, 1969) and Values, assessed by the Rokeach (1973) Value Survey. We have analyzed the similarities and differences of this kind of entrepreneurship compared with other entrepreneurs who do not operate within the community economy. Our results show the double profile of the cooperative entrepreneur, halfway between the manager and the qualified worker.

The interest of social scientists and political authorities in entrepreneurship is steadily increasing. One of the reasons for this is the strong growth of self-employment in most countries of the OECD over the last decades (Alba, 1994; Chay, 1993; Stevenson, 1989).

The most studied variables in literature have been of a sociodemographic and family nature, such as the existence of parent entrepreneurs (CEDEFOP, 1992; Jacobowitz & Vidler, 1982; Scherer, Brodzinski & Wiebe, 1991; Shapero & Sokol, 1982); the age at which the person makes the decision to become self-employed (Hisrich, 1990; Hisrich & Brush, 1984; Jackson & Rodey, 1994; Petrof, 1980); family responsibilities (Butler & Herring, 1991; Carr, 1996; Robinson & Sexton, 1994) or educational level (Brockhaus, 1982; Hisrich & Brush, 1984).

A number of studies have looked at the reasons why a person decides to create a company and have found that these are not exclusively economic or bio-

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graphical. It has been suggested that some other variables of a psychosocial nature should be kept in mind to have a more complete view of the topic.

With regard to the feature *achievement necessity*, there are several studies that argue that this is one of the distinctive variables of venturesome behavior (Ahmed, 1985; Hornaday & Aboud, 1981; Lagan-Fox & Roth, 1995; McBear, 1986; McClelland, 1961; McClelland, 1987; McClelland & Burnham, 1976; Mukherjee, 1974; Pandey & Tewary, 1979). According to this theoretical model, managers are more engaged in tasks that they consider challenging and difficult because when they succeed they are satisfied by their achievement.

Some researchers have found a positive relationship between internal control and entrepreneurial behavior (Chay, 1993; Gatewood, Shaver, & Gartner, 1995; Venkatapathy, 1984). Entrepreneurs obtain high scores in internal control which differentiate them from the rest of the population. In other words, they expect their personal achievements and the course of their lives to depend more on their own actions and permanent features than upon external factors such as luck or other people's help. These findings make sense, since people who think that their achievements will not depend on their effort will hardly begin a managerial adventure.

Apart from those features, we also consider entrepreneurs to have a set of specific values. Values have a central position in the configuration of personality and determine our attitudes, which, in turn, shape our behavior. In the specific field of entrepreneurs, there have also been studies undertaken about their values (Fagenson, 1993; Fernald & Solomon, 1987; Winslow & Solomon, 1989). Most of these studies have used the Rokeach Value Survey (1973).

However, all the studies that have reviewed the psychosocial features of entrepreneurs have forgotten a form of economic organization of major social importance: workers' cooperatives. Like other companies, the number of workers' cooperatives has greatly increased, but Spain is the country where they have gained the greatest importance, especially in the region of Andalusia (Eurostat, 2001).

The importance of cooperatives does not lie in the increase in their numbers over the last decades, or in their economic weight. Their importance mainly resides in the social features they represent and in the differences observed when they are compared with other types of managerial organizations.

In spite of these peculiarities, the indifference of social sciences in general toward the phenomenon of cooperatives cannot be explained, though the importance of human processes in the cooperative movement is accepted (Rodríguez, 1985).

OBJECTIVES

The general objective of our study was to analyze whether the psychosocial dimensions that influence the creation of a community company (cooperative) are the same as those described in literature about entrepreneurs in general.

In order to reach these objectives, we set out to answer the following hypotheses:

- Hypothesis 1:** The community entrepreneur shows a high motivation for the achievement of his/her objectives or goals, as is the case for other entrepreneurs.
- Hypothesis 2:** The community entrepreneur carries out an internal causal attribution of the events that surround him/her.
- Hypothesis 3:** The community entrepreneur has specific values, similar to those mentioned for entrepreneurs in general.

METHOD

PARTICIPANTS

Our sample was formed by entrepreneurs from cooperatives in Andalusia, a region in the south of Spain.

The method chosen to verify our hypotheses was the collection of data obtained by means of personal surveys in the working centers.

For the selection of the sample for our study we chose the data provided by the official censuses, as they are the only available source of information. In this study, we used the Andalusian Official Census (Junta de Andalucía, 1997).

The first contact with the cooperatives was made by means of a letter. In personal visits to the cooperatives, surveys were submitted to the chairmen in one-to-one interviews. The total number of respondents to the surveys was 38 (one per company).

INSTRUMENTS

To select measurement instruments for the research work, we considered surveys that had already been used in other studies on the influence of psychosocial aspects in the creation of companies and chose the following:

Survey on achievement motivation (Lynn, 1969).

This survey consists of eight multiple-choice questions, elaborated after a factorial analysis on 63 questions. In our research, we took the scores found by the author in his sample of entrepreneurs as reference scores. Among the five samples of the author's study, the sample of entrepreneurs had the highest scores.

I-E Scale (Rotter, 1966).

This survey has 29 forced-choice items. Twenty-three aim at evaluating the construct, and 6 aim at making the purpose of the test more ambiguous. Individuals are asked to choose an answer from the two shown in each item. In our study we took as a reference the data gathered by Rotter himself in his sample of entrepreneurs.

Value Survey (Rokeach, 1973).

This is one of the surveys most widely used in social science research. It has been applied in a multitude of fields, including the managerial field. The Rokeach survey consists of 18 values defined as *terminal*, and 18 *instrumental* values. The person who is interviewed is asked to rank the values in order of importance for him/her. For the comparison of the answers obtained, we took the results found by Fernald and Solomon (1987) in their study about values in a sample of entrepreneurs.

All surveys were translated into Spanish.

RESULTS

With regard to hypothesis 1 – achievement motivation – we observed a lower score (mean=5.19) than that observed by other authors in studies with entrepreneurs from small and medium-sized companies (Lynn, 1969). In a gender-based comparison of the results, females obtained a higher score (mean=5.80) than did males (mean=4.96)

We consider that a plausible explanation for these data may stem from the additional effort that females must make in order to carry out a managerial position in a managerial culture where they have not been accepted for centuries. Therefore, those who end up performing managerial activities have had a very strong selective socialization, and must have developed skills that are highly valued in that culture. As for the results obtained in connection with the location, they did not reflect differences between the answers of people from urban and rural areas.

As regards verifying whether our sample had a degree of internal control which is similar to that of other managers (hypothesis 2), the mean obtained from the Rotter test showed a higher score in external control (mean=10.5) as opposed to what the author had found in his study. This is probably due to the differences between the cultures which have served as the basis for the socialization of the different groups.

If we compare the results according to gender, females obtained higher scores in internal control (mean=13.13) than did males (mean=9.63) because of the reasons explained above. As for location, there were hardly any differences found between answers from urban cooperatives and rural cooperatives.

Lastly, as regards hypothesis 3 – specific values – we obtained a certain homogeneity among the different samples regarding gender and the location of the company. In other words, there is a certain agreement in the hierarchy of values of the cooperative entrepreneur. The values "health", "freedom", "peaceful world" and "love" are the top choices among the terminal values (see Table 1) whereas "independent", "responsible", "loyal" and "honest" are the instrumental values most commonly chosen (see Table 2).

As for the terminal values chosen, "defense", "world of beauty", "exciting life" and "salvation" were in the lowest positions. The instrumental values "ambitious" and "imaginative" were also among the last ones chosen in both subsamples. It is worth pointing out that the value "ambitious" came in with the lowest rating, considerably below the rest, in spite of being a value which is very closely attached to the concept of a manager. This may be due to its negative connotation in Spanish culture. However, this value was chosen in the first place in the American sample.

TABLE 1
TERMINAL VALUES (ORDERED BY IMPORTANCE)

Terminal Value	Females	Fernald and Solomon (females)	Males	Fernald and Solomon (males)
Health	1	1	1	6
Love	2	10	4	17
A world at peace	3	11	2	7
Freedom	4	4	3	12
Equality	5	13	7	10
True friendship	6	8	6	2
Family protection	7	3	5	13
Self-realization	8	5	12	3
Self-respect	9	2	10	11
Wisdom	10	6	9	18
Internal peace	11	7	8	15
A comfortable life	12	9	11	4
Social recognition	13	17	13	14
Pleasure	14	15	15	1
Salvation	15	18	14	5
An exciting life	16	12	16	9
A world of beauty	17	14	18	8
National defense	18	16	17	16

The results for the instrumental values, and their order were the following:

TABLE 2
INSTRUMENTAL VALUES (ORDERED BY IMPORTANCE)

Instrumental value	Females	Fernald and Solomon (females)	Males	Fernald and Solomon (males)
Independent	1	3	1	12
Responsible	2	2	2	16
Loyal	3	6	4	17
Honest	4	1	3	3
Affectionate	5	10	14	4
Tolerant	6	6	5	2
Obedient	7	18	16	11
Capable	8	5	11	7
Clear	9	16	7	6
He/she helps	10	15	9	8
Self-control	11	11	10	18
Intellectual	12	8	17	10
Polite	13	17	8	9
Logical	14	12	12	13
Forgiving	15	14	6	14
Imaginative	16	13	15	5
Brave	17	9	13	15
Ambitious	18	4	18	1

We can observe the differences between Fernald and Solomon's (1987) order and our study.

CONCLUSIONS

The general objective of our study was to analyze the psychosocial dimensions that influence the entrepreneurial behavior of cooperative entrepreneurs. In general, we consider that this kind of entrepreneur has specific features that differentiate this group from other samples of entrepreneur referred to in the literature.

As regards the relationship between achievement motivation and locus of control on the one hand and risk-taking behavior on the other, we obtained lower scores than have studies done with other types of entrepreneurs. We were unable to reach clear conclusions on the function of gender or the location of the cooperative. These results should make us reflect upon the managerial profile of the cooperative entrepreneur.

The internal indexes obtained are lower than those gathered by Rotter (1966) in his sample of entrepreneurs. The different scores reflect a clear differentiation between both types of entrepreneurs: the cooperative worker and the owner. Although in the latter, the wish for progress is an essential characteristic of his/her profile, the cooperative entrepreneur represents the profile of a wage or

salary earner who tries to settle down and dignify a work position that he/she already holds and knows sufficiently.

In any case, the scores obtained are higher than those gathered in studies undertaken with the population at large (Pérez, 1984; Rotter, 1966). Thus, we may be witnessing a specific profile, halfway between the manager and the qualified worker.

In this case, the data would reflect the double profile of the cooperative entrepreneur as a manager and a worker. Cooperatives, as companies, develop an activity to serve the common economic interests of their members. Yet, as social organizations, they also share an end or common objective which is subject to social norms. This shows the importance that psychosocial variables have in the configuration and development of this type of organization.

The assumption of this double economic and social identity is fundamental in cooperatives, regardless of the sector, activity or cooperative type. It is therefore detrimental for cooperatives to try to follow mercantile and economic approaches exclusively or to retain a false social idealism.

We can observe something similar in the values placed in the highest positions. Most of the values chosen represent approaches related to well-being and justice ("health", "peaceful world", "responsible", "honest"), whereas those related with competitiveness and effort ("exciting life" and "ambitious"), as well as aesthetic or intellectual ones ("world of beauty" and "intellectual") were relegated to the lowest positions. In this case, the instrumental values that females chose as being most important in our sample form a group of homogeneous values which closely match those obtained in the study carried out by Fernald and Solomon (1987).

Although the first values chosen in our study and those gathered by Fernald and Solomon (1987) match to a certain extent, we cannot infer that group values are given high priority. Moreover, values linked to the concept of a manager, such as "ambitious", or "imaginative" scored lower than did the rest of the values.

In summary, we can conclude that this type of entrepreneur is a manager with some specific features who is different from other entrepreneurs and from the population at large.

Finally, we consider that further research should be done on this type of organization, mainly from the field of social sciences. In this sense, public administrations should promote activities or training programs aimed at promoting self-employment, not randomly but defining the profile of the target population. Given the importance of the group in this type of organization, training programs aimed at the development of cooperatives will have to rely on a multidisciplinary staff who, besides providing advice on legal and economic matters, can also guide, encourage and promote cooperative workgroups from a psychosocial perspective.

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