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Entrepreneurial attitude of the youngest members of family businesses: a theoretical approach

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Abstract

The paper proposed a theoretical approach to determine the possible relationship between entrepreneurial intention of the younger members of family businesses and entrepreneurial orientation of these family businesses. We ask whether the fact of belonging to a family business have more entrepreneurial attitude in their younger members. Another issue of concern is whether this attitude is related to the gender of the younger members. We propose a model to analyze the entrepreneurial intention and conduct a simple comparative study in a group of students in a course on “family business” in which some students are members of family businesses and some students do not belong to family businesses.

JEL Classification: *M13; L26*

Keywords: *Entrepreneurial Attitude; Family Businesses; Young Members.*

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1 Introduction

The origin of family businesses is usually a person with a certain entrepreneurial profile and strong motivation, creating a company. The profile may be more or less intense in entrepreneurial values and from it will depend, in part, the success of the future company. Motivation may be the desire to create a company (proactive attitude), or the need of creating a company (reactive attitude). If the future of the new company is successful, over time, it is possible that the founder of the company considers that its business can become a living for his family, who decides to involve her in the business and turn your business into a company family. His relatives inherit the property. They will have the control of the business. May be they will manage the company. However, people in the family who assume that responsibility, do they have a high profile entrepreneurship? We know that the entrepreneurial profile is not genetically inherited, but it is possible that the younger members are imbued with the entrepreneurial values of their predecessors. Are there differences between the entrepreneurial attitude of the younger members belonging to a family business and the entrepreneurial attitude of young people belonging to non-family businesses? Belonging to a family business assume that transfer of entrepreneurial values? Is the Family Business a good social context and of transfer of values (familiness) to the young members of Family Business? How belong to a family business impact in the entrepreneurial intention on self-efficacy, desirability, feasibility and perception of environment. And, finally, the main question: Is there a relationship between entrepreneurial orientation of the family and entrepreneurial attitude of successors in family businesses?

We propose a model to analyze how the perception of self-efficacy, entrepreneurial intensity and environment and social norms interact to influence the process by which entrepreneurial intentions evolve.

2 Theoretical aspects and proposed hypotheses

2.1 About entrepreneurial intention

The cognitive theoretical models of entrepreneurial intention derived from the Entrepreneurial Event Model (Shapero and Sokol, 1982) and the Theory of Planned Behaviour (Ajzen, 1991) have been the most frequently used approximations in the literature to explain entrepreneurial behavior. The basic postulate from these conceptual approaches derives from psychological literature in which human intentionality is understood as the main antecedent and the best predictor for planned behavior oriented toward goals, especially when it is developed in the long term (Ajzen, 2001).

From this approach, entrepreneurial intention is associated to a mental state that directs the attention, experience and action toward a business concept (Bird and Jelinek, 1988). In this way, it can be explained starting from individual attitudes about the feasibility and desirability perceived in business creation (Shapero and Sokol, 1982). In addition, a series of constructs related to behavioral control, positive attitude toward the behavior and subjective norm can be used (Ajzen, 1991). Consequently, the set of cognitive variables acts in turn as mediators of the influence on other exogenous or endogenous factors with the potential to affect entrepreneurial intention and behavior in people.

Starting from the premise that the entrepreneurial action implies planned behavior, it is understood that this behavior can be predicted according to the previous intentions presented

by the individual at any given time (Krueger *et al.*, 2000). To understand how entrepreneurial intention works some psycho-sociological models can be used that explore attitudes and antecedents or beliefs (Krueger, 2007). Ajzen (1987)'s Model of the Theory of Planned Behavior is found in the field of Social Psychology. It proposes that the intention of carrying out an activity depends on how its attractiveness, feasibility and social norms are perceived. Ajzen (1991), in one of the most frequently quoted papers in the literature, proposes through the *Theory of Planned Behavior* that there is a set of cognitive variables or "antecedents" which permit the explanation and prediction of entrepreneurial intention. According to this author, these variables are related to beliefs, attitudes and intentions that determine entrepreneurial behavior. In this regard, research interest in analyzing the effect of these psychological variables has increased remarkably in recent years, together with other socio-demographic variables and certain socio-economic environments (Linan and Chen, 2009).

On the other hand, Shapero's Entrepreneurial Event Model (1982) proposes that the entrepreneurial intention depends on how its desirability, feasibility and the propensity to act are perceived. These models were corroborated by Krueger *et al.* (2000), who concluded that both are very useful for understanding the process under study here.

Both models coincide in posing the relation between feasibility and self-efficacy. The beliefs of people about their own abilities for accomplishing the activity of "creating a business" can have a positive or a negative influence on whether they have future entrepreneurial behavior. Intention reveals the desires of people to implement behavior, having previously considered their own competencies, personal experience and the environmental conditions to be confronted. For such an intention to exist, and for the person to consider that the possibility of creating a business is desirable and feasible, it is necessary to influence their beliefs or attitudes previously. It is obvious that a simple change in beliefs or attitudes would not be enough to implement entrepreneurial behavior, since the express intention of entrepreneurship must exist besides (Cooper and Lucas, 2008). But without influencing those beliefs and attitudes there will be no entrepreneurial intention.

Centring on psychological variables and following the paper by (Ajzen, 1991), there are three key factors: attitude toward behavior, subjective norms and perceived control. So, firstly, personal attitude refers to the degree to which individuals make a positive or negative personal valuation about the behavior of being entrepreneurs (Ajzen, 1991, 2001), including a series of affective and evaluative considerations such as a favorable attitude toward the entrepreneurial process. Secondly, subjective norms measure perceived social pressure in carrying out entrepreneurial behavior or not. That is to say, they refer to the perception of the approval of entrepreneurial decisions by reference persons. Lastly, perceived control of behavior refers to the perception about the feasibility or difficulty in carrying out the behavior.

Finally, values constitute desirable trans-situational goals that act as principles to guide the lives of individuals (Rokeach, 1973). In the same way, values can be defined as cognitive representations of motivational ends, of human necessities of individuals as biological organisms, of coordination of social interaction and of survival and group well-being (Schwartz, 1990). Therefore, values can guide us when deciding to start a business, and can constitute an antecedent of entrepreneurial intention (Bird and Jelinek, 1988; Lee *et al.*, 2011).

Simplifying that causal chain, it can be proposed that beliefs of self-efficacy generate attitudes, attitudes influence the entrepreneurial intention and intention involves behavior, i.e. creating a business:

Beliefs (self-efficacy) → attitudes (enterprising) →

→ intention (entrepreneurial) → behavior (business)

Therefore, the level of confidence or self-efficacy that people have about their abilities and competency, as a manifestation of their beliefs regarding the possibility of carrying out a determined activity, exercises a very important role in entrepreneurial action (Boyd and Vozikis, 1994; Krueger and Brazeal, 1994; Chen *et al.*, 1998). In this way, the competency that people have will only be useful if those people are confident that with this competency they will achieve the proposed objectives (Bandura, 1989, 1997).

Several papers demonstrate that self-efficacy, understood as the confidence people have in themselves, based on the beliefs in their possibilities for success-more than on their real possibilities (Markman *et al.*, 2002)-is a key element in the human behavior under study (Bandura, 1989). In this sense, the probability is understood that people who perceive themselves as having great self-efficacy for a determined activity will perform it and will be dedicated to it tenaciously (Bandura, 1997).

Simplistically, people's entrepreneurial attitude can be considered equal to their perception of whether the possibility of creating their own business is attractive or not. Various authors have tried to contribute a more precise definition. For example, Kolvereid and Isaksen (2006) defined entrepreneurial attitude as the degree of commitment people have regarding the project which manifests how much they are willing to be implicated in the creation of the business. Liao and Welsh (2004) use a similar construct called entrepreneurial intensity in which they represent the so-called degree of entrepreneurship, that is to say, people's degree of commitment to the (potential) creation of their business. This variable is described as the dedication or effort necessary to undertake the gestation period of the business successfully, which will permit its subsequent creation. That variable presents two interrelated dimensions: concentration and commitment. Concentration refers to the degree to which the person desires to be dedicated to the creation of the business versus other professional and/or personal alternatives. Commitment refers to the degree to which people are willing to implicate their material, economic and temporal resources in creating the business. Several multicultural researchers have verified that in effect this variable is directly related to entrepreneurial intention (Welsch and Pistrui, 1993; Pistrui *et al.*, 1998).

It has been observed that the perception of persons about surrounding conditions influence whether the creation of their own business is considered an alternative to other professional options. Curiously, people do not usually make decisions of this type of eminently economical characteristics from a purely rational and objective perspective, which would involve a strict criterion of efficiency. Rather those decisions are also influenced by their own, always subjective, perceptions of the conditions and norms of the context in which they find themselves (Ajzen and Fishbein, 1975). It has been demonstrated (Carayannis *et al.*, 2003) that factors of a macroeconomic, sociocultural and political-legal type, including the existence or not of active institutional policies for business creation, that define the various dimensions of the environment, have a high impact on entrepreneurial intention. Besides these environmental perceptions, the potential entrepreneurial intention and desirability and/or feasibility of creating a business is influenced in a very important and quasi-determinant way by the equally subjective opinions of the persons in their immediate family and social settings. In this case, the family business is a very interesting context to influence on this perception about their young members.

2.1.1 Barriers that limit and hinder entrepreneurial intention

Barriers conditioning entrepreneurial intention in many cases are due to a series of sanctions or potentially perceived sanctions that condition behavior and to the barriers imposed by public institutions or agents interested in the process (Szyperki and Nathusius, 1999). Nonetheless, there is a great quantity of papers in the literature on Entrepreneurship which are quite orientated to the obstacles of financing, unavailability of one's own sufficient resources, the existence of a negative economic situation, an unfavourable economic policy environment, contacts with absent clients, shortage of demand, fear of failure, lack of knowledge and/or training, lack of entrepreneurial spirit and shortage of adequate partners (Ruda *et al.*, 2008).

Besides, literature on *Entrepreneurship* has also considered other important limiting factors such as available time and limited support from family and friends (Szyperki and Nathusius, 1999). In addition, the impossibility of developing feasible commercial ideas or the lack of an entrepreneurial attitude (Bird and Jelinek, 1988) greatly limits entrepreneurial intention. In this way, individuals who have created an entrepreneurial idea and demonstrate their intention of carrying it out must overcome a series of previously unperceived obstacles (Ruda *et al.*, 2008). Many of the obtained empirical results are contradictory, and it is necessary to keep in mind that the great majority of variables which moderate the process are connected to external aspects such as legal limits and administrative restrictions.

2.1.2 Socio-demographic and situational variables

Regarding socio-demographic variables, some existing models consider that socioeconomic factors indirectly affect entrepreneurial intention (Kolvereid, 1996) through their influence on the antecedents of entrepreneurial intention (Linan and Chen, 2009). Shapero and Sokol (1982) point out that attitude toward entrepreneurship depend on exogenous factors such as socio-demographic and cultural ones or on social and financial support. In this sense, the factors of family environment related positively to entrepreneurship (Morianio *et al.*, 2006; Fayolle *et al.*, 2006). Previous exposure to entrepreneurial activity is included as one of these factors. Such previous exposure could be from having entrepreneurial relatives or parents who have a family business. This experience affects attitudes toward entrepreneurship (Krueger *et al.*, 2000). On the one hand, coming from a family in which one of the parents is an entrepreneur has been related to a more attractive perception of entrepreneurship as a professional outlet (Drennan *et al.*, 2005). Besides, variables such as gender, age, educational level and level/type of studies can influence propensity (Linan and Chen, 2009).

About entrepreneurial intention, many studies conclude that men, compared with women (Shaver *et al.*, 2001; Veciana *et al.*, 2005), have a greater perception of personal efficacy and preference for entrepreneurship (Scherer *et al.*, 1990; Chen *et al.*, 1998; Reynolds *et al.*, 2000; Gatewood *et al.*, 2002; Veciana *et al.*, 2005; Langowitz and Minitti, 2007; Wilson *et al.*, 2007).

2.2 Entrepreneurial intentions and gender

Several researches suggest that individual differences are the main reason why some people are entrepreneurial and some not. These differences are based on cognitive processes and socio-psychological (Baron, 1998; Douglas and Shepherd, 2000; Krueger *et al.*, 2000; Shane and Venkataraman, 2000).

Gender seems to play an important role in entrepreneurial intentions. The number of women

entrepreneurs is significantly less than men (Reynolds *et al.*, 2000; Delmar and Davidsson, 2000; Minniti *et al.*, 2005; Davidsson, 2006).

We believe that social norms, self-efficacy and gender influence entrepreneurial intentions. But we understand that gender has an indirect effect. Social norms project the masculine image of a successful businessman. This can reduce women's entrepreneurial intentions. On the other hand, women may perceive themselves as less self-efficacy to develop business activities. These arguments are presented in a study of Langowitz and Minniti (2007) who observed that women perceive themselves and the business environment worse than men.

2.2.1 Generic environment, social norms and family environment

People do not take pure economic decisions, on a totally rational base, but are influenced by their perceptions of the rules of the society in which they are involved (Ajzen and Fishbein, 1975). Thus, cultural factors and macro-economic policy have a major impact on the entrepreneurial intention (Carayannis *et al.*, 2003). On one level closer to the person, the family opinions encouraging potential candidates. The family, especially parents, plays an important role in influencing on the perceptions to will be business people. If someone in the immediate environment perceives the business as not feasible or desirable, it can cause serious doubts on the individual. However, if the family is encouraged, this can be an important emotional support.

Several empirical studies show that women tend to perceive the business environment more unfavourable than men (Langowitz and Minniti, 2007) or show that the business does not fit your personality (Menzies and Tatroff, 2006). Baron *et al.* (2001) suggest that gender stereotypes persist in certain social settings. Thus, at business it's generating differences between men and women (Holmquist and Sundin, 2002; Martins *et al.*, 2002). In addition, stereotypes make the concept of business is based on masculine attributes (Delmar and Holmquist, 2004). Society perceives the characteristics of a successful entrepreneur as the stereotypical male gender (Nilsson, 1997; Fagenson and Marcus, 1991; Ching and Harris, 2002). Even between managers and entrepreneurs, men perceive the success as androgynous style (Cames *et al.*, 2001).

In the case of women, the perception of subjective norms related to the business can affect your decision further. A favourable perception of these rules may lead them to perceive the business as a personal choice. The increase of women in management positions has led them to establish similarities between women and successful managers (Schein and Mueller, 1992; Duehr and Bono, 2006).

2.2.2 Self-efficacy

Self-efficacy is the basic element of social learning theory of Bandura (Bandura, 1982, 1989, 1997), It establishes a reciprocal causal interrelationship between cognition, behavior and environment. Self-efficacy is based on a person's perceptions about their own abilities and capacities, reflecting their own beliefs about their ability to successfully develop a task. More likely that people who perceive themselves as a great self-efficacy in a particular task it is carried out.

There is consensus on the role played by self-efficacy on entrepreneurial activities (Boyd and Vozikis, 1994; Krueger and Brazeal, 1994; Chen *et al.*, 1998).

Women have less expectation of success in certain professions (Eccles, 1994) and they limit their choice because of their lack of confidence in the relevant skills to develop them (Hackett

and Betz, 1981; Bandura, 1992) and, in particular, they avoid the business activities for this reason (Birley, 1989; Scherer *et al.*, 1990; Chen *et al.*, 1998; Shaver *et al.*, 2001; Wilson *et al.*, 2004; Kwong *et al.*, 2006). Verheul *et al.* (2003) note it is less common that women to perceive themselves as entrepreneurs.

Young women perceive a lower level of self-efficacy in areas such as math, finance, decision making and problem-solving. Precisely those that are associated with stereotypes of male capacities and business (Marlino and Wilson, 2003). Kourilsky and Walstad (1998) observed that young women are less interested in business and have less confidence in their abilities.

The gender may have a moderating effect on the relationship between perceived self-efficacy and entrepreneurial intentions. Many men have great confidence in their performance (Barber and Odean, 1998; Niederle and Vesterlund, 2005). Women tend to attribute their results less at their ability and more to your work and that of their subordinates (Rosenthal, 1995).

Many studies confirm that business is perceived as a masculine field (Nilsson, 1997; Ahl, 2002; Delmar and Holmquist, 2004; Winn, 2005). Women believe that stereotypes are an obstacle to their business (Fagenson and Marcus, 1991; Marlow, 2002; Holmquist and Sundin, 2002; Martins *et al.*, 2002). Another reason why the business can be less attractive to women is the existence of few female role models of success (Stewart *et al.*, 1998).

2.3 The entrepreneurial orientation and the family business

There are no generally accepted numbers about the mortality rate of family business. Numbers vary but they are always motive for concern. Ward (1987) suggests that less than 66% of family business goes to second generation and only 13% survive beyond the third generation. A problem in family business may be the lack of entrepreneurial orientation in the subsequent family generations. If entrepreneurship is the essence of the entrepreneur, this is, of the first generation, it may be not the case for his/her successors. According to Ward (1987) family businesses owners understand that their firms need to revitalize and enter in new markets in order to survive. This needs an entrepreneurial orientation, however, some researchers (Martin and Lumpkin, 2003; Habbershon and Pitsrui, 2002) suggest that subsequent generations are less entrepreneurial than the founder. According these researches entrepreneurial behavior decrease as generations take over the family business.

Heck *et al.* (2008) argue that, in spite of the large majority of firms are family owned and managed research about business has long ignored the complex system of family businesses. In fact, research about family business has increased in recent years but the subject of entrepreneurial orientation in family businesses is just in its beginnings. In their article, Heck *et al.* (2008) pose some questions that deserve attention:

- What are the attributes or determining characteristics of an entrepreneurial family?
- Does the corporate entrepreneurship literature offer any models applicable to developing entrepreneurial tendencies among family members, especially successors??"

The subject of entrepreneurial orientation has interested the research since the 80s but it took some thirty years to be related to the subject of family businesses.

Research showed that relationship between entrepreneurial orientation and performance is complex and depends on context factors (Lumpkin and Dess, 1996). Wiklund and Shepherd (2005) argue that the relationship between entrepreneurial orientation and performance depends

on the external environment but also on internal characteristics. Family businesses are specific contexts, a relatively distinct category in terms of ownership and governance, so, it is possible that the entrepreneurial orientation need more research in such specific firms.

Entrepreneurial orientation supposes, above all, change but change is complicated at family firms. As [Salvato et al. \(2010\)](#) wrote, even when families realize that change is needed, it is difficult to implement it because the fear of losing family harmony. One strong value in family firms is the respect for the ancestors and to introduce change is to disrespect them. The new generation feels the responsibility to nurture the legacy and to preserve it to the next generation. In doing so, family members act according values and beliefs of their antecedents. As [Denison et al. \(2004\)](#) suggest, even in successive stages of family firms, the values and motivations of the founder are present. The challenge of family businesses culture is to be responsive to the environmental change according the aspirations of the current family generation and, at the same time, to respect the values of the founder. Simultaneously, some articles support the idea that family businesses can be entrepreneurial long after the first generation [Zahra et al. \(2004\)](#).

However, an entrepreneurial orientation is not a luxury; In fact it is fundamental if the family firm is to survive beyond the founder. The firm needs to revitalize face to a turbulent environment. [Naldi et al. \(2007\)](#) stated that entrepreneurial orientation is inevitable for firms that want to face competitive environments.

The literature review about the relationship between entrepreneurship and family business presents contradictory perspectives. One perspective suggests that family business is a highly entrepreneurial creative and dynamic context ([Aldrich and Cliff, 2003](#)). The other stated that family businesses are conservative, risk adverse and dominated by tradition ([Nordqvist and Melin, 2010](#)). As stated by [Aldrich and Cliff \(2003\)](#), family ambiance has a positive impact on entrepreneurship as it facilitates access to capital and/or social resources as well as by its specific culture. According so, family business could act as a business incubator to family members. Disagreeing with this statement, [Nordqvist and Melin \(2010\)](#) propose that family business context has particular characteristics that can facilitate or can constrain entrepreneurial activities. [Martin and Lumpkin \(2003\)](#) found that entrepreneurial orientation is greater in first generation but decreases over time when a family concern emerges. In their study they conclude that as later generations are involved in the family business they have a decreasing entrepreneurial orientation and an increasing family orientation.

3 Hypotheses

With these theoretical approaches we propose the following hypotheses.

Main hypotheses:

- H1: A favourable perception of the environment and social norms is related positively with entrepreneurial intention.
- H2: A higher perception of self-efficacy is related positively with entrepreneurial intention.
- H3: A favourable attitude towards entrepreneurship is positively related to the entrepreneurial intention.

Social norms:

- H4: Young members of family business have a more optimistic perception of the environment and social norms.
- H5: To belong to family business moderates the relationship between the perception of the environment and social norms, and entrepreneurial intention.

Self-efficacy:

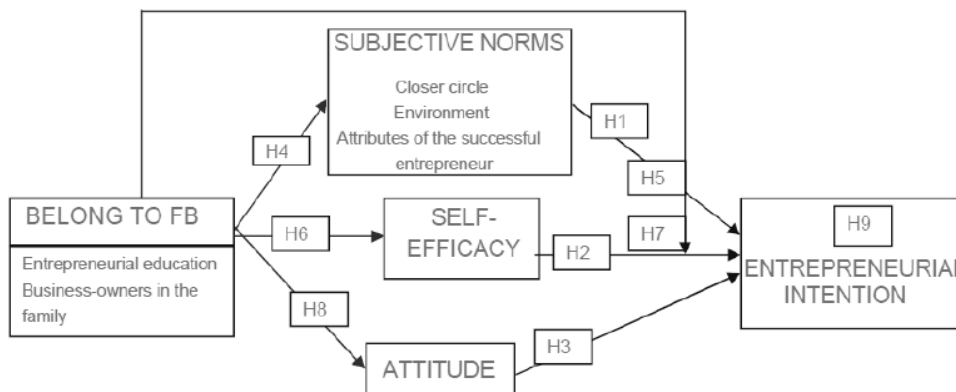
- H6: Young members of family business have more optimistic perception of self-efficacy.
- H7: To belong to family business moderates the relationship between self-efficacy and entrepreneurial intention.

Attitude:

- H8: Young members of family business have more optimistic attitude towards entrepreneurship.
- H9: Young members of family business have higher entrepreneurial intention than no young members of family business.

We can present the conceptual model proposed, including these hypotheses, in the Figure 1.

Figure 1: *Conceptual model proposed (from Díaz and Jiménez-Moreno, 2010)*



4 Methodology

To determine whether there are differences in entrepreneurial attitude among young people in terms of belonging or not to a family business, we propose to take a group of university students in the degree of Business Administration, enrolled in an elective course: Family Business Administration. It is a voluntary subject and the students have interest of the subject, because they have other options of the same duration and at the same time. We conducted a questionnaire on the entrepreneurial profile and in addition, we ask them if they belong to a family business.

This research has antecedents in other previous studies and is based on an already proven model (Díaz and Jiménez-Moreno, 2008b,a; Jiménez-Moreno and Díaz, 2009; Díaz and Jiménez-Moreno, 2010). In that model it was analyzed how the perception of one's environment and social norms, self-efficacy, entrepreneurial intensity and gender interact in the gestation process of the entrepreneurial intention. Now the purpose was to discover the relation between belong to a family business and entrepreneurial intention, therefore the previously proposed methodology was followed. A standard questionnaire was used with validated questions already contrasted beforehand in other papers.

The desirability and feasibility that respondents felt might pertain to their own businesses were measured by using a 7 point Likert scale.

The measure of entrepreneurial self-efficacy was based on work by Krueger and Kickul (2006) and Kolvereid and Isaksen (2006) by using items from factors obtained from various previous studies that used specific scales for entrepreneurial self-efficacy. Sub-scales were used for risk assumption from Chen *et al.* (1998), for development of new products and market opportunities and for facing unexpected situations from De Noble *et al.* (1999), and for economic management from Anna *et al.* (1999). These specific scales of self-efficacy were chosen because in this way the predictive power of the intention to carry out the activity of creating a business is greater (Bandura, 1982; Chen *et al.*, 1998).

Grilo and Thurik (2005) for the evaluation of the perception of the generic environment. To measure entrepreneurial attitude, the scale by Liao and Welsh (2004) was used, which is very similar to the one used by Kolvereid and Isaksen (2006). Entrepreneurial intention was measured by means of the four item scale by Cooper and Lucas (2008).

Using a Likert scale where the highest value corresponded to the maximum positive answer, the various questions formulated in the questionnaire, among other aspects, addressed the perception of the degree to which the creation of a business is desirable and feasible:

- Desirability (7 point scale)
- Feasibility (7 point scale)
- Self-efficacy in entrepreneurial competency (10 point scale)
- The environment for the creation of a business (5 point scale)
- Entrepreneurial attitude (10 point scale)
- I would prefer having my own business to any other promising career (5 point scale)
- Entrepreneurial intention
- I will try to create my own business sometime (7 point scale)

Students were expressly asked about: their perception of their entrepreneurial competency by means of a 10 point Likert scale where 1 is barely entrepreneurial and 10 is very entrepreneurial, their perception of risk facing the creation of a business on a 7 point Likert scale where 1 implies little risk and 7 involves high risk and the probability of creating their own business in the mediate future on a 5 point Likert scale where 1 was very improbable and 5 was quite probable.

The respondent was identified for future follow-up. Interesting information, among other matters, was: gender, family and social settings, perception of the profile of what entrepreneurial

persons were like, entrepreneurial self-evaluation and professional intention. Other aspects such as training or age were not relevant, since the majority of the students were studying Business Administration and Management full time and were between 20 and 22 years old. The questionnaire will give to students toward the end of the subject in 2012 December.

Previously, at the beginning of the subject in September, among other things information was gathered on whether they have or have had a business idea at some time, whether there was any entrepreneurial reference in their family and social setting and what their evaluation was of the difficulty of creating a business.

5 Results

Fifty-seven students were registered in the subject in the past academic year, of which 56.2% were female students and 43.8% were males, and 27.4% were members of family businesses (YMFB) and 72.6% were no members of family businesses (no YMFB).

Of the students, 84.7% were nationals, for the most part from the very region of Castilla-La Mancha (Spain). And 15.3% were foreigners, of which 56.1% came from different European countries through Erasmus agreements. The other 43.9% came from Latin America through bilateral agreements between Universities. The subject was interesting for these students basically because in the first place, they do not have similar material in their university centers of origin. In the second place, it was recommended by other foreign students from their same Universities who had studied it in previous years.

Regarding the way they gained admittance to the subject, 87.7% did so by choosing it as an "elective" and the remaining 12.3% as "free configuration". At the time they were taking the subject the majority, 48.6% were in their 5th year of Business Administration; 28.1% were in their 4th year; 23.3%, in their 3rd year.

At least 80% of the 30 sessions were face-to-face classes, divided into 2 sessions per week for 15 weeks. Regarding attendance at face-to-face sessions, 77.3% of the registered students attended regularly, of which 59.2% were female students and the remaining 40.8% were males, and 26.9% were YMFB and 73.1% were no YMFB. The other 22.7% did not attend regularly due to scheduling incompatibility with subjects from previous years or because they were training in businesses or were staying at other European Universities as Erasmus students.

Their marks indicate that 92.5% of the students that attended passed the subject. The results, over the total students registered, were: 43.5% passed with a 5 - 6 on a 10 point scale, 31.2% received a mark of 7 - 8, 17.8% received 9 - 10, and 7.5% did not finish the subject.

The global evaluation of the subject, 8.10 over 10, is shown on Table 1.

If the marks are analyzed according to main objectives, there are no big differences between YMFB and no YMFB students. See Table 2.

Returning to the information gathered of the subject through the questionnaire about whether they had a business idea then or previously, whether there was an entrepreneurial reference in their family or social environment and what their assessment was about the difficulty of creating a business, the most interesting results are as follows.

Regarding having a business idea, 74% of the students responded negatively. They have never had a business idea and never thought about starting a business, as opposed to 26% who affirmed that they had or have had a business idea at some time. Of those persons who responded affirmatively, 63% explained unoriginal ideas for business projects-imitations-that already exist such as restaurants, driving schools, stores, leisure, video games, and consultants

Table 1

Question	Mean	Var.	Dev.
Interest of the subject	8.41	1.08	1.02
Usefulness of the subject	8.59	1.21	1.11
Contents of the curriculum	7.63	1.78	1.36
Development of lessons	7.97	3.14	2.19
Length (credits)	7.13	1.93	1.37
Material used	7.82	2.03	1.71
Virtual Campus	7.57	2.47	1.69
Judgement of assessment	8	1.63	1.28
Professor	8.43	1.91	1.37
Global assess	8.34	1.82	1.36

Table 2

Results	YMFB	No YMFB
Not finish	7.10%	7.30%
5-6	43.80%	44.90%
7-8	30.40%	30.70%
9	18.70%	17.10%
10	0.00%	0.00%

offices. Truly original, innovative ideas were presented by 21%. And 16% who responded affirmatively did not specify their business ideas.

With regard to having an entrepreneurial environment, 67% of the students stated they had some entrepreneurial reference in their immediate environment.

Relating the business idea to the tendency or not of having entrepreneurial references in their environment, 78.3% of the students that do have a business idea responded affirmatively that they counted on an entrepreneurial reference in their immediate family or social environment. Meanwhile those who had no idea responded in 47.5% of the cases that they did have an immediate entrepreneurial reference.

Regarding risk assessment for creating a business, the result is that of the students who presented the highest assessments, i.e. 8, 9 and 10 over 10, which is very risky, 69.7%, 70.9% and 78.6% respectively manifested having an entrepreneurial reference in their environment.

As for the risk that creating a business involves, the mean value was 7.23 over 10 which it is very risky to YMFB. This value is to 6.96 when they are asked at the no YMFB. Details can be seen on Table 3.

Regarding those who had a business idea, they assessed a somewhat lower risk (7.06 over 10: very risky) than those who showed that they did not have a business idea (7.61).

Those who said they had no immediate reference in their environment valued risk somewhat lower, at 7.1 over 10, which it was very risky, than those who do have some reference, at 7.7.

In relation to FB, among those who said they did not have a business idea, 62.4% were no YMFB students and 37.6% were YMFB, while the distribution among those who did have a

Table 3

Risk	Mean	Var.	Dev.
YMFB	7.23	1.78	1.27
No YMFB	6.96	1.99	1.43

Table 4

Desirability	Mean	Var.	Dev.
No YMFB	5.17	1.12	1.14
YMFB	5.73	1.37	1.21
Total	5.42	1.23	1.16
Feasibility	Mean	Var.	Dev.
No YMFB	4.01	1.69	1.31
YMFB	4.38	1.82	1.38
Total	4.26	1.68	1.29

business idea was at 50% for both.

The appropriate statistical treatments were carried out on questions relative to the perception of desirability and feasibility, self-efficacy in entrepreneurial competency, environment and risk perception, entrepreneurial attitude, entrepreneurial intention and the probability of creating a business. The possible categories had been grouped into a lower interval for the purposes of treatment. Several results were obtained, some of which are explained below.

Regarding desirability and feasibility, for a maximum value of 7, the values obtained by FB show that no YMFB students showed a lower attraction to the idea of creating their own business and considered it less feasible than YMFB students. The highest concentration of answers for desirability, 57%, was recorded in YMFB students in high categories while the answers from no YMFB for those same categories were somewhat lower at 42.7%. As for feasibility, both groups gave the greatest response to medium categories. This data is shown on Table 4.

Regarding the preference to have their own business versus any other professional activity, for a maximum value of 5, the values obtained by FB, shown on Table 5, indicate that no YMFB students showed a greater preference than YMFB. In this case, the greatest concentration of answers was recorded in the medium categories for both groups: 35% in YMFB and 39% in no YMFB.

Relating to their self-evaluation as an enterprising person, for a maximum value of 10, the values show that YMFB students considered themselves more entrepreneurial than no YMFB, as is seen in detail on Table 6. The greatest concentration of answers, 68%, was recorded in the medium to high categories for the YMFB student group and 56.7% in the medium category for the no YMFB student group.

Considering risk perception, for a maximum value of 7, it is observed on Table 7 that YMFB students presented higher values than no YMFB students. In this case, the greatest concentration of answers was recorded in the high categories for both group, 73.1% for YMFB

Table 5

Preference	Mean	Var.	Dev.
No YMFB	3	0.86	0.81
YMFB	2.79	1.17	2.24
Total	2.81	0.84	0.93

Table 6

Enterprising	Mean	Var.	Dev.
No YMFB	5.93	2.43	1.61
YMFB	6.71	3.17	1.92
Total	6.23	3.02	1.71

Table 7

Risk	Mean	Var.	Dev.
YMFB	5.96	1.43	1.12
no YMFB	5.51	2.74	1.65
Total	5.73	2.15	1.42

Table 8

Intention	Mean	Var.	Dev.
No YMFB	4.71	2.21	1.39
YMFB	3.77	2.15	1.56
Total	4.38	2.32	1.43
Probability	Mean	Var.	Dev.
No YMFB	2.79	0.87	0.91
YMFB	2.13	1.41	1.17
Total	2.62	1.1	1.07

and 70% for no YMFB.

Regarding their mediate professional perspectives about whether it is more probable that they would work in someone else's business or in their own, only 6.4% of the YMFB students indicated that it was more probable that they would create their own businesses, with a probability of 67%. The remainder considered that they would work for someone else with a probability of 71.8%. Regarding no YMFB students, 14.3% indicated that it was more probable that they would create their own businesses, with a probability of 71.3%. The remainder considered that they would work for someone else, with a probability of 74.7%.

Regarding intentionality of creating their own businesses at some time and the probability of doing so immediately, i.e. in 5 years, the results are shown on Table 8 for a maximum value of 7 and 5 respectively. As can be observed, the intention of trying to create their own business at some time is greater among no YMFB students, as well as the perception that it is probable in the short term. In this case the greatest concentration of responses on intentionality was recorded for both groups in the middle categories, 66.7% for no YMFB and 63.2% for YMFB. Regarding probability, the greatest concentration of responses was recorded for both groups in the low categories, 47.3% for YMFB and 49.1 for no YMFB.

As you can see, we have obtained results that are inconclusive, sometimes even contradictory, which forces us to make more detailed quantitative analysis and even a qualitative analysis of the data obtained.

6 Future Implication

Applied better relevant statistical analyzes, we wait to obtain conclusive results comparing the two groups: young members of family businesses and young people not belonging to a family business and prove the hypotheses. It allows us to know whether the fact of belonging to a family business has influence on the entrepreneurial attitude of young people. If so, in what sense this influence is given. Questions arise: if there are gender differences, if there are differences in function of time generational of family business, if there are differences in function of the type of company, etc.. Another question is to know whether the received training in our subject is going to change the entrepreneurial attitude and if that is reflected later. Finally, we want to analyze to family business, we are going to prepare a questionnaire on the entrepreneurial orientation of their family business and familiness level. We answer these questions in a future paper.

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Predisposizione imprenditoriale dei membri più giovani di un'impresa familiare: un approccio teorico

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Sommario

L'articolo propone un approccio teorico volto a determinare la possibile relazione esistente tra predisposizione imprenditoriale dei membri più giovani di un'impresa familiare e orientamento imprenditoriale delle imprese stesse. In particolare, ci si chiede se far parte di un'impresa familiare sia correlato con una maggiore predisposizione imprenditoriale nei membri più giovani e se tale predisposizione sia a sua volta differente tra uomini e donne. Gli autori presentano uno studio comparativo svolto all'interno di un gruppo di studenti di un corso aziendale, in cui alcuni di essi sono membri di imprese familiari.

Classificazione JEL: *M13; L26.*

Parole Chiave: *Predisposizione imprenditoriale; Impresa Familiare; Membri Giovani.*