SUMMARY

Entrepreneurial orientation helps to identify individual characteristics toward entrepreneurial activities and opportunities, which are traditionally linked with financial growth. Originally, the three dimensions were considered as predominant characteristics of entrepreneurial orientation, namely, risk tolerance, innovation, and proactiveness (Covin and Slevin, 1991). Lumpkin and Dess (1996) included two additional dimensions, namely, autonomy and competitive aggressiveness. The rapid changes occurring in society as a result of globalization and due to various problems (unemployment, financial crisis, job adjustment), which society is facing is not just affecting the life styles but also the way with which people earn their livelihood. Although everyone is making constant efforts to combat with the problems arising in the society but the most suitable way to get rid of these kind of problems is via entrepreneurial orientation, which is more than the mere creation of business but a dynamic process of vision and change which also requires an application of energy and passion toward the creation and implementation of new ideas and creative solutions. Entrepreneurial orientation may contribute to performance by enhancing firm’s capacity to identify innovative opportunities offering potentially large returns, target premium market segments and secure first-mover advantage (Lumpkin and Dess, 1996; Wiklund and Sheperd, 2005). Personal initiative of the person in entrepreneurial activities has been found to be related to entrepreneurial success in the U.S. (Crant, 1995), in Austria (Korunka et al., 2003), in Uganda (Koop et al., 2000) and in India (Jyoti Gupta 2002). Hence we assumed that personal initiative was correlated to business performance. The correlation between disposition toward entrepreneurial orientation traits of the individual shows significant positive relationship with firm’s performance, growth and recognition of social wealth. which has been
widely discussed, conceptually (Covin & Slevin, 1991; Lumpkin & Dess, 1996) and empirically (Covin & Slevin, 1989; Wiklund & Shepherd, 2005). However, a lot of questions about entrepreneurial orientation remain unresolved (Moreno & Cassilas, 2008). Further research need to redefined measurements by way of exploring the underlying processes related with entrepreneurial activity and recognizing multidimensional nature of entrepreneurial orientation (EO) which would contribute to the greater understandings of entrepreneurial orientation (EO).

Drucker (1985) the leading management thinkers of our time, has said, “The Entrepreneurial mystique? It’s not a magic, it’s not mysterious, and it has nothing to do with genes……it’s a discipline and, like any discipline, it can be learned”. Entrepreneurship is a skill that can be learnt and taught (Morris and lewis 1995; Fiet 2001; Jacob et al 2003). Broadly in literature on entrepreneurship reference to entrepreneurial orientation do appear but nowhere has it been mentioned what mainly contributes to the development of entrepreneurial orientation. On the basis of review of literature in the area of organizational behaviour and economic growth process of various organizations the factors which have been found to be of prime importance for understanding the development of entrepreneurial orientation seems to be belonging to the domain of parenting styles for upbringing of children in home, then personality of adolescents and the nature of exposure of adolescents to various agents of society.

Entrepreneurial orientation as a construct represent the capacity, the combination of abilities, traits and dispositions that enables a person to mobilize the capital to start and operate a new business (Aggrawala et al. 2002, 2004). It refers to a set of personal psychological trait, values, attributes and attitudes strongly associated with a motivation to engage in entrepreneurial
activities (McClelland, 1961, Stryker & Burke, 2000, and Ciavarella et al., 2004). Hence risks taking, achievement motivation, organizational abilities, self-concept, persuasion, attitude toward entrepreneur and problem solving ability were taken as representative characteristics of entrepreneurial orientation. Risk taking depicts the attitude to take prudent risks. Successful entrepreneurs probably take calculated risks (Begley & Boyd, 1987). While taking calculated risks reduces the probability of failure, a positive orientation towards risk-taking help the entrepreneur to take on unavoidable (and often sought for) challenges and risks. Achievement motivation taps the feelings of the individuals regarding their dissatisfaction with traditional or existing state of affairs and to achieve more. Individuals with a high need for achievement perform better with non-routine tasks and take responsibility for their performance. They seek feedback, compare themselves with others, set themselves challenging goals, and constantly try to improve their performance (McClelland, 1961, 1965 and Chen, Greene, and Crick, 1998; Mueller and Thomas, 2000). Organizational ability values that entrepreneurs have the capacity and ability to start new organization or revitalizing mature organizations, particularly new businesses generally in response to identified opportunities. Self-concept depicts the individual as a positive thinker and decision maker. Total commitment, hard-work, energy and single-mindedness are essential elements in the entrepreneur’s self-profile. Entrepreneurial owners must also persevere in spite of obstacles and be independent of external source of judgement (Schumpeter, 1934; Bowonder et al., 2005). Persuasion quality ensures that entrepreneurs suggest new changes and improvements frequently and encourage other to do so. Entrepreneurs have the quality and ability to change the behaviour of others. New ideas are not necessarily of absolute novelties, but should be new to the relevant group, market, and environment
Due to their ability of *problem solving* the entrepreneurs are perceived as they are among the few to recognize or to be able to solve the problem. Above all the *positive attitude* toward entrepreneur leads to the better entrepreneurial orientation.

The important issue to be address in the context of entrepreneurial orientation is its development, which has been found to be consistently missing in all research studies on entrepreneurship. Here it is suggested that in the domain of parents three parenting styles tend to play crucial role in the mental makeup of children / adolescents. The effect of these parenting styles has been found to be studied in relation to personality development and mental abilities but its link with development of entrepreneurial attitudes/orientation has not been studied so for. It has been observed that exposure to positive external conditions shape peoples’ perception of entrepreneurship and affect their attitude, mind set, dedication and skill for entrepreneurship. It is also contended that the more congenial the environment the more person is likely to exhibit entrepreneurial orientation. On the basis of insights obtained from the studies in organizational behaviour, parenting styles, personality and exposure to external conditions it is conjectured that these three variables play major role in the development of entrepreneurial orientation.

It has been observed that parents of academically motivated, achievement oriented children, have cordial relationship with their children. They place high value for autonomy and independence rather than dependence. Hill & Fallis (1995) found authoritative parenting to be positively correlated with organization, achievement, and intellectual orientation in children. Additionally, children of authoritative parents have also been shown to possess higher levels of autonomy than children of authoritarian and permissive parents (Deslandes et al. 2005). Mau and Bikos (2000) found that adolescents’
perception of parent’s support for learning has a strong impact on their achievement motivation. Parenting styles play a very important role in adolescents’s further development (Baumrind, 1975, Schaffer, 1996). Family functioning plays a role in the career developmental process (Blustein et. al., 1991). According to Pulkkinen (1990) future orientation of adolescents was related to the amount of interest that parents had shown in their development and plans during adolescence. Parenting practices influence the development of children’s motivational orientations (Deci & Ryan, 1987; Ginsburg & Bronstein, 1993; Gottfried, Fleming, & Gottfried, 1998 and Cummings, Davies, & Campbell, 2000). Authoritative parenting relates to exploratory activities (Kracke, 1997; Schmitt-Rodermund & Vondracek, 1999), achievement orientation (Leung & Kwan, 1998; Aunola, Stattin, & Nurmi, 2000), self-confidence, an internal locus of control (Schneeuind, 1995) and self-efficacy (Juang & Silbereisen, 1999). All variables on this list have been found to be higher in entrepreneurs (Chell, Haworth, & Brearley, 1991; Stewart, 1996). Authoritative parenting style has been positively related to characteristics that predict ascendance into leadership roles (Bass, 1990; Yukl, 2006). For example, research has shown that children who experience authoritative parenting have higher achievement orientation, self-confidence, internal locus of control, levels of moral reasoning, industriousness, independence, self efficacy and generativity, greater sense of care and concern for others. (Baumrind, 1991; Darling & Steinberg, 1993; Pratt, Skoe, & Arnold, 2002; Lawford, Pratt, Hunsberger, & Pancer, 2005).

In other areas of applied psychology, including job performance (Barrick and Mount, 1991), job satisfaction (Judge, Heller, & Mount, 2002), leadership, (Judge, Bono, Ilies & Gerhardt, 2000) and in a series of recent articles (Miner et al. 2004), researchers have examined the relationship
between personality trait, risk propensity and entrepreneurial status. The most important psychological factors judged by entrepreneurs to be related to success were the energetic participation in the endeavour, self-confidence, desire for being one’s own boss, achievement need; involvement in work, common sense and tenacity (Hornaday and Bunker, 1970). Personality variable may have an important role to play in developing theories of the entrepreneurial process, including such areas as entrepreneurial career intention (Crant, 1996; Zhao, Seibert and Hills, 2005). Collins, Hanges & Locke, (2004) reported that the entrepreneurs have higher achievement motivation. Personality variable have important role to play in developing theories of the entrepreneurial process including such areas as entrepreneurial career intention (Crant, 1996; Zhao, Seibert & Hill, 2005), and Entrepreneurial cognition of opportunity recognition (Ardichvili, Cardzo and Ray, 2003). It appears as if certain kind of persons would be attracted to these behaviour, whereas other people would choose safer and more conformist avenues of employment (Llewellyn and Wilson, 2003).Conscientiousness has been most consistent personality predictor of job performance across all types of work and occupations (Barrick, Mount and Judge, 2001). Collins, Hanges and Lacke (2004) reported that the entrepreneurs have higher achievement motivation.

Studies have shown that people having a parent who is an entrepreneur are more likely to express entrepreneurial intentions themselves (Agrawal, 2006). In many studies it was found that entrepreneurs indeed often had mothers and fathers who were entrepreneurs themselves (Ronstadt, 1984; Hisrich & Brush, 1986).), The essential role of the media is that it can be used to deliver information for the mass usage which can promote entrepreneurial values. However number of such factors touched upon by researchers is
numerous researchs, which included business environment (Brettis & hull, 1995), culture (Lee, Lim & Pathak, 2009), market factors (Shermen & Black, 2006), socio economic background (Mathivannan & Selvakuman 2008), occupation effects (Shane, 2000; Sorenson; Olav; Pino & Audia, 2000; Klepper 2001), socio political environment (Douglas & Sheperd, 2000) and governmental policies (Minniti, Bygrave & Autio, 2006) etc. Some researches have also addressed the issues like education and training (Riyanti, 2004; Karri & Rossiter, 2007), co-workers effects (Gompers,Lerner & Scharfstein, 2005) and exposure to stimulating environment (Thomas & Mueller.2000) for entrepreneurship. Social models have been shown to be a consistent and strong predictor of entrepreneurial intentions (Hisrich 1990). Education enhances students entrepreneurial efficacy through providing a set of attitudes, knowledge and skills lead the business to success (Wilson, Kickul & Marlino, 2007). Entrepreneurial activity might legitimize the choise of business as a viable career by family and close associates (Carroll & Mosakowski, 1987; Stuart & Ding, 2006; Sorensen 2007b).

**OBJECTIVES OF THE STUDY**

1. To study the relationship of authoritative, authoritarian and permissive parenting styles with entrepreneurial orientation of adolescents.

2. To study the association between personality and entrepreneurial orientation in adolescents.

3. To study the relationship between entrepreneurial exposure and entrepreneurial orientation in adolescents.

4. To analyse the relative contribution of parenting styles, personality and entrepreneurial exposure to entrepreneurial orientation of adolescent.
HYPOTHESES: The following hypotheses were formulated

1. Authoritative parenting style would have positive relationship with entrepreneurial orientation of adolescents.
2. Authoritarian parenting style would have negative relationship with entrepreneurial orientation of adolescents.
3. Permissive parenting style would have negative relationship with entrepreneurial orientation of adolescents.
4. Extraversion would have highly positive and significant association with entrepreneurial orientation as compared to neuroticism in adolescents.
5. Openness to experience and conscientiousness would be positively associated with entrepreneurial orientation of adolescents.
6. Agreeableness and entrepreneurial orientation would be positively associated.
7. Entrepreneurial exposure would be positively related to entrepreneurial orientation of adolescents.

SAMPLE

Sample comprised of 400 adolescent boys from different colleges of urban areas studying in first year graduation course. Their age range is 18-20 years. Colleges from where sample was drawn were almost comparable in terms of physical and other conditions. This was done in order to have more or less homogenous sample with regard to parameters chosen for the study. Selection of the sample could be termed as incidental as only those subjects were taken who were present and available in the classes of selected colleges.

TOOLS: The following tests were used to obtain data.

1. NEO-PI-R-FFI Scale (Costa and Mc Crae, 1992): Five factor personality inventory was self-reporting inventory. It is appropriate for use with adult men and women ages 17 years and older. It has five sub scales and 60 items. The sub scales are 1. Neuroticism 2. Extroversion 3. Openness 4. Agreeableness
5. Conscientiousness. Internal consistency values of the NEO-FFI ranges from .68-.86. Test retest reliabilities is .75 and above for all facets. The NEO PI-R is validated against other personality inventories as well as projective techniques.

2. Entrepreneurial Talent Scale (Aggrawala and Dass, 2000). It has seven sub scales and one hundred three items. The sub scales are 1. Risk taking  2. Achievement motivation  3. Leadership  4. Self concept  5. Capability of persuasion  6. Attitude toward entrepreneurs  7. Problem solving. The reliability coefficient of the scale is .89, concurrent validity is .78 and the test has high content validity.

3. Parental Authority Questionnaire (Buri, 1991): The PAQ has three sub scales named as permissive parenting style, authoritarian parenting style, and authoritative parenting style. This scale was designed to measure parental authority or disciplinary practices from the point of view of the child. It is a 5 point likert type scale. Test retest reliability estimated were r = .78,.92 for authoritative, r = .86, .85 for authoritarian and .92, .77 for permissive parenting styles respectively. The scale has acceptable internal consistency (.74 to .87) and retest reliability (.77 to .92).

4. Entrepreneurial Exposure Scale. This scale has 5 sub scales. These 5 different areas of exposure are media, family and relative, friends, school/ institute and family environment. Inter item and item total correlation shows high significant value of all sub variables at 0.01 levels.

STATISTICAL ANALYSES

Keeping in view the objectives of the study, the following statistical analyses were applied.

- Pearson product moment correlation was applied to find out the relationship between indices of entrepreneurial orientation, parenting, personality and entrepreneurial exposure.
- Factor analysis was applied to find out underlying factors in the large array of data on 22 variables.
• Stepwise multiple regressions were conducted to check the relative contribution variance by each variable in the variance of dependent variable.

THE MAIN FINDINGS OF THE STUDY

Co-relational analysis revealed that-
• Authoritative parenting style has positive and highly significant relationship with entrepreneurial orientation of adolescents.
• Authoritarian parenting style has negative and highly significant association with entrepreneurial orientation.
• Permissive parenting has no significant relationship with entrepreneurial orientation of adolescents.
• Extroversion, Openness to experience and Conscientiousness have highly positive and significant relationship with entrepreneurial orientation.
• Neuroticism has negative and significant association with entrepreneurial orientation.
• Entrepreneurial exposure has positive and highly significant relationship with entrepreneurial orientation.

Principal component factor analysis revealed that -
• The problem focused part of entrepreneurial orientation shows closure affinity with authoritative parenting style, extroversion, openness and conscientiousness in the personality domain and all indices of entrepreneurial orientation.
• Entrepreneurial orientation in totality is closely linked with authoritative parenting and school and media influences from the entrepreneurial exposure domain.
Agreeableness and Neuroticism in personality alongside extraversion, openness and conscientiousness goes negatively with administrative skill and entrepreneurial self concept from the entrepreneurial orientation domain.

Permissive and authoritarian parenting style appears to facilitate the choice of friends as a preferred media of entrepreneurial exposure. Authoritative parenting style also have moderate but positive factor loadings on factor four.

**Stepwise multiple regression analysis revealed that** -

- Percentage wise contribution of school in entrepreneurial orientation has been found to be maximum i.e.45%.
- Openness factor of personality comes next in the order of contribution. Contribution of openness is 9%.
- In the order of entry of independent variables neuroticism comes out to be the third variable. It's contribution is 3% but in the negative direction.
- Authoritative parenting style at forth level contributing 2% of the variance to the prediction of entrepreneurial orientation.
- Rest of the four variables namely Authoritarian Parenting Style, Media, Extraversion and Agreeableness, each contribute 1% towards prediction of entrepreneurial orientation. Here it is important to mention that amongst these four independent variables contribution of authoritarian parenting style is in negative direction.