

Research on Romanian Entrepreneurship & Quality Management

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B. Restatement of research activity:

This project involves two lines of thought: entrepreneurship and quality management. I am currently involved in research efforts with a colleague at Our Lady of the Lake University in San Antonio on projects in both of these areas of management. The entrepreneurship research is an extension of previous work on new venture creation attitudes of students of Romanian and American business schools. We have previously studied the work and new venture attitudes of undergraduate students in both countries, and we currently have one paper under review with at least one more in progress. This study will extend the research to graduates and students in an MBA program.

The quality management research is an extension of my colleague's previous work on efforts of Romanian manufacturers to adopt the quality requirements of the European Union, especially in view of their current efforts to obtain EU membership. Using my colleague's previous results, Dr. Loretta Cochran and I are fashioning an instrument for me to take to approximately 100 manufacturers in the Bucharest area regarding these efforts. She will also help analyze and report the results in a series of refereed journal articles over the next year or so.

C. Brief review of the research procedure utilized

In this activity I organized, along with a colleague from Our Lady of the Lake University, a data collection effort in Romania from two separate groups: senior and graduate business students, and Romanian manufacturers. Using the facilities and a graduate student from the Academia de Studii Economice (ASE) in Bucharest, my colleague and I fashioned a data collection process with two parts. First, we surveyed current ASE business students on their views and perceptions regarding entrepreneurship in their emerging market economy. This extends the data set we have been gathering for the last 18 months using undergraduate students in both the USA and Romania. We were also able to collect surveys from 96 small business owners in Bucharest to begin expanding the database into non-student opinions.

Since the trip itself, my colleague and I have overseen current data collection efforts by this same graduate student on our behalf to interview current Romanian manufacturers on quality management issues. To date we have received more than 75 completed interviews which are being prepared for data entry. This data will be used by my OLLU friend, my ATU colleague Dr. Loretta Cochran and me in a new stream of research on quality manufacturing in emerging economies.

D. Summary of Findings

We are still going through the data collected to see everything it says, but we have found some significant differences in opinion on entrepreneurial views between Romanian students and business owners. We expect that there will be differences between Romanian and US business owners as well, but we have not collected the U.S. business owner data yet. What we have found from the preliminary data is that the differences in opinion between the two Romanian groups centers mostly in their views on

the value of starting a business in that economy. Students – given their immaturity – tend to have a more idealized view of business, and they are definitely more independent in character than their adult counterparts. This follows other research which shows that the Eastern European youth is quickly adopting Western mores, creating a cultural gulf between themselves and their elders who grew up in a communist culture. These differing views, though, seem to be more muted when compared with current Romanian business owners who have adopted capitalistic lifestyles.

We expect that the data now being collected by interviewing Romanian manufacturers will give us an insight into their views on quality manufacturing processes. A quick review of the data already collected indicates that these manufacturers have focused on the machinery aspects of quality to the detriment of the people aspects which are also considered important under ISO 9000 guidelines. If this is true, then we may be able to draw conclusions regarding their likely success in their new role within the European Community and the difficulties they will likely face as a result of this focus.

E. Conclusions and Recommendations

Because we are at the data analysis stage of this research, we are still unable to draw firm conclusions about the data itself. However, the success of the project has confirmed our expectation that collecting the data from emerging economies will yield successful research prospects. We are currently planning similar data collection efforts in Argentina (summer 2007), Mexico (summer 2007), India and South Africa. This range of cultures will also give us the opportunity to see if these variances from developed country entrepreneurship and quality manufacturing are a result of cultural factors or economic factors.

Note: I have attached a copy of a preliminary SPSS printout on the entrepreneurial data under review. The findings on this data were the subject of sections D and E of this report.

Crosstabs

Respondent Occupation * Country by Number Crosstabulation

			Country by Number	
			Romania	Total
Respondent Occupation	Student	Count	225	225
		% within Respondent Occupation	100.0%	100.0%
	Business Owner	Count	96	96
		% within Respondent Occupation	100.0%	100.0%
Total		Count	321	321
		% within Respondent Occupation	100.0%	100.0%

Respondent Occupation * My gender is: Crosstabulation

			My gender is:		Total
			Male	Female	
Respondent Occupation	Student	Count	50	175	225
		% within Respondent Occupation	22.2%	77.8%	100.0%
	Business Owner	Count	66	30	96
		% within Respondent Occupation	68.8%	31.3%	100.0%
Total		Count	116	205	321
		% within Respondent Occupation	36.1%	63.9%	100.0%

Respondent Occupation * Either my mother or my father now owns or has owned a business Crosstabulation

			Either my mother or my father now owns or has owned a business		Total
			No	Yes	
Respondent Occupation	Student	Count	152	73	225
		% within Respondent Occupation	67.6%	32.4%	100.0%
	Business Owner	Count	83	13	96
		% within Respondent Occupation	86.5%	13.5%	100.0%
Total		Count	235	86	321
		% within Respondent Occupation	73.2%	26.8%	100.0%

Respondent Occupation * Either my mother or my father has managed others at work Crosstabulation

			Either my mother or my father has managed others at work		Total
			No	Yes	
Respondent Occupation	Student	Count	45	180	225
		% within Respondent Occupation	20.0%	80.0%	100.0%
	Business Owner	Count	77	19	96
		% within Respondent Occupation	80.2%	19.8%	100.0%
Total		Count	122	199	321
		% within Respondent Occupation	38.0%	62.0%	100.0%

Respondent Occupation * I plan to start my own business at some point in the future. Crosstabulation

			I plan to start my own business at some point in the future.					Total
			Very Inaccurate	Moderately Inaccurate	Neither Inaccurate nor Accurate	Moderately Accurate	Very Accurate	
Respondent Occupation	Student	Count	4	17	30	57	117	225
		% within Respondent Occupation	1.8%	7.6%	13.3%	25.3%	52.0%	100.0%
	Business Owner	Count	38	54	0	0	0	92
		% within Respondent Occupation	41.3%	58.7%	.0%	.0%	.0%	100.0%
Total		Count	42	71	30	57	117	317
		% within Respondent Occupation	13.2%	22.4%	9.5%	18.0%	36.9%	100.0%

T-Test

Group Statistics

	Respondent Occupation	N	Mean	Std. Deviation	Std. Error Mean
My age is (enter a number such as 19 or 20):	Student	223	20.18	.953	.064
	Business Owner	95	42.14	10.483	1.075
Including myself, there are _____ children in my family. (enter a number such as 1 or 7)	Student	225	1.60	.642	.043
	Business Owner	94	2.43	1.649	.170
Independence & Self-Reliance (Ind=5; Col=1)	Student	225	3.5387	.66626	.04442
	Business Owner	96	3.3229	.62668	.06396
Work Alone Ethic (Ind=5; Col=1)	Student	225	2.8356	.46518	.03101
	Business Owner	96	2.9340	.52676	.05376
Subordination of Individual Needs to Group Interests (Ind=5; Col=1)	Student	225	1.7667	.64521	.04301
	Business Owner	95	2.3579	.53427	.05481
Effect of Individualism on Group Productivity (Ind=5; Col=1)	Student	225	2.1230	.85170	.05678
	Business Owner	96	2.6007	.79710	.08135
Orientation to Winning (Ind=5; Col=1)	Student	225	3.4364	.79995	.05333
	Business Owner	96	2.9750	.55611	.05676
Individualism Collectivism Global Scale (Ind=5; Col=1)	Student	225	2.7707	.42422	.02828
	Business Owner	96	2.7859	.34241	.03495
Extraversion	Student	225	3.6158	.64961	.04331
	Business Owner	96	3.3597	.49724	.05075
Agreeableness	Student	225	4.0107	.54328	.03622
	Business Owner	96	3.8944	.43385	.04428
Conscientiousness	Student	225	3.6492	.56085	.03739
	Business Owner	96	3.8865	.47097	.04807
Emotional Stability	Student	225	2.9600	.69559	.04637
	Business Owner	96	3.2438	.58988	.06020
Intellect or Imagination	Student	225	3.8449	.47064	.03138
	Business Owner	96	3.5938	.38301	.03909
Intrinsic Religiosity	Student	225	2.7672	.79632	.05309
	Business Owner	96	2.9870	.63595	.06491
Extrinsic Personal Religiosity	Student	225	3.2000	1.08562	.07237
	Business Owner	95	3.3895	.83320	.08548
Extrinsic Social Religiosity	Student	225	1.3304	.59009	.03934
	Business Owner	96	1.7639	.64330	.06566
Entrepreneurial Orientation	Student	225	3.9798	.72127	.04808
	Business Owner	96	3.6396	.64473	.06580
Managerial Orientation	Student	225	3.0951	.33062	.02204
	Business Owner	96	3.1094	.37023	.03779

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
My age is (enter a number such as 19 or 20):	Equal variances assumed	430.198	.000	-31.039	316	.000	-21.953	.707	-23.345	-20.561
	Equal variances not assumed			-20.376	94.662	.000	-21.953	1.077	-24.092	-19.814
Including myself, there are _____ children in my family. (enter a number such as 1 or 7)	Equal variances assumed	29.216	.000	-6.476	317	.000	-.830	.128	-1.082	-.578
	Equal variances not assumed			-4.732	104.955	.000	-.830	.175	-1.178	-.482
Independence & Self-Reliance (Ind=5; Col=1)	Equal variances assumed	.281	.596	2.703	319	.007	.21575	.07981	.05872	.37278
	Equal variances not assumed			2.771	189.984	.006	.21575	.07787	.06215	.36935
Work Alone Ethic (Ind=5; Col=1)	Equal variances assumed	.220	.639	-1.668	319	.096	-.09847	.05904	-.21464	.01769
	Equal variances not assumed			-1.587	161.170	.115	-.09847	.06207	-.22104	.02409
Subordination of Individual Needs to Group Interests (Ind=5; Col=1)	Equal variances assumed	3.005	.084	-7.863	318	.000	-.59123	.07519	-.73916	-.44330
	Equal variances not assumed			-8.485	211.720	.000	-.59123	.06968	-.72858	-.45388
Effect of Individualism on Group Productivity (Ind=5; Col=1)	Equal variances assumed	.274	.601	-4.689	319	.000	-.47773	.10189	-.67819	-.27727
	Equal variances not assumed			-4.815	190.885	.000	-.47773	.09921	-.67342	-.28205
Orientation to Winning (Ind=5; Col=1)	Equal variances assumed	11.470	.001	5.144	319	.000	.46144	.08970	.28496	.63793
	Equal variances not assumed			5.925	253.116	.000	.46144	.07788	.30807	.61482
Individualism Collectivism Global Scale (Ind=5; Col=1)	Equal variances assumed	4.875	.028	-.312	319	.755	-.01527	.04896	-.11159	.08105
	Equal variances not assumed			-.340	220.132	.734	-.01527	.04496	-.10387	.07333
Extraversion	Equal variances assumed	11.490	.001	3.454	319	.001	.25608	.07415	.11020	.40196
	Equal variances not assumed			3.838	231.641	.000	.25608	.06672	.12463	.38753
Agreeableness	Equal variances assumed	8.379	.004	1.858	319	.064	.11622	.06255	-.00685	.23929
	Equal variances not assumed			2.032	222.419	.043	.11622	.05721	.00349	.22896
Conscientiousness	Equal variances assumed	5.546	.019	-3.833	319	.000	-.23722	.06530	-.36570	-.10875
	Equal variances not assumed			-3.895	211.848	.000	-.23722	.06090	-.35727	-.11718
Emotional Stability	Equal variances assumed	3.128	.078	-3.496	319	.001	-.28375	.08117	-.44345	-.12405
	Equal variances not assumed			-3.734	209.837	.000	-.28375	.07599	-.43356	-.13394
Intellect or Imagination	Equal variances assumed	6.026	.015	4.615	319	.000	.25114	.05441	.14409	.35819
	Equal variances not assumed			5.010	218.392	.000	.25114	.05013	.15235	.34993
Intrinsic Religiosity	Equal variances assumed	8.399	.004	-2.397	319	.017	-.21976	.09189	-.40015	-.03936
	Equal variances not assumed			-2.621	222.408	.009	-.21976	.08385	-.38500	-.05451
Extrinsic Personal Religiosity	Equal variances assumed	9.839	.002	-1.522	318	.129	-.18947	.12450	-.43442	.05548
	Equal variances not assumed			-1.692	227.918	.092	-.18947	.11201	-.41018	.03123
Extrinsic Social Religiosity	Equal variances assumed	4.075	.044	-5.864	319	.000	-.43352	.07393	-.57896	-.28807
	Equal variances not assumed			-5.664	166.360	.000	-.43352	.07654	-.58463	-.28240
Entrepreneurial Orientation	Equal variances assumed	.600	.439	3.990	319	.000	.34019	.08526	.17246	.50793
	Equal variances not assumed			4.174	199.427	.000	.34019	.08150	.17948	.50091
Managerial Orientation	Equal variances assumed	.946	.331	-.341	319	.733	-.01426	.04180	-.09850	.06798
	Equal variances not assumed			-.326	162.659	.745	-.01426	.04374	-.10064	.07212