



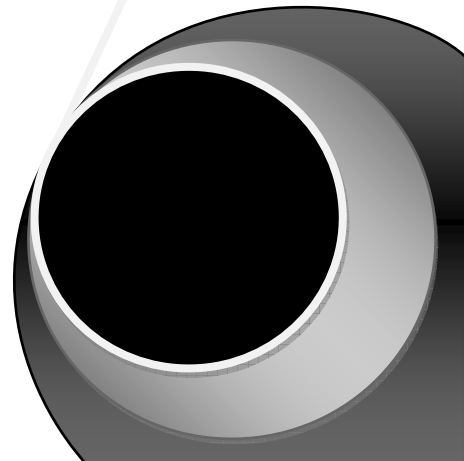
The **HELLENIC OPEN**
BUSSINES ADMINISTRATION
Journal

Volume 2 - 2016, No 1 - Author Reprint

*Edited by: **Dimitrios A. Giannias**, Professor*
HELLENIC OPEN UNIVERSITY

ISSN: 2407-9332

Athens 2016
Publisher: D. Giannias



The **HELLENIC OPEN**
BUSINESS ADMINISTRATION
Journal

Volume 2 - 2016, No 1

The HELLENIC OPEN BUSINESS ADMINISTRATION Journal
Publisher: D. Giannias / Athens 2016

ISSN: 2407-9332



www.hoba.gr



The HELLENIC OPEN BUSINESS ADMINISTRATION JOURNAL

AIMS AND SCOPE

The *HELLENIC OPEN BUSINESS ADMINISTRATION Journal* is published two times a year and focuses on applied and theoretical research in business Administration and economics.

Editor: Dimitrios A. Giannias, HELLENIC OPEN UNIVERSITY, Greece

Associate Editors:

Athanasios Mihiotis, HELLENIC OPEN UNIVERSITY, Greece
Eleni Sfakianaki, HELLENIC OPEN UNIVERSITY, Greece

Editorial Advisory Board:

- M. Suat AKSOY, ERCIYES UNIVERSITY KAYSERI, Turkey
- Charalambos Anthopoulos, HELLENIC OPEN UNIVERSITY, Greece
- Christina Beneki, TECHNOLOGICAL EDUCATIONAL INSTITUTE OF IONIAN ISLANDS, Greece
- George Blanas, TECHNOLOGICAL EDUCATIONAL INSTITUTE OF THESSALY, Greece
- Chepurko Yuri, KUBAN STATE UNIVERSITY, Russia
- Tuncay Çelik, ERCIYES UNIVERSITY KAYSERI, Turkey
- Vida ČIULEVIČIENE, ALEKSANDRAS STULGINSKIS UNIVERSITY, Lithuania

- Bruno Eeckels, LES ROCHES INTERNATIONAL SCHOOL OF HOTEL MANAGEMENT, Switzerland
- Figus Alessandro, LINK CAMPUS UNIVERSITY & UNIVERSITY OF GENOVA, Italy
- George Filis, UNIVERSITY OF BOURNEMOUTH, UK
- George Gantzias, HELLENIC OPEN UNIVERSITY, Greece
- Gbadebo Olusegun Odularu, FARA & YPARD, Ghana
- Apostolos Gerontas, HELLENIC OPEN UNIVERSITY, Greece
- Mansi Godshi, UNIVERSITY OF BOURNEMOUTH, UK
- Hossein Hassani, UNIVERSITY OF BOURNEMOUTH, UK
- Woo Kok Hoong, UNIVERSITY TUNKU ABDUL RAHMAN, Malaysia
- Dinh Tran Ngoc Huy, BANKING UNIVERSITY HCMC, Viet Nam & GSIM, INTERNATIONAL UNIVERSITY OF JAPAN, Japan
- Fadi Kattan, BETHLEHEM UNIVERSITY, Palestine
- Nadir Ali Kolachi, SKYLINE UNIVERSITY, U.A.E
- Maria Kontochristou, HELLENIC OPEN UNIVERSITY, Greece
- Tryfon Kostopoulos, PANTEION UNIVERSITY, Greece
- Fred KU, THE CHINESE UNIVERSITY OF HONG KONG, The People's Republic of China
- Costas Leon, CEZAR RITZ COLLEGES, Switzerland
- Leonidas Maroudas, UNIVERSITY OF PATRAS, Greece
- Samuel, O. Masebinu, CERTIFIED INSTITUTE OF WAREHOUSING AND MATERIALS MANAGEMENT, Nigeria
- John Marangos, UNIVERSITY OF MACEDONIA, Greece
- Vassilis Moustakis, TECHNICAL UNIVERSITY OF CRETE, Greece
- Ian Ndlovu, NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY, Zimbabwe
- Ravinder Rena, UNIVERSITY OF THE WESTERN CAPE, South Africa
- Yorgos Rizopoulos, UNIVERSITÉ PARIS DIDEROT, France
- Mihaela Simionescu, INSTITUTE FOR ECONOMIC FORECASTING OF THE ROMANIAN ACADEMY, Romania
- Gianfranco Vento, REGENT'S UNIVERSITY, UK
- Muhammad Yameen, IQRA UNIVERSITY ISLAMABAD, Pakistan
- Vita Zarina, TURIBA UNIVERSITY, Latvia
- Andra Zvirbule-Berzina, LATVIA UNIVERSITY OF AGRICULTURE, Latvia



***The HELLENIC OPEN BUSINESS
ADMINISTRATION JOURNAL***

EDITOR'S NOTE

The *HELLENIC OPEN BUSINESS ADMINISTRATION Journal* is concerned with theory, research, and practice in business administration and economics (in its wider sense encompassing both private and public sector activities of profit-seeking ventures, as well as of governmental, private non-profit, and cooperative organisations) and provides a forum for academic debate on a variety of topics which are relevant to the journal's central concerns, such as:

- Administration of Businesses and Organizations
- Marketing
- Public Administration and Policy
- Accounting
- Financial Management
- Total Quality Management
- Law and Administration
- European Business
- Tourism Business Administration
- Cultural Organisations Management
- Health Care Management
- Environmental Management
- Industrial Organization
- Economic Analysis and Policy
- Money and Capital Markets
- Quantitative Methods

➤ Labour Economics

The *HELLENIC OPEN BUSINESS ADMINISTRATION Journal* also publishes special issues. A special issue focuses on a specific topic of wider interest and significance, which is announced through relevant call for papers.

The journal was established in 2014 following the completion of the HELLENIC OPEN BUSINESS ADMINISTRATION International Conference.

The *HELLENIC OPEN BUSINESS ADMINISTRATION Journal* (The HOBA Journal) is published two times a year, in January and July. These two issues constitute one volume. One or more issues may focus on a specific topic of wider interest and significance, which is announced through relevant call for papers.

The editorial process at The HOBA Journal is a cooperative enterprise. Articles received are distributed to the Editor for a decision with respect to publication. All articles are first reviewed to be judged suitable for this journal. The Editor arranges for refereeing and accepts and rejects papers or, alternatively, forwards the papers to a member of the Board of Editors. The member of the Board of Editors, then, arranges for refereeing and accepts or rejects papers in an entirely decentralized process. In any case, each submission is sent to two referees for blind peer review and the final decision is based on the recommendations of the referees. The referees are academic specialists in the article's field of coverage; members of the Board of Editors and/or members of the Editorial Advisory Board may act as referees in this process. Only when a paper is accepted for publication it is sent again to the Editor. Subsequently, the Editor sends the finally accepted paper to The HOBA Journal office for final editing and typesetting.

The Editor or the member of the Board of Editors who coordinates the decision with respect to publication of an article may send an article for refereeing to member(s) of the Editorial Advisory Board or cooperate with one or more of them to jointly assign referees who have some substantive knowledge of the topic and research in the relevant field and, finally, to jointly decide whether to accept or reject a paper.

The Editor, the members of the Editorial Board, and the members of the Editorial Advisory Board come from a breadth of fields designed to cover the largest

substantive areas in economics and business administration from which we expect to receive submissions.

The above outlined co-editing process has major advantages. First, it is helpful in the assignment of referees and in the decision whether to publish a submission. Second, it avoids the apparent conflict of interest that results when an Editor handles a colleague's article. As a general rule the Editor and the members of the Board of Editors never assign papers written by authors at the same institution.

Finally, it provides an efficient way to handle about 200 submissions annually.

The editorial structure and process is reviewed annually.

While the Journal seeks to publish papers, which are academically robust, hence the rigorous review process (double blind peer review), it also seeks to publish papers that communicate effectively. It is interesting, well written and, therefore, readable papers that really contribute to the area of interest. Articles submitted should, therefore, keep technical jargon and statistical formulae within papers to a minimum and always aim to present material, however complex, simply and clearly.

As a forum, the Journal invites responses to articles that are published and is also willing to publish controversial articles to stimulate debate. To facilitate this, in addition to standard articles, the Journal also publishes "viewpoints" and "notes". These are short papers (up to 2,000 words), that explore, or comment on, an issue in a way which is useful, interesting, worthwhile, relevant and, ideally, provocative.

It will contain book reviews, and review essays designed to bring relevant literatures to the attention of a wider readership.

For libraries subscribed to the Journal, all printing or photocopying fees or any royalty payments for multiple internal library use are waived. Special arrangements exist for subscribers in low-income countries.

All articles must be submitted in WORD format to:

theHOBJournal@gmail.com

Dimitrios A. Giannias, Editor
School of Social Sciences
Hellenic Open University

www.hoba.gr



Volume 2 - 2016, No 1

CONTENTS

| | |
|---|----|
| AIMS AND SCOPE | 5 |
| EDITOR'S NOTE | 7 |
| HEALTH CARE SERVICES IN PUBLIC HOSPITALS IN REGION OF EASTERN MACEDONIA AND THRACE- GREECE | 13 |
| THE MUSEUM VISITOR AS CONSUMER | 37 |
| PARTIAL PRIVATIZATION IN INTERNATIONAL MIXED DUOPOLY WITH PRICE COMPETITION | 57 |
| STRUCTURE AND AGENCY IN ENTREPRENEURIAL INTENTION IN THE MIDST OF CRISIS: UNDERSTANDING THE PROFILES OF ASPIRING GREEK SMALL ENTREPRENEURS IN THE AGRO-FOOD SECTOR | 67 |
| INTERACTION OF LOCAL GOVERNMENTS: A DYNAMIC APPROACH WITH HOMOGENEOUS PLAYERS | 89 |



Volume 2 - 2016, No 1

STRUCTURE AND AGENCY IN ENTREPRENEURIAL INTENTION IN THE MIDST OF CRISIS: UNDERSTANDING THE PROFILES OF ASPIRING GREEK SMALL ENTREPRENEURS IN THE AGRO- FOOD SECTOR

PAPADOPOULOS Philippos, American Farm School & The Hellenic Open University

BAKOUROS Christos, The Hellenic Open University

BELLOU Anisa, American Farm School

Abstract:

This paper investigates the usefulness of Margaret Archer' model in explaining entrepreneurial intention in the Greek agro-food sector. The empirical study was prompted by the salience of both entrepreneurship and the specific sector in current public discourse. The findings of the study suggest that the typology can be used to gain insights into significant aspects of the topic and highlights the need to avoid linear causal schemata and adopt a more holistic approach in researching entrepreneurial intention. Furthermore, the limitations of a quantitative methodology were revealed, and the consequent need to rely on in-depth qualitative interviews in order to gain a "think picture" of entrepreneurial conduct.

Keywords: Entrepreneurship, Structure and Agency, Reflexivity, Motivation, Agro-food sector.

JEL Classification: M13, Z13

“Successes are delayed failures; failures are aborted successes” Georges Canguilhem

INTRODUCTION

The purpose of this paper is to examine the usefulness of Margaret Archer's model of structure and agency in the study of entrepreneurship in Greece. In particular, we were interested in establishing whether the questionnaire accompanying the reflexivity typology (Archer 2008) could offer insights that can be utilised in understanding entrepreneurial intentions and motives. If useful, the model could help researchers explore the antecedents of start-up decisions in adverse objective conditions, by relating different motives and patterns of behaviour to distinct processes of formulating worldviews and designing personal life-projects.

Though the strength of Archers' methodology lies in its qualitative, conceptual aspect, the quantitative tools used here allow us to form an opinion on the applicability of insights gained through interviews to larger groups.

The subjects of this research were drawn from individuals considering a business venture in the Greek agro-food sector; a field of economic activity that has received a lot of attention in the public media and has become focal in the public discourse on the economic crisis and the desirable post-crisis Greek society. We can get a glimpse of the impact of this discourse from the jump of the number of trainees in the food-related short and vocational courses of the American Farm School from less than 300 a few years ago to over 700 today.

LITERATURE REVIEW

It is perhaps natural that entrepreneurship could not have escaped from the determinism v subjectivity - also know as structure v agency - debate. Efforts to transcend the boundaries such as those of Giddens and Bourdieu have often been met with skepticism or outright resistance (Mouzelis 2000). Following such debates in the entrepreneurship field, one cannot avoid at times the feeling that she is witnessing a theological debate in the finest scholastic tradition (see for instance the sequence Sarason et al 2006; Mole & Mole 2010; Sarason et al 2010) However, despite methodological and ontological differences, there is a fundamental consensus among scholars that contextual discontinuity fosters agential reflexivity and creativity, as opposed to habitual behaviour. In other words, there is agreement that interesting times foster, among other things, entrepreneurial behaviour; and very few would argue with the proposition that ours are interesting times.

Margaret Archer (2012), whose model of reflexivity is utilised here, argues that in conditions of rapid, non-linear change, the old maxims can no longer serve as a reliable compass; and to the extent that terrain changes do not allow for new durable roadmaps to emerge, the individual has to increasingly rely on her personal concerns to define both the destination and how to get there. This is the basis of the post-1980s “innovation” and “reflexivity” imperatives that underpin most entrepreneurship narratives.

Within this milieu, where the general is doubted and scarcely offers a safe anchorage for the particular, an individual’s “equity” of practical wisdom (Boltanski & Thevenot 2006, p. 149) depreciates fast and needs to be replaced equally fast with new stock. It seems to us that the Aristotelian moral man of phronesis/prudence (beloved by scholastic thinkers) is not up to this task without the assistance of the brecoleur’s metis/cunning. Old certainties, expressed in normative bipoles such as the traditional Greek nikokiris (frugal) v kakomiris (profligate) are of increasingly little help.

Established personal, often cross-generational, “strategies” that were built on the assumption of lasting appropriation of a given social space and could be implemented through time in a more or less habitual way (*habitus*), are increasingly giving away either to “paradigmatic and/or syntagmatic strategising” in the Mouzelian sense, or to “tactics” that can only hope to “seize on the wing” fleeting opportunities (de Certeau 1988 p.XIX).

In short, Archer argues that in the present circumstances, even Oakeshott's (1991) conservative actor – resembling in some ways her “Communicative Reflexive” agent – who appreciates the comfort of the familiar over the uncertain prospects of the unfamiliar, cannot hope to achieve that desired end-state through habitual behaviour but needs to reflect, deliberate and devise appropriate “innovative action” (Archer 2012, p125). We have found empirical evidence in broad support of this line of argument in previous research, with a substantial number of Greek professionals engaging in reluctantly innovative behaviour in order to sustain themselves as “traditional” butchers (Papadopoulos 2011).

The proposition that the “unprecedented expansion of theoretical and practical perspectives” and the breakdown of authoritative normative mechanisms leads the individual to seek inside her a “fixed and unambiguous point of reference” (Levine ed 1971, p 223) is not new; the above quotes are from Georg Simmel writing in the early twentieth century, we will return to him shortly.

The type of reflexivity best suited to the task of instrumentally exploiting situational opportunities is according to Archer that of the “Autonomous Reflexive” who deliberates rationally over the prioritization of alternative concerns and the means of attaining them in the given circumstances. In doing so, the agent is engaging in acts of “self-disclosure” in as much as she is “choosing satisfactions to pursue and pursuing them”(Oakeshott 1990, p 76). One should add here that such satisfactions include of course the pleasure of making choices and of overcoming adversity.

Something that differentiates the Communicative from the Autonomous reflexive in their shaping of their own lives is their stance towards “discernment”. For the former, the permissible horizons are narrow, set by history and natal circumstance. For the latter, discernment is a life-long mental activity allowing them to weigh options among a plethora of existing and emerging norms in the light of their own cares and present circumstances. Archer's conclusion that “communicative reflexivity does not adequately equip subjects to conform the reflexive imperative [today]” (Archer 2012 p165) resonates with Canguilhem's (2008 p132) position that “[m]an is truly healthy only when he is capable of several norms”; especially if we accept that today the precarious balances of structures and milieus are inherently morphogenic and therefore unstable.

The autonomous' instrumental approach to opportunity has its own limitations, largely because it reflects the modernist era in which it was born and is apt to underutilize the post-modernist fecundity for innovation. The par excellence post-modernist form of reflexivity is "Meta-reflexivity". The Meta-reflexive differs from the Autonomous opportunistic individualist in that she seeks to explore the essence of her inner uniqueness and relate it to her sameness with distal others and with abstractions.

It is our understanding that the Meta-reflexive is an "adventurer", in the sense that Simmel uses the term, who seeks the wholeness "outside the usual continuity of this life" (Simmel, (ed) Levine 1971, p. 188). In life's interplay between chance and necessity, the Autonomous risk-taker tries to minimise the effects of chance on her projects by maximizing as much as possible her control over events; she places her trust in the calculable. The Meta-reflexive adventurer is willing to embrace the external accidental and incalculable, because the unity of meaning she seeks in her existence is not related to sequential events in life but to a perceived necessity of abstract – and possibly ephemeral -values.

It seems to us that this could be the ultimate survival trait of this mode of reflexivity; namely: its ability to respond positively and flexibly to the unavoidable existential frustrations of post-modernist societies, which in turn is based on the intetnalisation of a fragmented abstraction as the benchmark against which experience and self-worth are evaluated (Lekas 2012). In the pilgrimage to that elusive "thing from inner space" (Zizek 2009, p. 151), the meta-reflexive provides her own commentary on the societal landscape, on the "thing" and on the pilgrim herself.

What we have examined up to now are three modes of agential reflexivity, we will now turn our attention to, so to speak, "manqué" reflexivity; one that cannot be translated by the person concerned into goal oriented, long term, agential behaviour, and one that does not allow that person to adopt a specific social role and thereby become an actor, rather than simply an agent.

Archer proposes two such categories, the "Fractured" and the "Expressive" reflexives. The term "Expressive" is used in contra-distinction to the term "dialogical" and this type of reflexivity is held to lead to lack of self-monitoring and discernment in choosing projects (Archer 2012 p. 250); the resulting behaviour is generally whimsical, ephemeral and often self-defeating. An Expressive reflexive is not necessarily passive, but has a very

short horizon, formulates new projects haphazardly and fails to deal in her life with the accumulated debris of past failures.

Fractured reflexivity can take the form of either “Displaced” or “Impeded”. The former refers to reflexivity that was developed by an individual but at some point in her life proved inadequate to face the prevailing circumstances. For instance, a Greek Communicative reflexive that finds herself as a lone immigrant in America might become displaced if she fails to develop an alternative form of reflexivity. Impeded on the other hand, is reflexivity that was never fully developed.

A common characteristic of fractured and expressive reflexives is their tendency to be highly emotional and remorseful of their past; previous research by the authors of this paper have also found them to be distinctly hedonistic and occasionally fanciful in re-creating an imaginary past (Arpasanu & Papadopoulos 2012). It must be said however that these are not pathological individuals; they could be best viewed as people who have to some degree resigned (perhaps temporarily) to volitional passivity and allow circumstances to determine outcomes (Archer 2012, p. 278).

The operative word here is resigned; resignation and the concomitant sense of powerlessness, and low self-esteem, is resented by the subject who might occasionally, or repeatedly, make efforts to overcome it. If that is the case, the person involved would be scanning her distal/ structural and proximate/ relational environment for opportunities (including offers of support) to formulate projects that would raise her from her present state. The above note is important for this paper because it can explain the presence of fractured reflexives in our sample of persons with entrepreneurial intentions.

We can now turn our attention to the second component of our equation: entrepreneurship and more specifically, entrepreneurial intention. Opportunity identification, or formation, is generally agreed to be the starting point of entrepreneurship. Our primary aim is to evaluate the usefulness of Archer’s model in answering the question “opportunity to achieve what?” Paraphrasing Pierpaolo Donati (2011 p.178), we need to find the elements that are both connective and differentiating. If this typology has something practical to bring to the entrepreneurship debate, one should be able to relate different types of reflexivity to different answers to that question.

To answer that question, we need first to relate entrepreneurship to Archer’s three-stage process by which agents seek to shape their lives, to

achieve a *modus vivendi*, Discernment – Deliberation – Dedication (Archer 2012, p. 103). Discernment refers to the totality of an agent’s perceived ultimate concerns that are felt to be real, enduring and worthy of a possible commitment. Deliberation, as a form of reflexivity, refers to the prioritization, accommodation and subordination of the various concerns. Dedication refers to the consolidation of prioritised concerns into projects that collectively shape, even if provisionally, a personal identity (Archer 2012, pages 104 – 108).

Viewed from this perspective, the sample population of our research currently engages in deliberation on whether or not, given the circumstances, an entrepreneurial venture is the appropriate project to serve their identified ultimate concerns and on the basis of which they could build their personal and social identity. This in turn, raises a number of questions:

First, are all types of reflexives equally likely, or predisposed, to consider entrepreneurship as a potential project? This paper will attempt to offer an initial answer to this question; given that this is an ongoing research, we cannot at this stage preempt the final findings.

Second, in their deliberations, do different types of reflexives evaluate entrepreneurship as a servant to similar ultimate concerns?

Empirical research studies over the years have drawn on different schools of thought to identify a number of motives that drive, or pull, individuals towards entrepreneurial projects. It seems to us that the complexity of the dynamics of path-dependent human behaviors (Jayawarna et al, 2013) that are bundled together and collectively termed “entrepreneurial” is reflected on the range of identified potential motives and the difficulty of establishing clear-cut statistical correlations between objective and subjective factors. Having said that, three motives seem to be recurring: namely, the desire to take control of one’s destiny, the wish to implement one’s ideas and the prospect of financial rewards (Konstantelou, 2013).

Often, entrepreneurial motivation is broken down into two broad categories: positive and negative; the positive motives mentioned include the desire for social prestige and self-fulfilment, as well as the need for independence (Brockhaus, 1982). Negative motivation is usually related to circumstances – such as unemployment, insufferable work climate and so on

- that impose on the individual the entrepreneurial project as the only available, or the least objectionable, alternative.

The efforts made by researchers to relate specific motives to objective factors and demographic characteristics have not, in our opinion, produced conclusive empirical results; though there seems to be some correlation between age of potential entrepreneurs and on the one hand the motivation of independence and on the other the desire to continue a family tradition (Petrakis, 1996). The latter, tends to be more prevalent among urban, rather than rural populations; which in turn can be attributed to the low attractiveness of agricultural careers prior to the present economic crisis. Similarly, urban dwellers are more likely to consider entrepreneurship under duress, often hoping to utilise in this direction their educational achievements (Deakins & Freel, 2007).

Regarding the relative influence of proximal social relationships, the family (supportive or otherwise) seems to be a more important factor than the circle of friends and acquaintances (Hisrich & Peters, 2002). The statistical significance of family background, mediated by personality traits, has been confirmed for instance by Altinay et al. (2012) but the strength of the correlation is very small at Pearson coefficient 0,188*.

For the needs of our research, we have adopted a “goal” oriented approach to motivation, accepting that goals, as a vision of a possible and desired future, lead to “arousal, discovery, and emergence of strategies to achieve” them (Carsrud & Brännback, 2011, p. 18). This approach allows us to methodologically relate entrepreneurial motives to Archer’s “projects” and in this context distinguish between final and instrumental motivations (Carsrud et al, 2009).

Returning to our list of research questions, the third one relates to the dominant mode of reflexivity of an individual and the likelihood of it affecting the intensity of her entrepreneurial motives.

The above questions are of a causal nature, they can be answered by the snapshots provided by a questionnaire or a focus group and their answers could help us understand agential intentions. In this paper, we will present the findings of the preliminary quantitative research.

RESEARCH METHODOLOGY

The research methodology of this paper is quantitative, based on a sample population of 267 trainees of the Entrepreneurship Centre of the American Farm School of Thessaloniki. The questionnaires were distributed between May 2013 and January 2014, the respondents represent just under 40% of the total trainee number over the same period. The data was analysed using SPSS.

Two questionnaires were administered, the first designed by Margaret Archer and covering her typology and the second designed by the researchers and covering motivation. The Archer questionnaire has been utilised in prior research by the lead author of this paper; its results were compared with qualitative interviews with the same individuals and the instrument was found valid (Arpasanu & Papadopoulos 2012). A pilot version of the second questionnaire was administered to twenty five respondents and modified on the basis of their comments.

This is the first stage of a longitudinal study; the next stage will involve semi-structured interviews with individuals representing the four modes of reflexivity of Archer's typology.

EMPIRICAL FINDINGS AND RESULTS

Descriptive statistics

The total sample population of this research consists of 267 individuals, just under half of whom are males. On average the respondents are in their mid-thirties. The majority of the respondents have either graduate or postgraduate university education, and in this sense they are not representative of the overall Greek population; their profile however reflects that of the participants of the entrepreneurship courses of the American farm School. In this sense, it could be said that it is the more educated Greeks that view such courses as useful in deliberating their entrepreneurial options.

Regarding marital status, the majority of our respondents are not married, just under 40% are married – most of them with children - and just over 6% are divorced, again mostly with children. The majority do not have prior business experience, while 37,5% of the sample are pondering their prospects for a second entrepreneurial effort.

Finally, 34,4% have a family business background and 27,5% and agricultural background; the latter reflects the focus of the Entrepreneurship Centre on the agro-food sector and of course is not representative of the overall Greek population.(see

Research questions

Research Question No 1

Our first research question concerns the potential relationship between reflexivity type and entrepreneurial deliberation.

Focusing first on the “healthy” reflexivity types, almost 40% of our sample are Meta-reflexives, 18% Autonomous and almost 8% Communicative. A further 8,2% are in equal parts Meta-reflexive and either Autonomous or Communicative (see Appendix table No 1). Regarding the dysfunctional types, 24% of the sample are Fractured, and a small 2,2% Expressive.

The most salient features of the above results are the predominance of the Meta-reflexive group (which alone or in combination accounts for about 48% of the total) and the strong presence of the dysfunctional groups, which account for more than 26% of the total population. Both of these features are generally in line with Archer’s predictions of the effects of post-modernity on reflexivity, but they seemed to be overly pronounced. We therefore compared the profile of the entrepreneurial group to that of a small control group consisting exclusively of 20 administrative employees of a state university. The results of that group are:

- Meta-reflexive 30%
- Autonomous 25%
- Communicative 15%
- Fractured 30%.

Comparing the two groups, we can see that the degree of the Meta-reflexive dominance is clearly peculiar to the would-be entrepreneurial group. The underrepresentation of the Autonomous group could be interpreted as evidence of the understandable hesitation of the instrumental-rationalist individual to take risks in today’s unpredictable economic environment.

If this interpretation is correct, one could argue that the individuals who consider an entrepreneurial response to the economic crisis tend to be those who view it in ideological/ moral terms and possibly understand it as a personal affront. For it is the very group of Meta-reflexives that it is driven by a critical detachment from the existing social order and is alien “to normative conventionalism”(Archer 2012, p. 207). To paraphrase Trilling, the Meta-reflexive is an essentially unsettled individual; one who holds a demanding conception of the self, and of what being true to one’s self means (Trilling 1972, p. 11).

We should remember here, that the sample population of this research is in the process of deliberating the undertaking of a business venture in the wider agro-food sector. It is therefore worth exploring in the future whether the meta-reflexive predominance will persist among that fraction of the population that actually does enter the arena of entrepreneurship.

Turning our attention to the Fractured group, we notice that it is represented without significant variation both in the civil service and the entrepreneurial group and that it is quite numerous. A possible causal explanation of the latter characteristic could be related to the on-going economic crisis which, as indicated in the literature review, is accentuating the disrupting effects of late-modernity on the personal projects of individuals. Reaching an impasse and without an obviously feasible alternative personal strategy, it is not surprising that people are stuck in-between alternative modes of reflexivity.

In terms of the significance of this group among our sample population, the most conservative interpretation would be that without persistent help from their proximal social environment, one in four are not at all likely to actually move beyond the stage of deliberation.

Research question No 2

Our second question referred to the relationship between reflexivity mode and motivation categories.

Overall, the order of popularity of dominant motives is Self-fulfillment (23,2%), Autonomy (21,7%), and Recognition (15%), the financial motive is a distant fourth with (9,7%) and Family concerns come last with (4,5%). A further 8,2% are unmotivated, while it was not possible to classify 17,6% because they scored equally for two or more motives (see Annex table No 2). Clearly, Self-fulfillment and Autonomy are by far the most important motives for these potential entrepreneurs. Family concerns feature less prominently than one would expect from the literature review, but this can be explained in terms of the high-risk of an entrepreneurial venture in the present circumstances; people either do not want to compare their performance to that of previous generations, or do not dare to link the future of their families with their present deliberations.

Excluding the unmotivated individuals, the mean score for the total population of the dominant motive is 5,9 and of the second motive 5,1 out of a maximum of 7. If we read this finding in the light of the literature, given that 4 is an “indifferent” score it seems reasonable to conclude that a significant proportion of the sample population are not very likely to undertake the dangerous project of entrepreneurship, unless of course they were driven by negative motivation.

Having established the overall picture we can now turn to our research question. Archer’s typology seems to be useful when examining the predominance of different motives among different modes of reflexivity. On the basis of hypothesis testing(Kruskal – Wallis test), it emerges that even though Autonomy and Self- fulfilment are equally distributed among all types of reflexivity, the Financial (0,001), Recognition (0,000) and Family (0,003) motives are not.

The Meta-reflexives are the least interested in Financial reward and Social Recognition, while Communicatives are most highly motivated (see Appendix table No 3). Both of these findings make theoretical sense in terms of Archer. Communicative individuals, given their commitment to proximal social relationships are expected to value the esteem in which they would be held as businesspersons by friends and acquaintances; on the other hand, given their hesitation to embrace discontinuities, they would weigh an

entrepreneurial prospect in terms of its likely chances of success in measurable, financial terms.

The Meta-reflexive position is also explicable in Archer's terms; by focusing on Autonomy and Self-fulfillment and de-emphasising Financial reward and Social Recognition, they confirm their adventurous character.

Taken altogether, the above findings indicate that the mode of reflexivity of an individual influences her entrepreneurial motivation not in linear way, but rather in terms of the combination of motives that can underpin their deliberations on entrepreneurship as a life project.

Research question No 3

The third question refers to the relationship between reflexivity and intensity of motivation.

The non-parametric Kruskal-Wallis test undertaken indicate that the Archer typology does not produce any statistically significant variations in the strength of the dominant motives, and only limited variation in the cumulative strength of all the motives (significance 0,001).

The cumulative intensity of motivation variation highlights Fractured and Expressive individuals as the most motivated (see Appendix table No 4). This might seem counterintuitive, but it can be explained in terms of the emotive state of individuals with dysfunctional modes of reflexivity; not being able to reach firm decisions in the discernment and deliberation processes, they score high on all possible motives. In this sense, this finding is an indirect validation of the Archer typology

Upon closer examination however, there is a statistically significant correlation between the intensity of the dominant Archer style and the intensity of motivation. The correlations cover both the intensity of the dominant motive (Pearson 0,214**) and the cumulative motivation strength (Pearson 0,181*); their strength however - and therefore their causal significance - is rather weak.

This finding could mean that it is not just the type of reflexivity mode that matters, but also its strength. On the other hand, we did not find any significant correlation between the intensity of motivation and the clarity of

the Archer score (measured as the difference in score between the highest and the second reflexivity mode).

Having established the general correlation between reflexivity and motivation intensity, we investigated this relationship along the different Archer categories. The findings indicate a split between on the one hand the Communicative and Autonomous, and on the other, the Meta-reflexive and Fractured groups. Regarding the former, there are no correlations between the intensities of Archer score and motivation; the latter however show distinct correlations as the table below shows.

Table No 1: Reflexivity & Motivation Intensity Correlations

| | | IntensityCumulative | Dominant Motive Score | A.D.Score |
|---|---------------------|---------------------|-----------------------|-----------|
| Meta-reflexives Archer Dominant Score | Pearson Correlation | ,184 | ,323** | 1 |
| | Sig. (2-tailed) | ,060 | ,001 | |
| | N | 106 | 103 | 106 |
| Fractured Archer Dominant Score | Pearson Correlation | ,384** | ,357** | 1 |
| | Sig. (2-tailed) | ,002 | ,004 | |
| | N | 64 | 64 | 64 |
| | | | | |
| | | | | |

An indication of the idiosyncrasy of the Meta-reflexive individual that offers causal clues to the above is offered by the third question (of a group of three) of the Archer questionnaire, "*I dwell long and hard on moral questions*", which is the only one with a statistically significant correlation (0,308** for dominant motive score and 0,222* for cumulative motivation intensity). It seems that the driver of entrepreneurial motive for this group is perceived ethical affront of the crisis, more than anything else.

Interestingly, a second question, "*I try to live up to an ideal, even if it costs me a lot to do so*", is not correlated at all to motivation. In other words, entrepreneurship is not viewed by the Meta-reflexives as an instrument of closing the gap between actual and ideal selves, but as a response to a perceived contextual injustice. This interpretation resonates both with Archer's conception of this mode of reflexivity, and with the strong moralising public narratives of the Greek crisis.

The predicament of fractured individuals pondering entrepreneurial projects is illustrated with the breakdown of the correlations between the relevant questions and the intensity of motivation. From the four questions involved, only one, "*I blot difficulties out of my mind, rather than trying to think them through*", correlates with cumulative intensity (Pearson 0,313* and Kendall's tau_b 0,248**). It seems reasonable to argue that we are witnessing here is an escapist coping strategy from the trepidation of the present circumstances.

CONCLUSIONS

The findings of this research indicate that the personal mode of reflexivity is strongly related to entrepreneurial intention and in the current circumstances Meta-reflexives are the most active group. Future research could examine whether this is a sector- dependent or a wider phenomenon.

The hierarchy of motivation that emerged fits with the general literature on the topic, and the quantitative version of Archer's methodology seems to have some explanatory power for the lesser motives, rather than for the dominant ones. It remains to be examined whether different types of reflexivity ascribe different meanings to terms like "Autonomy" and "Self-fulfillment", meanings that could be linked to different paths of entrepreneurial behaviour.

The model produced relations between the intensity of motivation and two groups, namely, the Meta-reflexives and Fractured individuals. These two groups constitute 64% of the sample population; therefore, this lead is worth exploring further. The statistical correlations between motivation and specific questions of the questionnaire highlight specific aspects of the profile of each reflexivity mode and offer directions for more detailed qualitative research.

Overall, Archer's model can be fruitfully used in combination with other theories in the field of entrepreneurship, and in particular those differentiating between goals and instrumental motivation.

A number of limitations emerged through the use of the questionnaire; most notably, its inability to cope with respondents who score equally on two or more modes. The accompanying open ended questions could not in practice help the researchers to determine the dominant mode. An effort to refine the instrument will be part of future research projects.

A further three questions are of interest in terms of the usefulness of Archer's model in predicting agential behaviours and their eventual outcomes, namely: A) does the mode of reflexivity influence the chances of initiating the proposed enterprise; B) does it influence the chances of success of the established enterprises; C) does the intensity of motivation influence the chances of initiating the proposed enterprise and D) does the intensity and clarity of motivation influence the chances of success of the established enterprises. These questions will be the subject of further, longitudinal, research.

APPENDIX

| Table No 1 Archer Reflectivity Profiles | | | | | |
|--|----------------------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Communicative | 21 | 7,9 | 7,9 | 7,9 |
| | Autonomous | 48 | 18,0 | 18,0 | 25,8 |
| | Metareflexive | 106 | 39,7 | 39,7 | 65,5 |
| | Fractured | 64 | 24,0 | 24,0 | 89,5 |
| | Meta-reflexive/ Autonomous | 15 | 5,6 | 5,6 | 95,1 |
| | Expresive | 6 | 2,2 | 2,2 | 97,4 |
| | Communicative/ Meta-reflexive | 7 | 2,6 | 2,6 | 100,0 |
| | Total | 267 | 100,0 | 100,0 | |

| Table No 2: Motive Dominant | | | | | |
|------------------------------------|-----------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Financial | 26 | 9,7 | 9,7 | 9,7 |
| | Recognition | 40 | 15,0 | 15,0 | 24,7 |
| | Autonomy | 58 | 21,7 | 21,7 | 46,4 |
| | Self-fulfilment | 62 | 23,2 | 23,2 | 69,7 |
| | Family | 12 | 4,5 | 4,5 | 74,2 |
| | unclassified | 47 | 17,6 | 17,6 | 91,8 |
| | unmotivated | 22 | 8,2 | 8,2 | 100,0 |
| | Total | 267 | 100,0 | 100,0 | |

Table No 3: Distribution of Motives

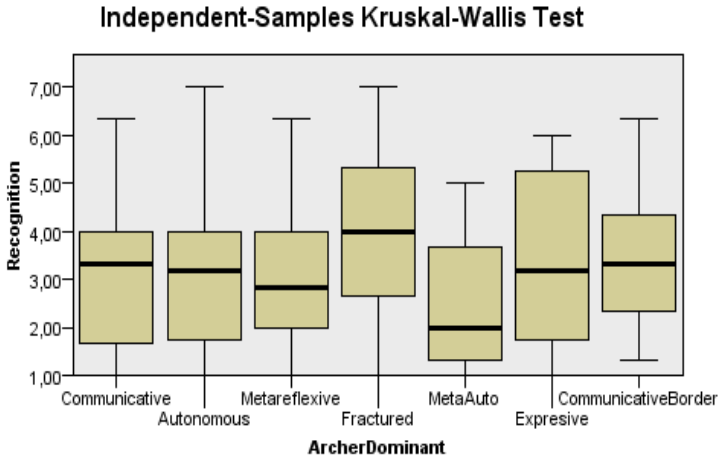
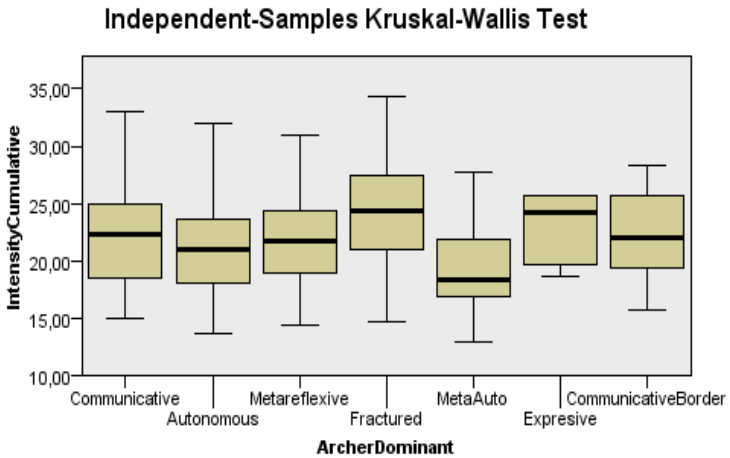


Table No 4: Cumulative intensity of Motivation



References

Books

- Archer, M., 2003, *Structure, Agency and the Internal Conversation*, Cambridge University Press, United Kingdom
- Archer M.,(2012) *The Reflexive Imperative in Late Modernity*, Cambridge University Press .
- Arpasanu R & Papadopoulos P, 2012, *Structure and Agency in Food Neophilia: Understanding the Internal Dialogue of the Consumer*, Lambert Academic Publishing.
- Boltanski L & Thevenot L,2008, *On Justification: Economies of Worth*, Princeton University Press.
- Brockhaus, H.R., 1982, *The Psychology of the Entrepreneur*. New Jersey: Prentice Hall.
- Canguilhem G. 2008, *Knowledge of Life*, Fordham University Press.
- De Certeau M,1988, *The Practice of Everyday Life*, University of California Press.
- Deakins, D. & Freel, 2007, *Entrepreneurship and Small Firms*. London: The McGraw- Hill Co.
- Donati P., 2011, *Relational Sociology*, Routledge.
- Hisrich, R. & Peters, M., 2002. *Entrepreneurship*, Fifth edition, NY:McGraw Hill Irwin
- Κωνσταντέλου, Α., 2013, *Θεωρία Επιχειρηματικότητας και Καινοτομίας ΤΟΜΟΣ Α, Εισαγωγή στην Επιχειρηματικότητα*. Πάτρα: ΕΑΠ.
- Oakeshott M., 1991 , *Rationalism in politics and other essays*, 2nd edition, Liberty Fund.
- Oakeshott M., 1990, *On Human Conduct*, Clarendon Paperbacks
- Lekas P., 2012, *Abstraction and Experience: a formalistic View of the Ideological Phenomenon*, Topos Publications
- Πετράκης, Π., 1996, *Επιχειρηματικότητα και Ανάπτυξη*, Παπαζήσης,
- Trilling L., 1972, *Sincerity and Authenticity*, Harvard University Press.
- Zizek S., 2009, *The Parallax View*, The MIT Press.

Edited Books

- Levine D (ed),1971, *Georg Simmel on Individuality and Social Forms.*, University of Chicago Press.

Journals

- Altinay L; Madanoglou M; Daniele R & Lashley C (2012), The influence of family tradition and psychological traits on entrepreneurial intention, *International Journal of Hospitality Management* Volume 31, Issue 2, pp 489–499.

Carsrud A; Brannback M; Elfving J & Brandt K (2009); Motivations: The Entrepreneurial Mind and Behavior in Understanding the Entrepreneurial Mind, *International Studies in Entrepreneurship* Volume 24, pp 141-165

Carsrud, A. and Brännback, M. (2011), Entrepreneurial Motivations: What Do We Still Need to Know?. *Journal of Small Business Management*, 49: pp 9–26.

Jayawarna D; Rouse J; Kitching J (2013), Entrepreneurship Motivation and Life Course, *International Small Business Journal*, vol 31, no 1, pp 34 – 56.

Mole K & Mole M (2010), Entrepreneurship as the Structuration of Individual and Opportunity: A Response Using a Critical Realist Perspective. Comment on Sarason.

Dean and Dillard, *Journal of Business Venturing*, vol 25.

Mouzelis N (2006), The Subjectivist-Objectivist Divide: Against Transcendence, *Sociology* 2000 34: 741.

Papadopoulos P (2011), The diffusion of innovative practices among meat retailers in Northern Greece. Think meal not meat , *International Journal of E-Entrepreneurship and Innovation*, 2(3), pp 35-45,

Sarason Y; Dean T; Dillard J (2006), Entrepreneurship as the Nexus of Individual and Opportunity: A Structuration view, *Journal of Business Venturing*, vol 21.

Sarason Y; Dean T; Dillard J, (2010)How Can we Know the Dancer from the Dance? Reply to “Entrepreneurship as the Structuration of Individual and Opportunity: A Response Using the Critical Realist Perspective, *Journal of Business Venturing*, vol 25.

Reports and internet sources

Archer M n.d., Last Project: The Internal Conversation: Mediating between Structure and Agency, viewed 10th March 2012, <<http://www2.warwick.ac.uk/fac/soc/sociology/staff/emeritus/archer/msarcher/research/latest/>>.

Archer, M (2008), The Internal Conversation: Mediating Between Structure and Agency: Full Research Report ESRC End of Award Report, RES-000-23-0349.