

ARE ENTREPRENEURS WHO WE THINK THEY ARE?:
PERCEPTIONS OF THE ATTITUDES OF
MALE AND FEMALE ENTREPRENEURS

CENTRE FOR NEWFOUNDLAND STUDIES

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**Are Entrepreneurs Who We Think They Are?:
Perceptions of the Attitudes of Male and Female Entrepreneurs**

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Abstract

Attitudes of men and women entrepreneurs have not been investigated extensively in past research, but may have implications for understanding the entrepreneurial experience, particularly for women entrepreneurs. The present pair of studies investigated the attitudes of men and women entrepreneurs and looked at the perceptions people have of entrepreneurs in terms of their attitudes. In the first study, a written questionnaire containing attitude items from three topic areas--business issues, career and family issues, and social issues--was distributed to a sample (N=137) of entrepreneurs and non-entrepreneurs. Analyses revealed that men and women entrepreneurs could be distinguished from their non-entrepreneur counterparts by their greater endorsement of entrepreneurial business issues and their endorsement of feminist career-family integration. Men entrepreneurs and non-entrepreneurs held more traditional views of gender roles than did women entrepreneurs and non-entrepreneurs, while liberalism did not distinguish the groups from each other. In the second study, undergraduate students (N=244) were asked to judge the attitudes of men and women entrepreneurs in relation to either an entrepreneur of the other gender, or to members of their gender in general, on the same attitude items used in Study 1. People perceived men and women entrepreneurs to be more entrepreneurial in their attitudes than men and women in general. Men entrepreneurs were viewed to hold more feminist views of career-family integration than men in general, while female entrepreneurs were expected to hold feminist attitudes regardless of the comparison group. Entrepreneurs were seen as less traditional than non-

entrepreneurs overall, but women entrepreneurs were viewed as less traditional in their attitudes than both targets, especially by women. Participants did not expect the groups to differ in liberalism. The accuracy of these attitude perceptions is discussed in relation to the actual attitudes of entrepreneurs. Overall, these studies indicate that men and women entrepreneurs hold entrepreneurial attitudes toward business issues and are less positive about balancing career and family than other men and women. They are perceived by others to be entrepreneurial in their attitudes, but to also have a positive view of career-family integration, and an untraditional view of gender roles and values. It may be valuable for future research to look at more specific and detailed attitude measures, or investigate the attitude perceptions other groups of people, such as business consultants and bank officers, hold with respect to entrepreneurs.

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Are Entrepreneurs Who We Think They Are?:

Perceptions of the Attitudes of Male and Female Entrepreneurs

Entrepreneurship has become a popular career alternative in recent years, with more and more men and women opting to pursue self employment. In particular, the number of women entrepreneurs in this country and others has grown steadily over the past 20 years. From 1976 to 1994, Canada has seen the number of self-employed women increase from 197,000 to 590,000 (Canadian Press, 1996). In the past decade alone, the number of self-employed women in this country almost doubled (Statistics Canada, 1994). These numbers indicate that a growing proportion of working women are pursuing entrepreneurial careers and are the leaders of their own business ventures.

Although the definition of entrepreneurship varies among researchers and professionals (c.f., Carland, Hoy, Boulton & Carland, 1984; Carsrud & Olm, 1986; Fagenson & Marcus, 1991; Ferguson & Durup, 1997; Langdon-Fox & Roth, 1995; Schwartz, 1976; Wee, Lim & Lee, 1994), specifying an entrepreneur as an individual who creates and/or owns his or her own business in addition to managing the business, is useful for distinguishing entrepreneurs from other business managers. Entrepreneurship entails a combination of responsibilities, skills and abilities which separate entrepreneurs from other individuals in business. Entrepreneurs are not only managers of their businesses, but they are also the owners and in most cases the creators of their firms. Not surprisingly, the frequency with which women are taking on this diverse role has generated a great deal of research interest.

The present study will look at the attitudes of entrepreneurs and the attitude perceptions people have about entrepreneurs. This issue has practical relevance to the study of female entrepreneurship in particular, as there has been little research conducted on how people view women in entrepreneurial careers, even though stereotyping has been implicated as playing an important role in the acceptance of female entrepreneurs (Hisrich & Brush, 1984). Discrimination by creditors and difficulty in securing credit and funding are commonly cited complaints of women entrepreneurs, and among the more prominent barriers women entrepreneurs feel they face (Belcourt, Burke & Lee-Gosselin, 1991; Fabowale, Orser, Riding & Swift, 1994; Hisrich, 1989; Koper, 1993; Schwartz, 1976). Research suggests (e.g., Reuber, Dyke & Fischer, 1991) that these difficulties may be due to negative stereotyping of women in non-traditional occupations. The "Glass Ceiling" that has been identified as the invisible barrier limiting the success of women in management (Morrison, White & VanVelsor, 1987) has been described as a "Glass Box" for women business owners, to reflect not only the barriers that these women face but also the isolation and difficulty accessing opportunities that they experience (Belcourt et al., 1991).

Despite the interest in entrepreneurial stereotypes and differential treatment of entrepreneurs based on gender, we know relatively little about peoples' perceptions of entrepreneurs and nothing about their perceptions of entrepreneurs' attitudes. The degree to which stereotyping of female entrepreneurs takes place in the general population has also not been formally investigated. This is an interesting issue, as many women

entrepreneurs seem to share the belief that society perceives women to be not as serious about business as are men (Carter & Cannon, 1992; Koper, 1993; Schwartz, 1976). This claim, along with how some women business owners evaluate the treatment they receive from resource providers, would indicate that people may hold inaccurate beliefs about women business owners (Belcourt et al., 1991; Hisrich & Brush, 1984; Koper, 1993; McKechnie, Ennew & Read, 1998). Indeed, Sexton and Bowman-Upton (1990) state that "there seems to be a gap between actual traits of women in business and perceptions of those traits" (p. 32). It is therefore important to determine what stereotypes of entrepreneurs exist as well as the extent to which these perceptions are accurate.

The growth in entrepreneurship in recent years has been accompanied by a general increase in the amount of research conducted in this area, and an interest in studying female business owners. A number of investigations of the entrepreneurial experience of females have examined their demographics, their backgrounds, their motivations for starting businesses, the problems they have encountered, and the strategies they use to succeed as business owners (Brodsky, 1993; Carter & Cannon, 1992; Hisrich & Brush, 1984; Singh, Sehgal, Tinani & Sengupta, 1986). Attempts have also been made to identify what personal and psychological attributes are characteristic of female entrepreneurs (Bowen & Hisrich, 1986; Langdon-Fox & Roth, 1995; Welsch & Young, 1984), and to identify what attributes might distinguish women business owners from other groups (Brodsky, 1993; DeCarlo & Lyons, 1979; Solomon & Fernald, 1988; Waddell, 1983; Welsch & Young, 1984).

Investigations of gender differences in entrepreneurship have generally found that female and male entrepreneurs are more similar than different in terms of personality and psychological characteristics (Sexton & Bowman-Upton, 1990; Stevenson, 1986; Welsch & Young, 1984). Kalleberg and Leicht (1991) found that factors determining business survival and success also operate similarly for male and female entrepreneurs. However, in some areas differences have been found between the two groups (Birley, 1989; Carter & Cannon, 1992; Sexton & Bowman-Upton, 1990; Solomon & Fernald, 1988; Watkins & Watkins, 1984; Welsch & Young, 1984). Where differences exist between male and female entrepreneurs, they most often relate to demographic variables, background and experience (Smith, Smits & Hoy, 1992; Stevenson, 1986; Watkins & Watkins, 1984; Welsch & Young, 1984).

In their questionnaire survey of male and female entrepreneurs, Welsch and Young (1984) found that compared to her male counterpart, the typical female entrepreneur is younger, has more education, and shows greater interest in educational activities, such as attending business seminars and obtaining information from written sources. Differences have also been found in the typical value profiles of male and female entrepreneurs. Solomon and Fernald (1988) discovered that while both groups shared many of the same terminal and instrumental values, the order of importance of these values differed between men and women entrepreneurs. For instance, the terminal values of health, self respect and family security were rated high among female entrepreneurs, while male entrepreneurs gave high ratings to the values of pleasure, true

friendship, and a sense of accomplishment. Female and male entrepreneurs also differ with respect to the type of businesses they own. While most of the businesses operated by female entrepreneurs tend to be service-related, such as sales, those of male entrepreneurs belong to traditionally "male-typed" sectors such as manufacturing, construction and transportation (Birley, 1989; Hisrich, 1989; Hisrich & Brush, 1984; Schwartz, 1976; Solomon & Fernald, 1988; Watkins & Watkins, 1984).

Stevenson (1986) reviewed a number of studies from the entrepreneurial literature which have investigated the similarities and differences between male and female entrepreneurs. Based on her summary of past research findings, Stevenson asserted that motivations for starting a business have been found to be generally similar for males and females. She noted that some of the reasons presented in the entrepreneurial literature for why people pursue self-employment include personal autonomy, desire to gain control over their working lives, financial independence and flexibility. Although these are common motivations for both males and females, Stevenson explains that differences may exist in the underlying dimensions of these influences; that is, the reasons why these common motivations come to exist may differ for males and females. For females these motivations often arise from gender-related disadvantages such as low pay in the workforce or responsibility for child care, and accordingly may influence the experience of female entrepreneurs differently than for males (Cromie, 1987; Stevenson, 1986).

In addition to comparing the entrepreneurial experience of females to males, the ways in which these groups are similar and different to non-business owners in their

personal characteristics has also received some attention (e.g., Engle, Mah & Sadri, 1997; Weaver & Franz, 1992). A recent study by Xie and Whyte (1997) looked at the gender differences of various level managers and non-managers. These authors suggested that gender differences would be largely influenced by situational factors, namely occupation, and their results provided some support for this notion. Gender differences in critical thinking ability, managerial aptitude, social intelligence and personality were less pronounced at higher levels of management, as male and female non-managers were more different than male and female managers on these factors. The manager group, however, displayed more gender differences for intellectual ability than the non-managers. Gender differences were largely consistent among both managers and non-managers in the areas of values, interests, needs and temperament (Xie & Whyte, 1997).

Comparisons have also been made between female entrepreneurs and female managers (Brodsky, 1993; Waddell, 1983). Of the few studies that have directly compared these two groups, it has been shown that female entrepreneurs and female managers are more similar than they are different (Brodsky, 1993; Waddell, 1983). Entrepreneurs and managers are similar in terms of need for achievement, locus of control and sex-role "masculinity", and their personalities have been characterized as dominant, bold, analytic, self-sufficient and tough-minded (Brodsky, 1993; Waddell, 1983). However, Brodsky (1993) reported differences between the two groups as well. She found that entrepreneurs were less trusting than managers and had higher control needs. Although needs for career and personal support were important factors for both

managers and entrepreneurs, managers obtained these supports internally through their corporation while entrepreneurs were more individualistic and relied more on external systems of support (Brodsky, 1993). Entrepreneurs and managers have also been found to differ in terms of their family histories; for entrepreneurs, having parental models for business ownership is a more frequent occurrence than it is for managers (Waddell, 1983).

Overall, the experience of the female entrepreneur has been said to be "dynamic", and some attempts have been made to subcategorize female entrepreneurs into different types to account for the wide range of attributes and business experiences these women report (Carter & Cannon, 1992; Cromie & Hayes, 1988; Goffee & Scase, 1985; Langan-Fox & Roth, 1995). For example, Goffee and Scase (1985) developed a typology of female entrepreneurs based on factors they found to be influential in the entrepreneurial experiences of women. Four entrepreneurial types emerged in their study, based on whether women displayed high or low attachment to: (1) entrepreneurial ideals, and to (2) conventional gender roles. Women entrepreneurs could be described as conventional (high attachment to both entrepreneurial ideals and conventional gender roles), innovative (high attachment to entrepreneurial ideals, low attachment to conventional gender roles), domestic (low attachment to entrepreneurial ideals, high attachment to conventional gender roles), or radical (low attachment to both entrepreneurial ideals and conventional gender roles). Goffee and Scase asserted that such a typology is useful for describing the behavior of women entrepreneurs and for

understanding the different ways female-owned businesses are run.

A more recent typology based on need for achievement has been suggested by Langdon-Fox and Roth (1995). In this study, personality attributes of female entrepreneurs were assessed through use of written questionnaires and projective tests. Three profiles of female entrepreneurs emerged from these personality measures, characterized by either low, moderate or high need for achievement. Those entrepreneurs found to be low in need for achievement were high on other attributes commonly associated with entrepreneurship, such as locus of control, job satisfaction, activism and ability to influence, and were defined as being most like managers. A middle group, labeled as pragmatic entrepreneurs, scored neither low nor high on need for achievement or the other entrepreneurial attributes. They were found to take a utilitarian approach to their work and appeared motivated by family concerns. The "need achiever" entrepreneurs were defined as the group that scored highest on need for achievement, and scored lower on other entrepreneurial characteristics. This investigation and others (Cromie & Hayes, 1988; Goffee & Scase, 1985) indicate that there is much variation in the degree to which the different characteristics associated with entrepreneurship exist in female business owners.

In contrast to the literature on personality attributes of entrepreneurs, very little is known about the attitudes of entrepreneurs, and only a few attempts have been made to look at attitudes as a possible distinguishing factor in entrepreneurship (Robinson, Stimpson, Huefner & Hunt, 1991; Stimpson, Narayanan & Shanthakumar, 1994).

Robinson et al. (1991) recognized the potential value of using attitudinal measures in the study of entrepreneurs, and developed an instrument to predict entrepreneurial potential in individuals. Their Entrepreneurial Attitude Orientation (EAO) scale measures attitudes using four subscales: Achievement, Innovation, Self Esteem and Personal Control. These subscales are based on attributes found to be important in entrepreneurship, and relate to obtaining concrete results in business development, the ability to be novel and creative in business activities, a person's self confidence and perceived ability in business, and the degree of influence and control a person has over a business venture. Overall, the type of attitudes measured by the EAO are entrepreneurial attitudes. An individual scoring high on the EAO would display attitudes that are associated with success as an entrepreneur.

In validating the EAO scale with a predominantly male sample, it was found that entrepreneurs were higher on all four subscales than were non-entrepreneurs. In a later study to examine gender differences on these subscales (Stimpson et al., 1994), a short form of the EAO proved to be useful for distinguishing both female and male entrepreneurs from non-entrepreneurs in the United States, but not for distinguishing entrepreneurs from non-entrepreneurs in India. In the United States sample, male and female entrepreneurs were found to score higher on the subscales of Innovation, Achievement and Personal Control than male and female non-entrepreneurs. Females in both the entrepreneur and non-entrepreneur groups in the United States had higher Self-Confidence scores than the corresponding male groups in the United States (Stimpson et al., 1994). Higher self-confidence among women entrepreneurs compared

to men entrepreneurs has also been reported elsewhere (Birley, 1989).

These findings suggest that the entrepreneurial attributes measured by the EAO are useful for distinguishing business owners from non-business owners, and also illustrate that gender differences may exist within entrepreneurship with respect to attitudes. Robinson et al. (1991) note that their scale "is not intended to be an exhaustive list of the attitudes associated with entrepreneurship, [but]...a starting place" (p.19). There are numerous other attitudes, besides entrepreneurial attitudes per se, that may be important in understanding success in entrepreneurship. Attitudes toward work, family, gender-roles and social issues may be particularly important in the study of female entrepreneurship.

Aside from the EAO scale's application of attitude theory to the study of entrepreneurs, no focused examination of attitudinal characteristics has been carried out with this group. Some researchers (e.g., Brodsky, 1993; Carter & Cannon, 1992; Goffee & Scase, 1985; Jacobowitz & Vidler, 1982; Schwartz, 1976; Weaver & Franz, 1992; Welsch & Young, 1984) make reference to attitude characteristics and their importance, or indicate that their work has included or looked at attitudes without directly reporting the results of the attitude measures they used. For the most part, these references to attitudes are not sufficiently clear to determine exactly what was measured (e.g., attitudes vs. values, motivations, or satisfaction). Thus, the attitudinal characteristics of entrepreneurs have been acknowledged but have received little empirical attention.

A second area which has surprisingly received little attention in the study of

entrepreneurship is that of stereotypes. Little is known about how people in general view entrepreneurs, and if they hold different perceptions of entrepreneurs based on gender. Studies of entrepreneurs do suggest that male and female entrepreneurs are perceived differently (c.f., Belcourt et al., 1991; Buttner & Rosen, 1988; Fagenson & Marcus, 1991; Hisrich & Brush, 1984; Koper, 1993; Reuber, Dyke & Fischer, 1991). This is interesting, as it has generally been shown that in reality male and female entrepreneurs share many of the same characteristics and traits. Entrepreneurs in general have been found to be achievement-motivated, high in personal control, confident, innovative, active, aggressive, and unconventional (Fagenson & Marcus, 1991; Hornaday & Aboud, 1971; Jacobowitz & Vidler, 1982; Robinson et al., 1991; Wee, Lim & Lee, 1994). Although these appear to be traditionally male-typed traits, female entrepreneurs have been found to possess these characteristics, among others (Brodsky, 1993; DeCarlo & Lyons, 1979; Langdon-Fox & Roth, 1995; Stimpson et al., 1994; Welsch & Young, 1984). Similar to other women in business, women entrepreneurs view themselves as possessing characteristics that are typically more masculine than they are feminine (Bowen & Hisrich, 1986; Brodsky, 1993; Waddell, 1983). Indeed, Goffee and Scase (1985) found that the women in their sample recognized that a combination of feminine and masculine traits was necessary for success as a business owner. However, the extent to which feminine attributes are part of the profile of the successful entrepreneur has not been given much attention (Fagenson & Marcus, 1991).

In terms of stereotypes, there has been little focus on the practical question of

what people generally believe are the typical characteristics of female entrepreneurs, based on the nature of the career held by these women. Certain studies indicate that people do perceive male characteristics rather than female characteristics to be more consistent with the role of an entrepreneur (Buttner & Rosen, 1988; Fagenson & Marcus, 1991). In a study by Fagenson and Marcus (1991), the sex-role stereotyping of the entrepreneur profession was investigated. These researchers looked at women working in entrepreneurial firms headed by either a female (themselves or someone else) or a male to determine their perceptions of the sex-role stereotypic personality characteristics of a successful entrepreneur. It was found that women working in female-headed firms indicated greater importance of feminine characteristics to the profile of a successful entrepreneur than did women working in male-headed firms. However, for both groups masculine characteristics were perceived to be the most important components of the entrepreneurial profile.

Similar results were found by Buttner and Rosen (1988), who investigated the perceptions held by bank loan officers towards entrepreneurs. In this study, bank loan officers were asked to evaluate the attributes of men, women, and successful entrepreneurs using nine scales that described entrepreneurial qualities. Buttner and Rosen found that ratings of men were more similar to ratings of successful entrepreneurs than were ratings of females. These results imply not only that male attributes are perceived to be more consistent with the profile of a successful entrepreneur than are female attributes, but also suggest that bank loan officers may be influenced by sex

stereotypes when dealing with entrepreneurs (Buttner & Rosen, 1988).

These results parallel the findings reported in the extensive literature on managers. Here, too, it has been found that the stereotypes of managers are more similar to the stereotypic traits of males than they are to the stereotypes of females (Heilman, Block, Martell & Simon, 1989; Massengill & DiMarco, 1979; Schein, 1973, 1975). Considering that business management is a central component of entrepreneurship, it is not surprising that the trait ascriptions that take place with managers are similar to those that occur with entrepreneurs. However, there are differences between managers and entrepreneurs, and a different combination of traits appear to be involved in entrepreneurship, as has been suggested elsewhere (e.g., Brodsky, 1993; Langdon-Fox & Roth, 1995). The extent to which people perceive these characteristics over and above typical managerial characteristics, however, remains to be seen.

The finding that masculine characteristics are more consistent with the entrepreneurial role than are feminine characteristics is also supported by studies which have looked at gender differences in leadership. In their meta-analysis, Eagly, Makhijani and Klonsky (1992) found that in business contexts, males receive more favorable ratings as managers than do females. This suggests that males are perceived to be a better "fit" to the role of manager than are women. Indeed, recent work in the management literature (see Martell, Parker, Emrich & Crawford, 1998) confirms the notion that, compared to males, women in management are not thought to possess the attributes necessary to succeed in executive positions. Gender differences in leadership have been identified, as

women tend to adopt a democratic or participative style while men adopt an autocratic or directive style (Eagly & Johnson, 1990). Results of Eagly et al.'s (1992) meta-analysis show that when female leaders or managers adopt a typical masculine style of leadership (i.e., autocratic), they may be devalued relative to male leaders.

Eagly et al. (1992) also noted that women's leadership behaviors may often be viewed as more extreme than males since their position in a leadership role conflicts with the traditional gender stereotype for women. This type of interpretation resembles the augmenting principle described in attribution theory (Fiske & Taylor, 1991). People do not expect women to occupy leadership roles because these positions are stereotypically viewed as male roles. When someone encounters a woman in a leadership role, this disconfirms what is generally expected for a leader. To explain the success of a female in a leadership role, her ability may be viewed as more extreme than it actually is. People will attribute her success to the fact that she must be extraordinarily talented in order to overcome the limitations imposed by gender, and to succeed in a male-dominated role. Overall, it appears that men and women may be viewed differently in comparable leadership positions. The gender differences that have been found in leadership research offer further evidence that masculine attributes may be valued more than feminine attributes in management positions, and as a result this may affect the perceptions people have of females in a leadership position in business.

Fagenson and Marcus's (1991) work on sex stereotyping is important as it investigated how women perceive individuals in the entrepreneurial profession.

However, these researchers did not look at men's stereotyping, or the differences between men and women's stereotyping. It should also be noted that some of the women in their sample were actually entrepreneurs themselves, while others were employees of an entrepreneurial firm; however, the data were not analyzed separately for these two groups. These researchers also did not include a formal comparison of the actual characteristics of entrepreneurs to the perceived characteristics which were identified. They did indicate, however, that the perceptions of the women in their study corresponded to actual characteristics of entrepreneurs which have been previously reported. Nevertheless, this research is intriguing, as it implies that female entrepreneurs may not only be in a sex-typed occupation, but they may also be stereotypically perceived as not possessing the characteristics believed to be important to successful entrepreneurs (Fagenson & Marcus, 1991).

Reuber, Dyke and Fischer (1991) illustrated the effects that such sex-role stereotyping can have on women business owners. In their study, consultants were found to offer different advice to business owners depending on whether they were described as a female or a male. Although the content of the advice was similar, consultants gave a greater volume of advice if the entrepreneur was perceived to be a female, while in the case of a male entrepreneur the advice offered was of greater complexity. Reuber et al. stated that these differences "map onto social stereotypes of women as being more helpless and of men being more capable" (p.249). This study demonstrated that external resource providers such as consultants can be influenced by gender role stereotypes, and

because of this the assistance they offer women entrepreneurs can potentially be influenced by gender related assumptions and biases.

Approaching the stereotype question by looking at attitudes is particularly interesting, as our perceptions of other people's attitudes can influence many of the inferences we make about them. Based on what we think other people or groups believe, we may infer that they hold or will display related characteristics, or we may use this information to evaluate our own attitudes and behaviors (Fiske & Taylor, 1991; Higgins & Bargh, 1987). An investigation of the attitude perceptions people have of entrepreneurs can not only provide a better understanding of how female entrepreneurs are viewed, but at the same time can shed light on the role of the attitude component in entrepreneurial stereotypes.

The present study is concerned with determining the actual attitudes of male and female entrepreneurs and non-entrepreneurs, to identify similarities and differences within and between these groups. Previous investigations into the characteristics of entrepreneurs have seldom included a clear measure of attitudes, and direct comparisons of entrepreneurs and non-entrepreneurs have also been infrequent. Attitudes toward career and family, liberal-conservative social issues, and business issues will be investigated in the present study. Based on past research involving gender and these attitudes, and the entrepreneurial literature in general, it is thought that these issues may be of interest in the study of men and women entrepreneurs. The second purpose of this study is to determine how people generally perceive the attitudes of male and female

entrepreneurs. As mentioned previously, there has been little research into how entrepreneurs are perceived by others, and attitude perceptions in particular may influence how people relate and respond to men and women entrepreneurs. Two studies were conducted to address each of these topics, and will be presented separately. The first study looked at the actual attitudes of men and women entrepreneurs and non-entrepreneurs; the second study looked at the perceptions people hold of the attitudes of men and women entrepreneurs, as compared to men and women in general. The following hypotheses were tested.

In terms of actual attitudes:

1. Entrepreneurs will differ from non-entrepreneurs in their actual attitudes.
2. Female entrepreneurs and male entrepreneurs will be more similar to each other in actual attitudes than they are to females and males in general.

In terms of perceived attitudes:

1. Entrepreneurs will be perceived as being different from non-entrepreneurs in terms of attitudes.
2. Female entrepreneurs will be perceived as being more similar to male entrepreneurs in their attitudes, and male entrepreneurs will be perceived as being more similar to female entrepreneurs in their attitudes, than they are to non-entrepreneurs of their own gender.

Study 1: Attitudes of Entrepreneurial Men and Women

Method

Instruments

A written questionnaire was used to collect information from participants. This questionnaire included 30 attitudinal items, taken from existing instruments and adapted for the present study (i.e., all items were associated with a 7-point scale). These attitude items related to three key areas which, based on previous research, were expected to be relevant components of the entrepreneurial experience, particularly of women, and the attitude perceptions people hold of female entrepreneurs: (1) *Entrepreneurial Attitudes*--ten items from the short form of the EAO instrument (Robinson et al., 1991; D. V. Stimpson, personal communication, January 1997) were randomly selected for inclusion in the present questionnaire; (2) *Attitudes Toward Career and Family*--ten items from the Career Issues Survey (Covin & Brush, 1991) were randomly selected for inclusion in the present questionnaire; and (3) *Liberal-Conservative Attitudes*--ten questionnaire items that measure attitudes on a liberal-conservative scale were randomly selected for this questionnaire from an item pool developed by Grant, Button, Hannah and Ross (1994). These three scales provided a good measure of each construct, but each was too long to be included in its entirety in the present study. Since there was no *a priori* reason to choose some items over others, items were randomly selected from each scale for inclusion in the questionnaire.

For each of the thirty statements, participants were asked to indicate on a 7-point

scale (1=disagree, 7=agree) the extent of their agreement with that statement. The 30 attitude items were followed by questions concerning demographic information. Participants were asked to indicate their gender, age, marital status, the number and age of their children, and whether either of their parents had ever started their own business. They were then asked whether they currently owned their own business or if they had ever owned their own business. Those participants who indicated they were current or previous business owners were asked if they started the business, if they were the primary manager of the business, the size of their business (i.e., number of employees), the age of the company, the sector the business would be classified in (e.g., service, manufacturing, retail, etc.), the nature of their ownership (i.e., sole-proprietorship, partnership, corporation), and the extent of their entrepreneurial experience.

Design & Procedure

Female and male entrepreneurs in St. John's and the surrounding area were identified using lists and membership directories provided through local organizations and offices, including the St. John's Board of Trade, the former Women's Enterprise Bureau (WEB), and the Department of Development and Rural Renewal (Provincial Government). Representatives from these agencies, when contacted and informed about the study, permitted the researcher to use information provided by their agency in the form of company lists and membership directories for the purpose of this research. From this information, a list of individuals was compiled, consisting of both males and females who were either identified in an above directory as being a business owner, or who the

researcher felt would be highly likely to be a business owner.

Participants were not sampled randomly; the goal was to survey as many participants as possible in a reasonable period of time, in order to obtain a large sample of both male and female entrepreneurs. The list of potential entrepreneurs that was compiled provided a total of 236 names. All individuals named on this list were mailed a copy of the questionnaire, together with a cover letter and a pre-addressed stamped envelope in which they could return their completed forms. It was expected that responses from the entrepreneur group would be difficult to obtain, since in many cases they have other people responding to their mail. Every effort was made to increase the chances that the potential entrepreneur participants would complete the questionnaire. The cover letter was personally addressed to them, and it mentioned that the area the researcher was interested in studying was entrepreneurship. It was hoped that by doing this, the chance of the individual taking the time to complete the questionnaire would be increased.

In order to survey non-entrepreneurs, various methods were used to distribute questionnaires. The researcher identified different offices that were unlikely to be involved with small business ownership or management, and contacted a representative from each of these offices to obtain permission to distribute questionnaires to the employees. Copies of the questionnaire, along with a general cover letter and pre-addressed stamped envelope, were left at these offices for employees to complete if they chose to do so. The letter briefly stated that the researcher was interested in studying

attitudes and attitude perceptions, and was interested in surveying people who were actively employed in the workforce. Questionnaires were either returned individually through the mail using the enclosed envelope, or the sealed envelopes were collected by the researcher or her contact person at the office and returned as a group. In addition, some non-entrepreneurs (n=6) responded to the questionnaire that was mailed out to target the entrepreneur participants. The group of non-entrepreneurs that resulted consisted of men and women in the general population who indicated on the questionnaire that they were not business owners at the time of the survey, and had never owned a business in the past. These individuals included males and females active in the workforce and represented government, education, and the private sector. It was hoped that these people would be comparable to entrepreneurs in general demographics.

Based on their answer to the questions "Do you currently own your own business?" and "If no, have you ever owned your own business?", respondents were classified as either an entrepreneur or a non-entrepreneur. If they answered yes to either question, they were classified as an entrepreneur.

Consent and Confidentiality

When potential participants received a copy of the questionnaire, a letter was included that told them that the researcher was interested in studying attitudes and attitude perceptions. The researcher's name and telephone number were made available to participants on the cover letter so that they could contact her if they had any questions or would like to know more about the study. In addition, the letter explained that

participation was voluntary and that responses would be kept anonymous. To ensure anonymity, written consent was not requested from participants. Throughout the procedure, there was ample opportunity for participants to decline taking part in the study if they chose to do so; they could decline simply by not returning the completed questionnaire.

Results

Participants

A total of 236 questionnaires were mailed to target business owners who were identified through local organizations and offices. Twenty-four of these questionnaires were undeliverable (23 address unknown/incorrect and 1 addressee deceased). From the 212 that were successfully delivered, a total of 97 individuals (45.8%) returned a completed questionnaire. Copies of the questionnaire were also made available at various offices in the St. John's area and a total of 40 completed forms were returned from these locations.

Each of these survey methods generated responses from both entrepreneurs and non-entrepreneurs. From the mail-out, 91 respondents were classified as entrepreneurs and 6 as non-entrepreneurs. From the questionnaires that were collected from different offices in the city, 6 were from entrepreneurs and 34 were from non-entrepreneurs. Respondents were classified as entrepreneurs if they indicated they currently owned their own business ($n = 90$) or they did own their own business in the past ($n = 7$). Thus, a total of 97 entrepreneurs (56 males, 41 females) completed the questionnaire. With the exception of one respondent, all individuals in the entrepreneur group indicated they were currently employed. A total of 40 individuals (20 males, 20 females) who responded to the questionnaire indicated they had never been involved with business ownership. These individuals were classified as non-entrepreneurs, and all of these individuals indicated they were currently employed.

As can be seen in Table 1, the majority of entrepreneur respondents (88.7%) were between the ages of 30 and 59. Most were married (76.3%) and/or had at least one child (81.4%). Approximately half of the entrepreneurs (51.5%) had a parent or parents who owned or had owned their own business.

Table 2 shows that most of the respondents in the non-entrepreneur category fell between the ages of 30 and 49 (72.5%). Approximately half of these respondents were married (52.5%) and many had at least one child (67.5%). Thirty-five percent of respondents in the non-entrepreneur group indicated they had a parent or parents who owned their own business at some point in time.

For the entrepreneur group, 87.6% of the respondents indicated they started the business, and 94.8% indicated they were the primary manager of the business. Many of the businesses owned were small in size (78.4%), having 20 or fewer employees. Only 22.7% of the businesses had been in operation for less than 5 years, and some had been in operation for over 20 years (16.5%). Most businesses (81.4%) were classified in the service and/or retail sector, and the most common type of ownership reported was corporation and/or sole-proprietorship (81.4%).

Table 1

Frequencies of Age, Marital Status, Number of Children and Age of Children for Men and Women Entrepreneurs

	Men		Women		Total	
	n	%	n	%	n	%
Age						
20-29	5	5.2	0	0.0	5	5.2
30-39	15	15.5	12	12.4	27	27.8
40-49	22	22.7	12	12.4	34	35.1
50-59	11	11.3	14	14.4	25	25.8
60-69	1	1.0	3	3.1	4	4.1
Over 70	2	2.1	0	0.0	2	2.1
Marital Status						
Single	4	4.1	2	2.1	6	6.2
Separated/Divorced	6	6.2	3	3.1	9	9.3
Cohabiting	3	3.1	3	3.1	6	6.2
Married	43	44.3	31	32.0	74	76.3
Widowed	0	0.0	2	2.1	2	2.1
Missing	0	0.0	0	0.0	0	0.0
Number of Children						
0	10	10.3	7	7.2	17	17.5
1-2	29	29.9	24	24.7	53	54.6
3-4	14	14.4	9	9.3	23	23.7
5 or more	3	3.1	1	1.0	4	4.1
Age of Youngest Child(ren) ^a						
Under 4	13	13.4	4	4.1	17	17.5
5-12	8	8.2	6	6.2	14	14.4
13-19	12	12.4	8	8.2	20	20.6
Over 20	13	13.4	16	16.5	29	29.9
n/a	6	6.2	6	6.2	12	12.4
Missing	4	4.1	1	1.0	5	5.2

^a 22 respondents in the entrepreneur group had children in two age categories.

Table 2

Frequencies of Age, Marital Status, Number of Children and Age of Children for Men and Women Non-Entrepreneurs

	Men		Women		Total	
	n	%	n	%	n	%
Age						
20-29	0	0	0	0.0	7	17.5
30-39	2	5.0	5	12.5	19	47.5
40-49	9	22.5	10	25.0	10	25.0
50-59	5	12.5	5	12.5	4	10.0
60-69	4	10.0	0	0.0	0	0.0
Over 70	0	0.0	0	0.0	0	0.0
Marital Status						
Single	2	5.0	5	12.5	7	17.5
Separated/Divorced	3	7.5	6	15.0	9	22.5
Cohabiting	1	2.5	0	0.0	1	2.5
Married	13	32.5	8	20.0	21	52.5
Widowed	1	2.5	0	0.0	1	2.5
Missing	0	0.0	1	2.5	1	2.5
Number of Children						
0	6	15.0	7	17.5	13	32.5
1-2	11	27.5	10	25.0	21	52.5
3-4	2	5.0	3	7.5	5	12.5
5 or more	1	2.5	0	0.0	1	2.5
Age of Youngest Child(ren) ^a						
Under 4	2	5.0	5	12.5	7	17.5
5-12	5	12.5	4	10.0	9	22.5
13-19	5	12.5	3	7.5	8	20.0
Over 20	2	5.0	1	2.5	3	7.5
n/a	3	7.5	5	12.5	8	20.0
Missing	3	7.5	2	5.0	5	12.5

^a 6 respondents in the non-entrepreneur group had children in two age categories.

Scale Analysis

Inter-item reliability coefficients were calculated for each set of 10 items representing the three attitude scales on the questionnaire. Items 1 to 10, comprising the entrepreneurial attitudes, had a standardized item alpha of .71. Based on this value, responses to these items were summed to give a total score (Entrepreneurship) for this scale. Possible scores on this variable ranged from 10 to 70, with a high score indicating endorsement of attitudes related to entrepreneurship.

Items 11 to 20, comprising the career and family values, resulted in a reliability alpha of .47. This was considered too low a value for the items to be summed for a total score. A Principal Components analysis with a varimax rotation was performed on these 10 items, and two factors emerged that had at least four items each with component loadings of .4 or greater (see Table 3). The first factor, which represented traditional gender role attitudes, consisted of 5 items (items 11, 12, 14, 15, and 19) with loadings that ranged from .44 to .77. The second factor supported a more feminist orientation, integrating career and family goals, and consisted of 4 items (items 16, 17, 18, and 20) with component loadings from .61 to .71. Scores on the items retained for each factor were summed, yielding two dependent variables: traditional gender role attitudes (Traditional) and integrated career-family attitudes (Feminist). High scores on these two variables indicate endorsement of traditional gender role attitudes (possible score range of 5 to 35) and a feminist view of career and family integration (possible score range of 4 to 28), respectively. Although a third factor emerged from this analysis, it included only

two items with eigen values greater than the criteria, and one of these items (item 11) also loaded on factor 2. Because of this, the third factor was not included as a dependent variable.

Table 3

Results of Principal Components Analysis for Items Representing Career-Family Issues

Item	Factor 1	Factor 2	Factor 3
I11: Men are more concerned about success in work than are women	.44162	.08373	-.57035
I12: It is wrong for a woman to work outside the home when she has small children	.62332	-.20155	-.08505
I13: I have decided that my family will always come before my career	.12013	.10910	.84289
I14: I think that is wrong to let boys play with dolls	.77461	-.08864	-.01240
I15: I think it is a common practice for a company to turn down a male job applicant in favor of a less qualified female applicant	.62404	.30140	-.24753
I16: Employers should provide extra support and flexibility for female employees who have children	-.15651	.64630	.27789
I17: The government should require companies to provide some paid maternity leave	-.09026	.71457	.09730
I18: When females have children they seem to become more achievement-oriented	.17678	.61247	-.06544
I19: I believe that women who work are taking jobs away from men who need jobs	.73610	-.11897	.13822
I20: The government should subsidize day care for working mothers	-.22341	.67992	-.19750

The Liberal-Conservative scale, represented by items 21 to 30 on the questionnaire, resulted in a standardized item alpha of .61 when two items with low item-total correlations (items 24 and 28) were removed. Based on this value, responses to these eight items were summed together to give a total score (Liberalism) for this scale. The Liberalism score could range from 8 to 56, with a high score indicating liberal attitudes.

Relationships Among the Dependent Measures

The correlation matrix for the four dependent variables is shown in Table 4. Entrepreneurial attitudes were associated with less traditional attitudes (-.2283), and, as expected, liberal attitudes were associated with less traditional attitudes (-.1878). Neither liberalism nor feminist views of career-family issues were related to entrepreneurial attitudes.

Table 4

Correlation Matrix of the Four Scales

	Entrepreneurship	Traditional	Feminist	Liberalism
Entrepreneurship	1.0000	-.2283*	-.0562	.1446
Traditional		1.0000	-.1376	-.1878*
Feminist			1.0000	-.0281
Liberalism				1.0000

* $p < .05$

Comparison of the Attitudes of Entrepreneurs and Non-Entrepreneurs

The means and standard deviations for each of the dependent variables are shown in Table 5 for men and women who were entrepreneurs or non-entrepreneurs. A 2 (entrepreneur vs. non-entrepreneur group) by 2 (male vs. female) analysis of variance was conducted for each of the dependent variables.

Entrepreneurship. As expected, entrepreneurs scored significantly higher ($M = 59.18$) than non-entrepreneurs ($M = 55.23$) on the entrepreneurial attitude questionnaire items, $F(1, 130) = 12.106, p < .001$. Moreover, this was true for both men and women.

Traditional Values. Men scored significantly higher ($M = 12.97$) than women ($M = 8.63$), $F(1, 128) = 27.342, p < .001$, on the traditional values scale, indicating that men agreed more with traditional gender attitudes than did women.

Feminist Views of Career-Family. There was a significant difference between entrepreneurs and non-entrepreneurs on career-family issues. Non-entrepreneurs agreed more ($M = 18.71$) with these issues than did entrepreneurs ($M = 14.90$), $F(1, 123) = 14.222, p < .001$. Thus, both men and women entrepreneurs tended to agree less than their non-entrepreneurial counterparts that family and career could be integrated.

Liberalism. There were no differences between groups on the liberalism scale.

Table 5

Means, Standard Deviations, and F Values for the Dependent Variables for Men and Women Entrepreneurs and Non-Entrepreneurs

Attitude Scale		Entrepreneur		Non-Entrepreneur		Analysis of Variance	
		Men	Women	Men	Women	F Values	
Entrepreneurship	<u>M</u>	58.93	59.53	55.55	54.89	<i>Gender</i>	.047
	<u>SD</u>	6.35	5.80	5.48	5.72	<i>Group</i>	12.106*
	<u>n</u>	55	40	20	19	<i>GenXGr</i>	.301
Traditional	<u>M</u>	13.15	8.59	12.50	8.70	<i>Gender</i>	27.342*
	<u>SD</u>	5.06	3.86	5.84	3.96	<i>Group</i>	.104
	<u>n</u>	53	39	20	20	<i>GenXGr</i>	.180
Feminist	<u>M</u>	14.49	15.50	17.32	20.11	<i>Gender</i>	3.005
	<u>SD</u>	4.68	5.71	4.20	5.08	<i>Group</i>	14.222*
	<u>n</u>	53	36	19	19	<i>GenXGr</i>	.837
Liberalism	<u>M</u>	32.08	34.47	33.10	32.70	<i>Gender</i>	1.142
	<u>SD</u>	7.69	8.71	6.64	8.11	<i>Group</i>	.037
	<u>n</u>	53	36	20	20	<i>GenXGr</i>	.853

* $p < .05$

Study 2: Perceived Attitudes of Men and Women Entrepreneurs

Method

The primary purpose of Study 2 was to determine how people perceive the attitudes of entrepreneurial men and women. In particular, do people stereotype entrepreneurial women mainly on the basis of entrepreneurship category or is gender also important? Are entrepreneurial women seen as more similar to entrepreneurial men or as more similar to their own gender? In addition to these questions, Study 2 also provided information that, in conjunction with data from Study 1, could be used to give some indication of the accuracy of peoples' perceptions about the attitudes of entrepreneurs and non-entrepreneurs.

Instruments

A written questionnaire was used that contained the same 30 questionnaire items used to assess attitudes of entrepreneurs and non-entrepreneurs. A demographics section was also included which asked for the participants' gender, age group, if they were employed, and if they currently or if they had ever owned their own business.

Design & Procedure

Two undergraduate course instructors, one in Psychology and the other in Business Administration, at Memorial University of Newfoundland, gave the researcher permission to distribute attitude questionnaires to their students during class time. In one class, the students completed and returned the questionnaire during the first 10 minutes of class; in the other class, they returned their completed questionnaire to their instructor

during their next scheduled class. In the latter case, the researcher obtained the completed forms from the course instructor. Students were verbally told at the start of questionnaire distribution that the survey was completely voluntary and that if they chose to take part, their individual responses would be kept anonymous.

Participants were asked to judge the attitudes of either a male or a female entrepreneur in relation to the attitudes of either a non-entrepreneur of the same gender or an entrepreneur of the other gender. This resulted in four versions of the questionnaire, which differed only in the instructions that were provided at the top of the form.

Table 6

Conditions Under Which Participants Were Asked to Make Attitude Judgements

Participant Gender	Target	Comparison Group
Female	Female entrepreneur	Male entrepreneur
		Female non-entrepreneur
	Male entrepreneur	Female entrepreneur
		Male non-entrepreneur
Male	Female entrepreneur	Male entrepreneur
		Female non-entrepreneur
	Male entrepreneur	Female entrepreneur
		Male non-entrepreneur

These four versions of the questionnaires were distributed randomly to both male and female students, resulting in eight different conditions, as illustrated in Table 6. Each participant was required to make judgements about only one group.

For each of the 30 attitude items, participants were asked to indicate on a 7-point scale if they believed an entrepreneur would agree more or less with that item compared to an individual from the comparison group. The instructions given to each participant were modified depending on the condition to which they were randomly assigned. For example, a female participant asked to make attitude judgements about a female entrepreneur relative to females in general was presented with the following instructions:

"Imagine a woman who owns and runs her own business. Compared to most women, would you expect this woman to

1	2	3	4	5	6	7
agree			agree about			agree
much less			the same			much more

with the following statements."

For each of the 30 items, participants used this scale to indicate how they perceived the attitudes of entrepreneurs compared to the comparison group. If they indicated they were currently or previously a business owner, their questionnaire was not included in the study. After participants received their copy of the questionnaire, they were thanked in advance for their participation.

Results

Participants

A total of 333 questionnaires were distributed to students in psychology and business courses at Memorial University of Newfoundland. Of the 271 that were returned, 27 were incomplete or unuseable.¹ The data reported here came from the remaining 244 students (85 men and 159 women).

Most respondents were between 20 and 29 years of age (58.2%), or were below the age of 20 (40.6%). A small percentage of respondents (1.2%) were between 30 and 39 years of age. Many respondents indicated they were currently employed (37.4%), but there were a large number who said they were not employed (62.6%). Of those who were employed, the most frequently mentioned occupation was with the sales and retail sector (27.1%).

Scoring Procedure

In order to compare the results of the first study and second study, scores in study 2 were standardized using a scale that would reflect the degree of difference participants perceived between the target and the comparison other. Converting to standardized scores in no way effected the results, but allowed a clearer comparison to be made between the two studies. Responses for each attitude item were re-coded on a scale that

¹ Questionnaires were not included in the sample if large sections or all of the questionnaire were left blank, if the participant indicated they had owned their own business, or if comments were written on the questionnaire that led the researcher to believe the student did not understand the instructions (i.e, they answered the questionnaire in terms of their own attitude toward the items).

ranged from -3 to +3, to give a score that would represent the position of the judgement in relation to the mid-point of the scale. Thus, the midpoint score of "4" was re-coded as "0", the low value "1" became "-3", and the high value "7" became "+3", with the other response options converted accordingly. In this way, a score of -3 represented a comparative judgement of agree much less, while +3 represented agree much more than a target group. For each dependent variable, the participants' score was calculated as the mean of the item scores representing that scale.

Perceptions of Men and Women Entrepreneurs' Attitudes

Recall that participants rated a male or female entrepreneur in comparison with either an entrepreneur of the opposite gender or a same-sex non-entrepreneur. An analysis of variance of participant gender (men vs. women) by comparison other (entrepreneur of opposite gender vs. a same-gender target) was conducted for each dependent variable.² These analyses were conducted separately for male entrepreneur and female entrepreneur targets, as some comparisons, e.g., male entrepreneur vs. a non-entrepreneurial woman, were not meaningful and interactions would have been difficult to interpret.

²

Analyses of source of participant (business students (n=54) vs. psychology students (n=190)) for the dependent variables revealed no substantial differences that would warrant separate analyses based on this factor.

Entrepreneurship. Table 7 shows the means, standard deviations, and analysis of variance F values for judgements of entrepreneurial attitudes. Participants who judged the attitudes of a male entrepreneur in comparison to male targets rated the entrepreneur as agreeing more with the entrepreneurial attitude items ($\bar{M} = 1.30$) than did participants who compared male and female entrepreneurs ($M = .81$), $F(1, 111) = 16.258$, $p < .001$. A similar effect was found for the entrepreneurial attitudes of the female entrepreneur target. Participants judged that the female entrepreneur would agree more with these statements when compared to female targets ($\bar{M} = 1.12$) than when compared to a male entrepreneur ($\bar{M} = .79$), $F(1, 121) = 6.143$, $p < .015$. Thus, as expected, male and female entrepreneurs are stereotyped as holding more entrepreneurial attitudes than men or women in general.

Traditional Values. Table 8 shows the means, standard deviations, and analysis of variance F values for judgements of traditional attitudes. The male entrepreneur target was perceived to agree less with traditional gender role attitude items when compared to other men ($\bar{M} = -1.00$) than when compared to a female entrepreneur ($\bar{M} = -.36$), $F(1, 110) = 6.348$, $p < .013$. Thus, again, entrepreneurial men are seen as more similar to entrepreneurial women than to their own sex in their endorsement of traditional attitudes. Women rated the female entrepreneur target as agreeing less ($\bar{M} = -2.01$) with traditional values than men did ($\bar{M} = -1.39$), $F(1, 124) = 10.932$, $p < .001$, regardless of comparison target. Thus, male entrepreneurs are seen as being less traditional in their attitudes than men in general. Similarly, female entrepreneurs are viewed as less traditional in their

attitudes than other targets, especially by women.

Feminist View of Career-Family. Table 9 shows the means, standard deviations, and analysis of variance F values for judgements of feminist attitudes. Participants expected that male entrepreneurs would hold more feminist attitudes when compared to men in general ($M = .41$) than when compared to female entrepreneurs ($M = -.28$), $F(1, 110) = 9.229$, $p < .003$. There were no differences in how female entrepreneurs were seen compared to women in general and to male entrepreneurs, but scores suggest that female entrepreneurs were viewed to endorse feminist attitudes slightly more than either comparison group. Thus, endorsement of feminist attitudes is seen to differentiate male entrepreneurs from males in general, and to be characteristic of female entrepreneurs as well.

Liberalism. Table 10 shows the means, standard deviations, and analysis of variance F values for judgements of liberal attitudes. There were no significant differences found on liberalism for male or female entrepreneurs relative to any comparison group.

Table 7

Means, Standard Deviations, and F Values of Perceived Entrepreneurship Attitudes by Target Group, Comparison Other and Gender of Participant

Target:		Male Entrepreneur		Female Entrepreneur	
Comparison Other:		Entrepreneur of Other Gender	Same Gender Target	Entrepreneur of Other Gender	Same Gender Target
Male Participant	<u>M</u>	.91	1.42	.82	1.13
	<u>SD</u>	.63	.71	.70	.68
	<u>n</u>	24	22	18	19
Female Participant	<u>M</u>	.75	1.22	.78	1.11
	<u>SD</u>	.60	.68	.74	.75
	<u>n</u>	37	32	42	46
Analysis of Variance F Values		<i>Participant Gender</i>	2.116	<i>Participant Gender</i>	.041
		<i>Comparison Other</i>	16.258*	<i>Comparison Other</i>	6.143*
		<i>Gen X CO</i>	.024	<i>Gen X CO</i>	.010

* $p < .05$

Table 8

Means, Standard Deviations, and F Values of Perceived Traditional Attitudes by Target

Group, Comparison Other and Gender of Participant

Target:		Male Entrepreneur		Female Entrepreneur	
Comparison Other:		Entrepreneur of Other Gender	Same Gender Target	Entrepreneur of Other Gender	Same Gender Target
Male Participant	<u>M</u>	-.61	-.79	-1.37	-1.41
	<u>SD</u>	1.17	1.05	1.22	1.33
	<u>n</u>	24	22	20	18
Female Participant	<u>M</u>	-.20	-1.15	-2.06	-1.97
	<u>SD</u>	1.74	1.13	.81	.83
	<u>n</u>	37	31	43	47
Analysis of Variance F Values		<i>Participant Gender</i>	.032	<i>Participant Gender</i>	10.932*
		<i>Comparison Other</i>	6.348*	<i>Comparison Other</i>	.077
		<i>Gen X CO</i>	2.212	<i>Gen X CO</i>	.113

* $p < .05$

Table 9

Means, Standard Deviations, and F Values of Perceived Feminist Attitudes by Target Group, Comparison Other and Gender of Participant

Target:		Male Entrepreneur		Female Entrepreneur	
Comparison Other:		Entrepreneur of Other Gender	Same Gender Target	Entrepreneur of Other Gender	Same Gender Target
Male Participant	<u>M</u>	-.06	.16	.46	.43
	<u>SD</u>	1.27	1.03	1.05	.95
	<u>n</u>	24	22	20	19
Female Participant	<u>M</u>	-.42	.58	.85	.76
	<u>SD</u>	1.13	1.32	1.11	1.02
	<u>n</u>	36	32	43	47
Analysis of Variance F Values		<i>Participant Gender</i>	.003	<i>Participant Gender</i>	3.115
		<i>Comparison Other</i>	9.229*	<i>Comparison Other</i>	.160
		<i>Gen X CO</i>	2.852	<i>Gen X CO</i>	.026

* $p < .05$

Table 10

Means, Standard Deviations, and F Values of Perceived Liberal Attitudes by TargetGroup, Comparison Other and Gender of Participant

Target:		Male Entrepreneur		Female Entrepreneur	
Comparison Other:		Entrepreneur of Other Gender	Same Gender Target	Entrepreneur of Other Gender	Same Gender Target
Male Participant	<u>M</u>	.16	-.17	.07	-.26
	<u>SD</u>	.78	.73	.66	.66
	<u>n</u>	23	21	19	19
Female Participant	<u>M</u>	.08	-.11	.06	.21
	<u>SD</u>	.58	.60	.87	.73
	<u>n</u>	36	32	41	46
Analysis of Variance F Values		<i>Participant Gender</i>	.006	<i>Participant Gender</i>	2.532
		<i>Comparison Other</i>	3.778	<i>Comparison Other</i>	.001
		<i>Gen X CO</i>	.282	<i>Gen X CO</i>	2.621

* $p < .05$

In summary, entrepreneurial attitudes were perceived to differentiate both male and female entrepreneurs from other members of their own gender. Male entrepreneurs were also expected to agree less with traditional gender roles and more with feminist career-family statements than males in general. Female entrepreneurs were viewed, particularly by women, as being in less agreement with traditional gender attitudes than both male entrepreneurs and other females.

Comparison of the Attitudes of Entrepreneurial Men and Women with Perceiver's Impressions of Them

People were generally accurate in their perceptions of the entrepreneurial attitudes of entrepreneurs. When actual entrepreneurial attitudes were measured, both men and women entrepreneurs showed greater endorsement of these attitudes than non-entrepreneurs. When people judged the attitudes of entrepreneurs, they accurately rated entrepreneurs as holding more entrepreneurial attitudes than men or women in general. This was true for both male and female entrepreneurs. Thus, entrepreneurial attitudes are not only characteristic of men and women entrepreneurs, but they are also perceived as such.

Participants were less accurate in their judgements of traditional attitudes. Traditional gender role attitudes represent the belief that women and men have distinct roles based on gender, and that there are certain behaviors and roles which are appropriate for men and women, such as work being a man's role. In Study 1, men showed greater agreement with traditional gender role statements than women did. This was true

regardless of whether or not they were entrepreneurs, which suggests that traditional gender role attitudes are more characteristic of men than of women, regardless of occupation.

Participants did not perceive this to be the case when asked to judge the attitudes of male and female entrepreneurs. Generally speaking, people perceived men and women entrepreneurs to be less traditional in attitudes than men and women in general. In addition, women entrepreneurs were also viewed as less traditional than male entrepreneurs, especially by women. Participants judged that a male entrepreneur would be similar to a female entrepreneur in his endorsement of traditional attitudes, and would be in less agreement with these items compared to men in general.

Thus, it appears that people do not associate traditional attitudes with entrepreneurs, and they expect differences between entrepreneurs and non-entrepreneurs on this variable. In fact, these attitudes were found to distinguish men and women from each other rather than entrepreneurs from non-entrepreneurs. Participants also expected a difference between female entrepreneurs and both her male counterpart and females in general, but this difference was not found to exist in actual attitudes.

Participants also held inaccurate perceptions of entrepreneurs with respect to feminist attitudes. In this study, feminist attitudes represented support of career and family integration, with this integration being seen as beneficial for females and something that should be supported by employers and government. When actual feminist attitudes were measured, men and women entrepreneurs were found to agree less than

non-entrepreneurs that family and career could be integrated. In contrast, participants expected that entrepreneurs would endorse feminist attitudes to a greater extent than men and women in general. Participants expected male entrepreneurs to hold more feminist attitudes than men in general, and to therefore be similar to female entrepreneurs. Similarly, female entrepreneurs were perceived to show a slight endorsement of these attitudes, but this perception was the case regardless of the comparison target.

These findings suggest that people perceive entrepreneurs to endorse feminist attitudes, when in reality these attitudes are more characteristic of non-entrepreneurs. This implies that people believe entrepreneurs are more in favor of integrating their careers and their family lives than are people in general, perhaps because entrepreneurs are seen to have more control over their working lives and therefore more flexibility. In reality, however, entrepreneurial men and women may be more realistic about the difficulties of doing so.

Participants were accurate in their perceptions of the liberalism of entrepreneurs' attitudes. When actual liberalism was measured, no differences were found between men and women entrepreneurs and non-entrepreneurs. Participants expected this to be the case as well; they did not perceive a difference in the liberalism of male and female entrepreneurs and non-entrepreneurs. Thus, liberalism is not a distinguishing characteristic of entrepreneurs, and likewise, people do not expect entrepreneurs to be different from other men and women in terms of liberal attitudes.

In summary, participants accurately expected men and women entrepreneurs to

hold more entrepreneurial attitudes and similar liberal attitudes compared to men and women in general. Participants were less accurate in judging the traditional and feminist attitudes of men and women entrepreneurs. They expected entrepreneurs to be less traditional than men and women in general, when in reality women held less traditional attitudes than men, regardless of occupation. Entrepreneurs were also expected to have more feminist attitudes than men and women in general, when in actual fact non-entrepreneurs held feminist attitudes to a greater extent than entrepreneurs.

Discussion

Measurement of the actual attitudes of men and women entrepreneurs and non-entrepreneurs revealed that attitudes toward both entrepreneurial issues and career-family integration could distinguish entrepreneurs from non-entrepreneurs. Specifically, men and women entrepreneurs showed greater endorsement of entrepreneurial attitudes and less agreement with feminist career-family issues than non-entrepreneurs. Liberalism and traditional attitudes did not differentiate men and women entrepreneurs and non-entrepreneurs. However, traditional attitudes did differentiate males from females, regardless of occupation, in that men held more traditional attitudes than did women.

The first study provides information about specific attitudinal characteristics of entrepreneurs which have not been investigated elsewhere. It also illustrates differences between entrepreneurs and non-entrepreneurs in their attitudes toward business issues, consistent with past findings reported in the entrepreneurial literature (Robinson et al., 1991; Stimpson et al., 1994). As expected, both men and women entrepreneurs in the current study showed greater endorsement of entrepreneurial attitudes. This finding also confirmed that two distinct groups—entrepreneurs and non-entrepreneurs—were represented in this study. As previous research would predict (Robinson et al., 1991; Stimpson et al., 1994), these attitudinal items are useful for distinguishing entrepreneurs from non-entrepreneurs.

Results for the traditional attitudes measure indicated that gender is more influential than occupation in determining endorsement of these attitude items. It was originally hypothesized that women entrepreneurs would be more similar to male entrepreneurs and less similar to women in general with respect to their attitudes, including attitudes related to gender role issues. Since entrepreneurial women are pursuing a career in business and taking on a leadership role, this may seem inconsistent with a traditional view of gender roles, and suggest that women entrepreneurs hold less traditional attitudes than women in general. In fact, the attitude differences found in the present study were a function of gender rather than occupation. Regardless of whether they were entrepreneurs or not, women in this study agreed less with traditional gender role statements than men did. This finding is consistent with past research which has found that compared to men, women tend to disagree more with statements that support a traditional view of sex roles (Covin & Brush, 1991). Although one interpretation for this pattern in the present study may be social desirability, this is unlikely; one might expect that if responding in a socially favorable way, men would indicate less traditional attitudes and be more similar to women, when in fact the opposite was found. The present results suggest that women pursuing entrepreneurial careers are not different from other women in terms of the attitudes they hold toward traditional gender roles, and thus these attitudes are not a distinguishing characteristic of entrepreneurs in general, or female entrepreneurs in particular.

In contrast to traditional gender role attitudes, which represent the view that men

and women have specific roles and behaviors based on gender, feminist career-family attitudes in this study represent the view that work life and family life can be integrated successfully and that this integration should be supported. The findings related to feminist attitudes suggest that these attitudes can differentiate entrepreneurs from non-entrepreneurs. Entrepreneurs tended to agree less that family and career could be integrated. This is surprising given that past literature suggests one of the motivations for pursuing entrepreneurship as a career alternative, particularly for women, is that it allows for more flexibility and allows one to balance career and family demands (Stevenson, 1986). In the same light, however, it has also been suggested that the increased demands of owning and running a business may conflict with family life and contribute to work-family conflict (Ferguson & Durup, 1997; Loscocco, 1997). In this regard, it is possible that entrepreneurs experience more overlap between work and family and this may cause them to believe that it is more difficult to manage career and family obligations, perhaps based on their own experience in dealing with career-family integration.

The limited work that has considered work-family conflict with entrepreneurs generally indicates that there may be difficulties integrating the two aspects (c.f., Loscocco, 1997; Stoner, Hartman & Arora, 1990), but there are a number of variables which may influence the experience of conflict. Gender has been identified as an important component of this experience; for instance, women entrepreneurs seem to experience more intrusion of their family life on their work life (Loscocco, 1997) and have been found to devote more time to family and less time to work than men

entrepreneurs (Parasuraman, Purohit & Godshalk, 1996). Gender differences in feminist career-family attitudes in the present study did not emerge for the entrepreneur group. Nevertheless, the idea that entrepreneurs experience conflict in balancing their work and family lives could account for the finding in the present study, that non-entrepreneurs held more feminist attitudes towards career and work integration than did entrepreneurs. It is possible that non-entrepreneurs have not experienced the same extent of intrusion of work on family life, or family on work life, as have entrepreneurs. It would be worthwhile to investigate this issue further, extending the research that has begun on work-family conflict with entrepreneurs, and perhaps study in a direct way the extent of conflict experienced by entrepreneurs compared to non-entrepreneurs.

The absence of differences in the liberalism measure suggests that entrepreneurs are not different in their attitudes from their non-entrepreneur counterparts on more general attitudinal dimensions. Again, it was expected that women entrepreneurs would be more similar in attitudes to men entrepreneurs than to women in general, but differences along these lines did not emerge. Neither occupation nor gender were associated with differences in liberalism, suggesting that this factor does not differentiate the groups.

When actual attitudes are compared with peoples' perceptions of those attitudes, some discrepancies appear. In particular, people expected entrepreneurs to hold relatively positive attitudes towards career-family integration, but in fact, the measure of actual attitudes showed the reverse was true. Participants in this study appeared to hold the

notion that entrepreneurship affords flexibility and provides control over one's work life; this idea is in fact a common reason why men and women decide to pursue self-employment in the first place (e.g., Colwill, Suek & Haynes-Klassen, 1984; Stevenson, 1986; Wee, Lim & Lee, 1994). For women entrepreneurs in particular, people seem to expect endorsement of feminist career-family attitudes, and perhaps believe women entrepreneurs feel more positive towards striking a balance between career and family life than other men or women. Research on work-family conflict and entrepreneurs, however, suggests that women entrepreneurs often experience difficulties balancing work and personal roles (Loscocco, 1997; Stoner, Hartman & Arora, 1990). As discussed previously, male and female entrepreneurs in the present study were found to have similar attitudes towards career and family issues, and it appears in this case they have less positive views about the integration.

Similarly, views of the extent to which entrepreneurs endorse traditional attitudes are generally not accurate. Although both men and women entrepreneurs are seen to be untraditional in their attitudes towards gender roles (endorsing the view that men's and women's roles are not defined by gender), women entrepreneurs are seen to be even more untraditional than male entrepreneurs, especially in the eyes of females. An interesting point associated with this variable is that although women entrepreneurs and women in general were similar in their endorsement of traditional attitudes, participants did not perceive these two groups to be similar. It is possible that people (females in particular) see women entrepreneurs as being more extreme in their lack of traditional attitudes than

they really are. As suggested by Eagly et al. (1992), women in leadership positions may be seen as being more extreme in their behaviors since their leadership role conflicts with what would be expected according to traditional gender roles. In this case, the same may be true for attitudes, in that participants viewed the women entrepreneurs' lack of endorsement of traditional attitudes to be more extreme than it really is.

It is unclear why female participants were more extreme than male participants in their judgements of women entrepreneurs' traditional attitudes. Past research concerning perceptions of the characteristics of male and female managers has also found that gender of the perceiver can influence perceptions (Deal & Stevenson, 1998). However, in this past research the difference was not in terms of accuracy but in terms of whether a manager was viewed in a negative or positive light--males were found to exhibit more negative perceptions of female managers than were females (Deal & Stevenson, 1998). It does appear that gender of the perceiver plays an important role in perceptions of business men and women, whether the perceptions are in terms of traits or attitudes.

The accuracy with which people perceived the entrepreneurial attitudes of men and women entrepreneurs compared to non-entrepreneurs is encouraging. Past research has identified one concern of women entrepreneurs to be that they are not perceived to be as serious about business as men are (e.g., Carter & Cannon, 1992; Koper, 1993; Schwartz, 1976). In terms of entrepreneurial attitudes, as measured in this study, both males and females perceived men and women entrepreneurs to be similar in their endorsement of these attitudes, suggesting that both men and women entrepreneurs are

viewed as holding similar attitudes towards business related issues.

There was no stereotyping evident for the liberalism measure. Participants involved in this study did not see liberalism to be a distinguishing characteristic of either men or women entrepreneurs or non-entrepreneurs. In this case their view seems accurate, since no actual differences were found between the groups. Liberalism does not appear to be a salient aspect of entrepreneurship.

Although the present study considered only a sampling of attitudes from three broad areas, some interesting patterns did emerge which support the value of studying the attitudinal characteristics of entrepreneurs. It would be worthwhile for future research to consider other, more specific attitude measures that involve a broader number of attitude items or a more detailed measure of the attitude. It would also be useful to determine the predictive value of attitudes to assist in preparing individuals for entrepreneurship, or in the training of entrepreneurial skills.

Participants in this study generally did not differentiate men and women entrepreneurs based on their attitudes. The particular sample of students who served as participants in this study came from undergraduate courses in psychology and business, and may have had more exposure to entrepreneurship than other groups would. High school enterprise classes, co-op education programs at both the high-school and university level, and the growing attention being given to small business in this province could all be factors affecting the view these students have of entrepreneurs and female entrepreneurs in particular. It is likely that these students have been exposed to

entrepreneurship and small business in some form and know both men and women who are pursuing entrepreneurial careers. This may explain why, for the most part, little difference was perceived between men and women entrepreneurs on the attitude variables included in this study. Thus, a sample of the general public needs to be examined.

It would be worthwhile to investigate the perceptions of men and women entrepreneurs that other groups of individuals have, particularly resource providers such as consultants and bank officers. The views that these people have of female entrepreneurs can have direct implications for a woman's business operation. It would be interesting to find out how these individuals perceive the attitudes of men and women entrepreneurs, and how these perceptions contribute to their overall stereotype of female entrepreneurs.

There are a number of methodological issues related to this study that should also be noted. The samples of entrepreneurs and non-entrepreneurs were not representative, and as such this limits the generalizations that can be made about the attitudes of these two groups. It was difficult to identify potential participants in any systematic way, and the focus on reaching as many entrepreneurs as possible is reflected in the number of participants that resulted in each group, where a much larger sample of entrepreneurs was obtained than non-entrepreneurs. As mentioned previously, the instruments used to measure attitudes should be refined. The particular items that were randomly selected for the questionnaire, and the results of the factor analysis of the career-family issues, including how these factors were labeled and interpreted, influenced the particular results

reported here. It is also important to consider any ways that the method used in study 2 to investigate people's perceptions may have influenced their judgements. By setting up a comparison situation for the participants, rather than asking them about their perceptions of entrepreneurs apart from a comparison group, it might be questioned whether the circumstances of the judgement may have influenced the amount of similarity or difference the participants reported, or if the chances of people responding in ways they thought would be desirable were increased. This method did not provide the best way to address the accuracy question; ideally, a full accuracy design (see Judd & Park, 1993) should be used to investigate people's perceptions of the attitudes of entrepreneurs.

The present results provide a picture of entrepreneurs from an attitude perspective, and indicate similarities between men and women business owners. Men and women entrepreneurs endorse similar attitudes towards business, career-family integration, and liberalism. They are entrepreneurial in their views of business issues, and they are less positive than other men and women in their views toward balancing career and family. People expect entrepreneurs to hold entrepreneurial attitudes, but also see them as having a feminist attitude toward career-family integration and an untraditional view of gender roles.

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Appendix A

Cover Letters

Cover letter used for mail-out

<Date>

Dear ,

I am a Masters student in the Applied Social Psychology (Co-op) program at Memorial University of Newfoundland. I am currently conducting research for my thesis, and I would greatly appreciate your assistance with the study I am conducting.

In recent years there has been a great deal of research interest in the characteristics of entrepreneurs. I am specifically interested in the attitudes of entrepreneurs. As a major part of my research, I am collecting information from both entrepreneurs and non-entrepreneurs concerning their attitudes toward business and non-business issues.

I would appreciate it if you would complete the enclosed questionnaire and return it to me in the self-addressed stamped envelope provided. This survey is anonymous, and you will not be identified in any way by your responses.

The information you provide is very important to this study, and I thank you in advance for your valuable contribution. If you have any questions about this study or if you would like more information, please feel free to contact me at 709-737-8819, or by e-mail at swatton@play.psych.mun.ca. Thank you again for your time.

Sincerely,

Sharon Watton
Applied Social Psychology (Co-op) Program
Department of Psychology
Memorial University of Newfoundland

Cover letter used for office distribution

<Date>

Dear Sir/Madam:

I am a Masters student in the Applied Social Psychology (Co-op) program at Memorial University of Newfoundland. I am currently conducting research for my thesis, and I would greatly appreciate your assistance with the study I am conducting.

My research interest is in the area of attitudes and attitude perceptions. As a major part of my research, I am collecting information from individuals employed in various areas of the workforce concerning their attitudes toward business and non-business issues.

I would appreciate it if you would complete the attached questionnaire and return it to me in the self-addressed stamped envelope provided. This survey is voluntary and completely anonymous, and you will not be identified in any way by your responses.

The information you provide is very important to this study, and I thank you in advance for your valuable contribution. If you have any questions about this study or if you would like more information, please feel free to contact me at 709-737-8819, or by e-mail at swatton@play.psych.mun.ca. Thank you again for your time.

Sincerely,

Sharon Watton
Applied Social Psychology (Co-op) Program
Department of Psychology
Memorial University of Newfoundland

Appendix B

Attitude Questionnaire for Study 1 (Actual Attitudes)

ATTITUDE QUESTIONNAIRE

Please respond to all items. To ensure anonymity, please do not write your name anywhere on this questionnaire. Thank you for your assistance.

Instructions: For each of the statements listed below, please indicate **your own attitude** by circling one of the numbers on the scale that follows each statement.

- 1) I feel real satisfaction when my work is among the best there is.

1	2	3	4	5	6	7
<i>strongly</i>			<i>no</i>			<i>strongly</i>
<i>disagree</i>			<i>opinion</i>			<i>agree</i>

- 2) I am ultimately responsible for my own business success.

1	2	3	4	5	6	7
<i>strongly</i>			<i>no</i>			<i>strongly</i>
<i>disagree</i>			<i>opinion</i>			<i>agree</i>

- 3) In business, I enjoy turning circumstances to my advantage.

1	2	3	4	5	6	7
<i>strongly</i>			<i>no</i>			<i>strongly</i>
<i>disagree</i>			<i>opinion</i>			<i>agree</i>

- 4) I enjoy being able to use old business concepts in new ways.

1	2	3	4	5	6	7
<i>strongly</i>			<i>no</i>			<i>strongly</i>
<i>disagree</i>			<i>opinion</i>			<i>agree</i>

- 5) I enjoy being the catalyst for change in business affairs.

1	2	3	4	5	6	7
<i>strongly</i>			<i>no</i>			<i>strongly</i>
<i>disagree</i>			<i>opinion</i>			<i>agree</i>

- 6) Beating a competitor out in a business deal is always a thrill.

1	2	3	4	5	6	7
<i>strongly</i>			<i>no</i>			<i>strongly</i>
<i>disagree</i>			<i>opinion</i>			<i>agree</i>

- 7) It is important to continually look for new ways to do things in business.

1	2	3	4	5	6	7
<i>strongly</i>			<i>no</i>			<i>strongly</i>
<i>disagree</i>			<i>opinion</i>			<i>agree</i>

- 8) I spend a lot of time planning my business activities.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |
- 9) I believe that in order to succeed, one must conform to accepted business practices.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |
- 10) The business world is full of opportunities for those who are willing to pursue them.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |
- 11) Men are more concerned about success in work than are women.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |
- 12) It is wrong for a woman to work outside the home when she has small children.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |
- 13) I have decided that my family will always come before my career.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |
- 14) I think that it is wrong to let boys play with dolls.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |
- 15) I think it is a common practice for a company to turn down a male job applicant in favor of a less qualified female applicant.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |

- 16) Employers should provide extra support and flexibility for female employees who have children.

1 2 3 4 5 6 7
strongly *no* *strongly*
disagree *opinion* *agree*

- 17) The government should require companies to provide some paid maternity leave.

1 2 3 4 5 6 7
strongly *no* *strongly*
disagree *opinion* *agree*

- 18) When females have children they seem to become more achievement-oriented.

1 2 3 4 5 6 7
strongly *no* *strongly*
disagree *opinion* *agree*

- 19) I believe that women who work are taking jobs away from men who need jobs.

1 2 3 4 5 6 7
strongly *no* *strongly*
disagree *opinion* *agree*

- 20) The government should subsidize day care for working mothers.

1 2 3 4 5 6 7
strongly *no* *strongly*
disagree *opinion* *agree*

- 21) Convicted prostitutes should receive long jail terms.

1 2 3 4 5 6 7
strongly *no* *strongly*
disagree *opinion* *agree*

- 22) Pornographic literature should be outlawed.

1 2 3 4 5 6 7
strongly *no* *strongly*
disagree *opinion* *agree*

- 23) A hospital abortion should be available to any woman who wants one.

1 2 3 4 5 6 7
strongly *no* *strongly*
disagree *opinion* *agree*

- 24) Bilingualism should be encouraged in all parts of Canada.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |
- 25) When the justice system puts offenders back out on the streets, it puts the rest of us at risk.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |
- 26) It's time to close the door to refugees.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |
- 27) Religion has no place in the public school system.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |
- 28) University students should pay a higher proportion of the cost of their education than they do at present.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |
- 29) I would be upset if I learned that my son were a homosexual.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |
- 30) The breakdown of the family is a serious social problem.
- | | | | | | | |
|-----------------|---|---|----------------|---|---|-----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>strongly</i> | | | <i>no</i> | | | <i>strongly</i> |
| <i>disagree</i> | | | <i>opinion</i> | | | <i>agree</i> |

Instructions: Please answer the following questions by placing an X in the appropriate box.

- 1) Please indicate your gender.

☐

female

☐

male

- 2) To which age category do you belong?
- ☐ under 20 ☐ 40 - 49 ☐ 70 or over
- ☐ 20 - 29 ☐ 50 - 59
- ☐ 30 - 39 ☐ 60 - 69
- 3) What is your current marital status?
- ☐ single ☐ cohabiting ☐ widowed
- ☐ separated/divorced ☐ married
- 4) How many children do you have?
- ☐ 0 ☐ 3 - 4
- ☐ 1 - 2 ☐ 5 or more
- How old are your children? (*check all that apply*)
- ☐ age 4 or under ☐ age 13 - 19 ☐ n/a
- ☐ age 5 - 12 ☐ age 20 or over
- 5) Are you currently employed?
- ☐ yes ☐ no
- If yes**, what is your current occupation? _____
- 6) Did one or both of your parents ever own their own business?
- ☐ yes ☐ no
- 7) Do you **currently** own your own business?
- ☐ yes ☐ no
- If no**, Have you **ever** owned your own business?
- ☐ yes ☐ no
- 8) If you **currently** own your own business or you have **ever** owned your own business (i.e., you answered "yes" to either part of question 7), please answer the following:
- Did you start your own business?
- ☐ yes ☐ no
- Are/were you the primary manager of the business?
- ☐ yes ☐ no
- What is/was the size of your business?
- ☐ 5 or less employees ☐ more than 20 employees
- ☐ 5 - 20 employees
- How long has/had this business been in operation? _____

In what sector would you classify your business?

- | | | |
|---------------------------------------|--|---|
| <input type="checkbox"/> service | <input type="checkbox"/> manufacturing | <input type="checkbox"/> transportation |
| <input type="checkbox"/> retail | <input type="checkbox"/> construction | <input type="checkbox"/> tourism |
| <input type="checkbox"/> other: _____ | | |

What type of ownership exists/existed in your business?

- | | |
|--------------------------------------|--|
| <input type="checkbox"/> partnership | <input type="checkbox"/> sole proprietorship |
| <input type="checkbox"/> corporation | <input type="checkbox"/> other: _____ |

How many years of entrepreneurial experience have you had? _____

[Note: Scores for items 9, 21, 22, 25, 26, 28, 29, 30 were reversed during coding]

Appendix C

Attitude Questionnaire for Study 2 (Perceived Attitudes)

ATTITUDE QUESTIONNAIRE

Please respond to all items. To ensure anonymity, please do not write your name anywhere on this questionnaire. Thank you for your assistance.

Instructions: "Imagine a [woman/man] who owns and runs [her/his] own business. Compared to [most (women/men)]/[a (man/woman) who owns and runs (his/her) own business], would you expect this [woman/man] to

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

with the following statements."

- 1) I feel real satisfaction when my work is among the best there is.

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

- 2) I am ultimately responsible for my own business success.

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

- 3) In business, I enjoy turning circumstances to my advantage.

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

- 4) I enjoy being able to use old business concepts in new ways.

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

- 5) I enjoy being the catalyst for change in business affairs.

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

- 6) Beating a competitor out in a business deal is always a thrill.

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

- 7) It is important to continually look for new ways to do things in business.
- | | | | | | | |
|-----------|---|---|----------------|---|---|-----------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| agree | | | agree | | | agree |
| much less | | | about the same | | | much more |
- 8) I spend a lot of time planning my business activities.
- | | | | | | | |
|-----------|---|---|----------------|---|---|-----------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| agree | | | agree | | | agree |
| much less | | | about the same | | | much more |
- 9) I believe that in order to succeed, one must conform to accepted business practices.
- | | | | | | | |
|-----------|---|---|----------------|---|---|-----------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| agree | | | agree | | | agree |
| much less | | | about the same | | | much more |
- 10) The business world is full of opportunities for those who are willing to pursue them.
- | | | | | | | |
|-----------|---|---|----------------|---|---|-----------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| agree | | | agree | | | agree |
| much less | | | about the same | | | much more |
- 11) Men are more concerned about success in work than are women.
- | | | | | | | |
|-----------|---|---|----------------|---|---|-----------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| agree | | | agree | | | agree |
| much less | | | about the same | | | much more |
- 12) It is wrong for a woman to work outside the home when she has small children.
- | | | | | | | |
|-----------|---|---|----------------|---|---|-----------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| agree | | | agree | | | agree |
| much less | | | about the same | | | much more |
- 13) I have decided that my family will always come before my career.
- | | | | | | | |
|-----------|---|---|----------------|---|---|-----------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| agree | | | agree | | | agree |
| much less | | | about the same | | | much more |
- 14) I think that it is wrong to let boys play with dolls.
- | | | | | | | |
|-----------|---|---|----------------|---|---|-----------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| agree | | | agree | | | agree |
| much less | | | about the same | | | much more |

- 15) I think it is a common practice for a company to turn down a male job applicant in favor of a less qualified female applicant.

1 2 3 4 5 6 7
agree *agree*
much less *about the same* *much more*

- 16) Employers should provide extra support and flexibility for female employees who have children.

1 2 3 4 5 6 7
agree *agree*
much less *about the same* *much more*

- 17) The government should require companies to provide some paid maternity leave.

1 2 3 4 5 6 7
agree *agree*
much less *about the same* *much more*

- 18) When females have children they seem to become more achievement-oriented.

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agree *agree*
much less *about the same* *much more*

- 19) I believe that women who work are taking jobs away from men who need jobs.

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- 20) The government should subsidize day care for working mothers.

1 2 3 4 5 6 7
agree *agree*
much less *about the same* *much more*

- 21) Convicted prostitutes should receive long jail terms.

1 2 3 4 5 6 7
agree *agree*
much less *about the same* *much more*

- 22) Pornographic literature should be outlawed.

1 2 3 4 5 6 7
agree *agree*
much less *about the same* *much more*

- 23) A hospital abortion should be available to any woman who wants one.

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

- 24) Bilingualism should be encouraged in all parts of Canada.

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

- 25) When the justice system puts offenders back out on the streets, it puts the rest of us at risk.

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

- 26) It's time to close the door to refugees.

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

- 27) Religion has no place in the public school system.

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

- 28) University students should pay a higher proportion of the cost of their education than they do at present.

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

- 29) I would be upset if I learned that my son were a homosexual.

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

- 30) The breakdown of the family is a serious social problem.

1	2	3	4	5	6	7
<i>agree</i>			<i>agree</i>			<i>agree</i>
<i>much less</i>			<i>about the same</i>			<i>much more</i>

Instructions: Please answer the following questions by placing an X in the appropriate box.

- 1) Please indicate your gender.
☐ female ☐ male
- 2) To which age category do you belong?
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☐ 20 - 29 ☐ 50 - 59
☐ 30 - 39 ☐ 60 - 69
- 3) Are you currently employed?
☐ yes ☐ no
If yes, what is your current occupation? _____
- 4) Do you **currently** own your own business?
☐ yes ☐ no
If no, Have you **ever** owned your own business?
☐ yes ☐ no

[Note: Scores for items 9, 21, 22, 25, 26, 28, 29, 30 were reversed during coding]



