Investigating the Effects of National Culture on Green Entrepreneurship

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ABSTRACT,
The scope of this research is to find whether nowadays interviewed Romanian entrepreneurs are taking into consideration the world problems, if they plan to adopt the green practices to face the new world challenges and where do they fit in Hofstede's dimensions. This study is meant to be the first piece of the puzzle that creates the get-go of a series that investigate the effects of national culture on green entrepreneurship in the eastern part of Europe.
Understanding the National Culture can improve the communication between people and help understand the behaviour of a person from a specific culture.

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Keywords

Green Entrepreneurship, National Culture, Romania, Hofstede's Dimensions, Entrepreneurship

1. INTRODUCTION

Global warming, pollution, waste disposal, ocean acidification, deforestation, and loss of biodiversity are just a few of the problems that the world population faces nowadays.

Many entrepreneurs think only about making a profit, no matter what consequences may occur, and as Cantillon wrote in Non-Fixed Income Earners (2014), he distinguishes two types of economies, a centralized economy, and a managed economy. In the first system, wealth is concentrated in the hands-on landowners; under the "new" system it is the entrepreneurs who concentrate the wealth. The task of the entrepreneur is to identify demand and manage production to satisfy it. He takes risks and scouts out the way ahead to find potentially profitable activities. According to Wasserman (2014), from the get-go, employees, customers, and business partners identify start-ups with their founders, who take great pride in their founder-cum-CEO status, following them as examples. As Domańska (2018) states, green ecopreneurship is an indispensable component of sustainable development in all countries and is perceived as an economic phenomenon that overlaps economic, ecological as well as social aspects. To support this phenomenon, green-oriented companies should be encouraged to keep the balance between economic, social, and ecological wisdom.

According to Fassina (2015), the manifest inability of industrial societies to respond to the seriousness and complexity of environmental degradation they cause imposes consider strategies for change that go beyond the political, economic, and technological realms and address sustainability in its cultural dimensions. The ecological crisis is a crisis in the way people in the dominant industrial consumer culture have learned to think and thus behave in relation to larger living systems and toward each other.

Geert Hofstede (2001) conducted national culture studies which investigated how values in the workplace are influenced by culture. The culture was his main subject for study and his papers will assist in creating a framework that can help predict which entrepreneurs come from a culture that is predisposed to green entrepreneurship. As stated by Zhou, Y (2020), Hofstede's model has been widely used; thus, it is a daunting task to investigate its use and impact.

1.1 Research gap

According to Autio (2013), entrepreneurship is typically a more challenging career choice than regular employment. Although national culture is an important regulator of entrepreneurship, there is a scarcity of studies regarding cultural practices and their impact. Therefore, in this research, I plan to fill the gap between the independent variable, which is culture, and the dependent variable, green entrepreneurship. The purpose is to study if national culture affects the way entrepreneurs are taking green actions and to find the barriers that exist for entrepreneurs that restrict them from being greener. Green Entrepreneurship is still considered a new type of commerce, considers Gevrenova (2015). Research done by Hofstede was made on already established big companies and the influence of culture in them. I plan to research the influence of national culture on new companies built by green entrepreneurs in Romania. Taking into consideration Hofstede's model from Mitroi (2012) that studied the Romanian Culture and its Attitude Towards Entrepreneurship, we can see that Romanian culture scored between 70 and 80 out of 100 points in power distance, 49 points out of 100 in individualism vs collectivism, 39 points out of 100 in masculinity vs femineity and 61 points out of 100 in uncertainty avoidance. Therefore, we can hypothesize that

Romanian entrepreneurs may also score high in power distance and uncertainty avoidance and low in individualism and masculinity. To check the abovementioned, I will explain the relevant national culture dimensions, how they contribute to the entrepreneurs' behaviour, and find the possible barriers of entrepreneurs that make the process harder for them to be greener.

1.2 Research Question

The objective of this research is to investigate and evaluate the relationship between national culture and green entrepreneurship.

The following research question will be used:

- What are the effects of National Culture on Green Entrepreneurship?

Therefore, the sub-questions:

- Does national culture influence the green attitude of the entrepreneurs?
- What are the barriers of entrepreneurs that do not allow them to be greener?

Addressing the abovementioned research question will guide me to find and highlight the important factors that affect Green Entrepreneurship. The following chapters of the thesis will provide insights on concepts such as entrepreneurship, green entrepreneurship, entrepreneurial motivation, green procurement, greenwash, and Hofstede's cultural dimensions.

2. THEORETICAL FRAMEWORK
2.1 Literature Review

In this section, relevant literature is discussed, such as national culture, social responsibility, entrepreneurship, ecopreneurship, social entrepreneurship, image, reputation, identity, and environmental impacts.

2.2 Green Entrepreneurship

Entrepreneurship is known as the process of creating something different with value by devoting the necessary time and effort; assuming the accompanying financial, psychic, and social risks, according to Davidsson, P. (2018). As reported by Rodríguez-García, M (2019), ecopreneurship is a portmanteau word formed by combining the form eco (as in ecological) and entrepreneurship. The term eco comes from the Greek word eikos, which translates as home. She also states that ecology is the branch of science that studies how our home functions in the sense of our environment and surroundings. People's interest in taking care of and preserving biological resources has increased in response to a model of production that consumes natural resources more quickly than they can recover. Under such a model, resources are depleted more quickly than they are replenished.

Nonetheless, entrepreneurs had to be innovative and nowadays entrepreneurs are adapting green practices to combat the challenges mentioned above. Their work is called eco-innovations. This term is defined as innovation resulting in significant progress towards the goal of sustainable development, by reducing the impacts of our production modes on the environment, enhancing nature's resilience to environmental pressures, or achieving more efficient and responsible use of natural resources (EU, 2014). Regarding the green practices in entrepreneurship, there is a trade-off between the goals of achieving a high sustainable economic growth and keeping a

high environmental standard. An important factor that should be taken into account is also the ethical attitude of the entrepreneurs which can vary because of the circumstance and culture, says Ilara Tutore (2021).

As stated by Cardon (2009), passion plays an important role in entrepreneurship and the nature of entrepreneurial passion can be defined as consciously accessible, intense positive feelings experienced by engagement in entrepreneurial activities associated with roles that are meaningful and salient to the self-identity of the entrepreneur.

Venhoeven (2020) believes that people anticipate sustainable actions will elicit positive emotions and a "warm glow" because they reported that sustainable actions made them feel good about themselves, suggesting that they find It intrinsically rewarding to act sustainably. In the conclusion of his study, Vehoeven (2020) wrote that acting unsustainably, despite the fact that it is more often convenient for the entrepreneurs, can elicit negative emotions, particularly when such actions are more meaningful: when people choose to engage in those actions, and when people feel that acting sustainably is an important personal goal. the people's actions offer to mean to them, thus, going green would make people feel better and create satisfaction.

Shane (2005) wrote that it is important to have knowledge in the industry and of any relevant technology that is critical to success. Another important factor mentioned is related to the necessary skills that depend on the circumstances the entrepreneurs are in. The third mentioned factor is intelligence. Tolerance for ambiguity is another motivational concept relevant to becoming an entrepreneur.

According to OECD (2011, p.20), a green entrepreneur can be either making the business "green" or simply entering a "green business". That means green entrepreneurship can be defined in terms of technology used for production in any sector of the economy, or in terms of the sector's firms are active, in which case our attention is restricted to parts of the economy producing specific types of output. Also, entrepreneurs can create a green business or buy one that is already taking part in the green industry.

Social entrepreneurship is describing individuals that develop and fund solutions that directly address social issues. They start their own business by being motivated and exploring the opportunities that have a positive impact on their community, society, or the world, states Sean Peek in the U.S. Chamber of Commerce report (2022).

Peredo (2006) reports that the practical reasons for supporting social entrepreneurship are different standards of evaluation when compared with standard forms of entrepreneurship and this is a promising instrument for addressing social needs.

In the report of ILO (2021), it is stated that SMEs form the backbone of most economies, providing high levels of employment and contributing extensively to GDP growth. As entrepreneurs continue their mission to have sustainable enterprise development, the jobs created are also green.

2.3 Green Procurement

According to the European Union (EU, 2021), green procurement (GP), refers to the processes of purchasing goods and services that have minimal or no negative impacts on the environment. This definition encapsulates the efforts of the entrepreneurs to support the consideration of human health and environmental concerns in planning and procuring products and services at competitive prices without compromising quality. Entrepreneurs can use this method to make their start-ups

greener. Also, Lacroix, R. (2009), states that many private firms are working to improve the environmental performance of their operations and products and green procurement has been a logical extension of this work. Private sector organizations have in the last two decades adopted green procurement practices for specific products (e.g., recycled-content office paper, renewable energy, etc.) but are also looking at the materials, substances, and chemicals they purchase that go into the products and services they provide.

The EU report, as published by the European Commission (2021), described green procurement as a voluntary instrument through which consumers (individuals and organizations) use their purchasing power to influence the production of goods and services by choosing products and services with less adverse impacts on the environment. ILO (2021), as well, describes green entrepreneurship from the two perspectives related to the output (products and services) as well as the process (or production) of economic activity. Entrepreneurs can enter into an overtly "green" business sector, providing green and environmentally friendly products.

2.4 Greenwash

Dahl (2010) discusses Greenwashing, which is a phenomenon that gained broad recognition and acceptance in the mid-1980s. It describes the practice of making unwarranted or overblown claims of sustainability or environmental friendliness in an attempt to gain market share. Dahl believes that environmental advertising is not tightly regulated and the environmental marketing guidelines, also known as Green Guides, are not updated accordingly.

In the report of Hondius (2008) written for the European Commission regarding unfair commercial practices, it is proposed to introduce a ban on greenwashing if the company is making a misleading environmental claim related to the future environmental performance without a clear objective and verifiable targets.

As stated by Freitas Netto in his research on product/service-level chain greenwashing, the phenomenon is described as two main behaviours simultaneously, which are retaining the disclosure of negative information related to the company's environmental performance and exposing positive information regarding its environmental performance. This two-folded behaviour can be named as selective disclosure. His results showed that the presence of advertising executional elements evoking nature only generates higher perceptions of the brand's greenness among non-expert consumers, expert consumers were not significantly affected.

2.5 Hofstede's Cultural Dimensions

Hofstede's Cultural Dimensions are six dimensions that are an internationally recognized standard for the understanding of cultural differences. Hofstede studied people who worked for IBM in more than 50 countries and some of the dimensions identified will be used in this report:

1. Power Distance Index (high versus low);

2. Individualism Versus Collectivism;

3. Masculinity Versus Femineity;

4. Uncertainty Avoidance Index (high versus low);

5. Long-Versus Short-Term Orientation;

6. Indulgence Versus Restraint.

When considering the national cultures, according to Dangelico et. al (2020), their studies conducted have demonstrated that the cultural dimensions: power distance, individualism, masculinity, and uncertainty avoidance can affect the environmental performance of countries.

Power distance can be defined as the extent to which less powerful members of a company accept that power is distributed unequally (Hofstede, 2010, p.60).

Individualism is explained and exemplified by Hofstede (2010, p.90) as applying to societies in which the ties for individuals are loose and everyone is expected to look after him.

The masculine dimension is referred to as a society where men are assertive, tough, and focused on material success whereas women are supposed to be more modest, tender, and concerned with the quality of life, according to Hofstede (2010, p.140).

Uncertainty avoidance is the extent to which the members of a culture feel threatened by ambiguous or unknown situations, Hofstede (2010, p. 191).

These four dimensions fit the research, and in general, researchers have hypothesized that entrepreneurship is facilitated by cultures that are high in individualism, low in uncertainty avoidance, low in power distance, and high in masculinity. This means that the greater the cultural distance from this ideal type, the lower the average individual and aggregate levels of entrepreneurship (Hayton et al., 2002, p.4).

Cai (2022) states that the stronger the entrepreneur's cognition, the more likely the person will have the green entrepreneurial intention and exhibit various green entrepreneurial behaviours. Entrepreneurs with high green awareness are better than ordinary entrepreneurs in terms of environmental awareness. Green entrepreneurs pay more attention to whether entrepreneurial behaviour and decision-making hurt the environment. Therefore, when they start a business, they look for and identify green business opportunities. As Jiang et al (2020) state, for entrepreneurs, creativity is a key factor in developing successful green businesses.

As argued by Cai (2022), social and cultural norms affect individuals' entrepreneurial intention, and this study is aimed to find whether culture has also an influence on the actions of green entrepreneurs.

2.6 Sustainable Development Goals and culture

According to the United Nations (2022), the Sustainable Development Goals, also known as the Global Goals, were adopted by the UN in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

In their research, Zheng et al (2021), concluded from the results of the conducted study that there is enough scientific evidence to demonstrate that culture has vital implications across a diverse range of issues addressed by the SDGs and that culture indeed influences the achievement of the goals.

Streimikiene et al (2019) state that culture and its various components started to play a more important role recently when assessing sustainable development. Culture provides important input into functionalizing city and community, acknowledges that community vitality and life quality are determined by the involvement of cultural activities, and cultural value forms society's lifestyle. The study unquestionably confirms after using statistical data analysis in their research that the cultural value index and sustainable development goals are significant because

there exists a very strong positive relationship between the cultural value index of the Baltic States and sustainable development goals.

3. METHODOLOGY

The research is focused on investigating the effects of national culture on green entrepreneurship concentrated on qualitative research, based on an in-depth analysis of existing literature that links green entrepreneurship with national culture. Qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them (Finlay & Ballinger, 2006). This part includes relevant literature linked to the variables to tie together the research's main points into a strong conclusion. The conducted interviews with entrepreneurs have the aim to understand more about their behaviour, asking them questions related to their attitude to green entrepreneurship, motivation, and their competition. The interview is conducted to analyse their attitudes towards green entrepreneurship. The type of interviews will be semi-structured, and according to P. Gill (2008), they consist of several key questions that help to define the areas to be explored, but also allows the interviewer or respondent to diverge to pursue an idea or response in more detail. The flexibility of this approach, particularly compared to structured interviews, also allows for the discovery or elaboration of information that is important to participants but may not have previously been thought of as pertinent by the research team, such as green entrepreneurship practices or culture values they belong to.

As mentioned in the literature review section, for an entrepreneur to be classified as a green entrepreneur, he has to be in one sector that is related to green business or uses green technology in his company when manufacturing the product or creating the services for his clients.

The scope is to find whether nowadays surveyed entrepreneurs are taking into consideration the world problems and if they plan to adopt the green practices to face the new world challenges or to see if they are green social entrepreneurs.

3.1 Data analysis

Thematic analysis, according to Braun (2021) is a method for systematically identifying, organizing, and offering insight into patterns of meaning across a data set. This method allowed me to see the collective or shared meanings and experiences of the interviewed entrepreneurs. The transcripts and notes taken from the recorded discussions had with the entrepreneurs, concluded the research and helped me to answer the research question.

3.2 Sample

The sample used for interviews is formed of six Romanian entrepreneurs from different sectors and the discussion consisted of explanations of what is an entrepreneur, what is a green entrepreneur, how do they consider themselves that they fit in these definitions, how do they fit in the dimensions explained, how can they improve their work and discussion regarding their competition. Some of the companies of the interviewed entrepreneurs are well known in Romania. The industries where the entrepreneurs operate are scooter rentals and transportation, solar panel installation, logistics, flower shop, and drone manufacturing. The sample consists of people aged between 25-35 years old, who have small companies, with up to 10 employees.

The characteristics of the sample are the following:

Entrepreneur A owns the only franchise in Romania that rents electric scooters and electric kick scooters in Bucharest, an urban mobility company similar to Lime.

Entrepreneur B owns a marketplace where clients can find solar panel projects to install them on their property, he also owns a company that installs solar panels that merged with the one that has the marketplace. He is also charging commissions if he creates the project of installation of the solar panels and subcontracts cheaper companies to do his work in terms of installation.

Entrepreneur C owns a company that rents electric scooters to food delivery drivers.

Entrepreneur D owns a flower shop that sells fresh flowers only in pots instead of cut flowers.

Entrepreneur E owns an international transportation company that transports goods from different parts of the world. The company does not own the transporters; the business model is about contacting companies that have a fleet and finding clients for them for a small commission if the deal is done.

Entrepreneur F is the co-founder of a company based in the Netherlands that builds drones on ethanol-based motors that do not pollute.

All respondents are from Romania, Entrepreneurs A, B and C are from Pitesti, a city located 120kms from Bucharest, and they continued their businesses in Bucharest, Entrepreneur D is from Alexandria, a city located 80kms from Bucharest and now has her business in Bucharest, Entrepreneur E was born in Bucharest and continued the activity in the same city, and Entrepreneur F was born in Bucharest, and co-founded the company in Enschede, the Netherlands.

The entrepreneurs from the small sample size were selected from my network after they agreed to read the consent form where it was stated that the interview will be recorded.

3.3 Method and Research Instrument

The method of analysis was of a single interview per entrepreneur and was conducted to interpret easier their perspective regarding the practices of a green entrepreneur. This approach helped to understand their preferences, understand their background, and get to know them better.

The structure of the interview allowed the respondents to answer the questions in such a way that they start by presenting themselves, a state in which domain they are active and fluently created a story that was strongly related to the questions. The most relevant parts of the answers from the entrepreneurs have been taken into consideration to correspond to the literature framework.

The interview consisted of questions that helped me to categorize the entrepreneurs in the following dimensions: power distance, Individualism vs Collectivism, Masculinity vs Femineity, Uncertainty avoidance, and understanding of their beliefs regarding national culture. The Interview questions can be found in Appendix 1.

4. ANALYSIS OF THE RESULTS
4.1 Entrepreneur's Background

The first question of the interview was related to the definitions given to check if the interviewees consider themselves entrepreneurs. The definitions are:

Entrepreneur: a person who sets up a business or businesses,

taking on financial risks in the hope of profit.

Green entrepreneurship refers to a special subset of entrepreneurship that aims at creating and implementing solutions to environmental problems and promoting social change so that the environment is not harmed.

All interviewed people considered themselves entrepreneurs, and their short background is presented in chapter 3.2 Sample part.

The 2nd question is related to the environmental standard that reduces the environmental impact such as emission standards, and green practices that include the procurement of recycled office utilities, which all interviewed entrepreneurs were aware of these standards and confirmed that each one of them is trying to respect as much as they can.

For the 3rd question, I asked to explain and give examples of what way each entrepreneur feels that is fulfilling what we discussed in the previous question and why.

Entrepreneur A gave electric scooters to all his employees to move more efficiently through the city. He uses an electric car to charge the batteries of the electric scooters and kick scooters that are placed in different spots in Bucharest. The company aims to be an example for the people that are wasting time waiting in traffic and convince them to use electric vehicles to move through the city in order to be faster and pollute less.

Entrepreneur B also drives an electric car, promotes remote working, and does not have an office for his company. He meets the clients and employees online or in restaurants/cafes where he discusses future strategies, plans, and deals. He also does not use business cards to not produce paper waste.

Entrepreneur C does not use paper at all, all the invoices are electronically sent by email and he does not have a car.

Entrepreneur D tries to have minimum waste, uses the obsolete flowers as compost, and uses reusable pots.

Entrepreneur E has hybrid and electric vehicles for some of his employees and took this decision to replace all gas-powered vehicles with electric ones in order to decrease the environmental impact. He also uses recycled office supplies and collectively recycles the garbage. As Lacroix, R. (2009) stated that it is a logical implementation for private companies to include green practices in order to improve the environmental performance of their operations and products.

Entrepreneur F tries to make a change in the drone industry by replacing the most common battery-powered plastic drones with ethanol-based drones.

Based on my previous research about their companies, I wanted to make sure that they are still in the same industry as they presented previously, and asked in the 4th question if they did deviate from that domain. They continued their activity in the same domain.

For the 5th question, I asked the interviewees what motivated them to become entrepreneurs in the industry they are operating, and they all confirmed, as Schumpeter (1965) states, that besides risking to make a profit, they saw the opportunity in the market.

Entrepreneur A, while he was working abroad, started to be more familiar with a popular urban mobility platform and decided to bring the service to Romania. He created a very strong connection with the founder of the service and he bought the franchise after he took a loan from a Romanian bank. I can feel his big appetite for risk. He also wanted to own a business and he felt that this kind of service in this industry fits his needs.

Entrepreneur B was always passionate about building platforms. His first project was a cleaning platform where you could ask for cleaning services. The cleaning team comes and cleans your apartment for a tax fee negotiated per square meter. After he sold his first business, he started to install solar panels with his father which is an electrician. Taking into consideration his father's qualities and his knowledge in building platforms but also the high demand for solar panels and the lack of knowledge of people regarding how to apply for a project and how to connect to the Romanian electrical network, he built the marketplace where possible clients can search for projects that fit with their needs. To build the platform, he had two rounds with angel investors where he promised that they will have the money back in less than a year. I can also say about this entrepreneur has a big appetite for risk. His favourite motto is "the level of evolution of a country is based on the usage of renewable energy". As Sean Peek states in the U.S. Chamber of Commerce report (2022), Entrepreneur B is an example of an entrepreneur that developed and funded solutions that directly address social issues. He started his own business by being motivated and exploring the opportunities. Also, as Shane (2005) concluded in her research, it is important to have knowledge in the industry, which he already had from his father.

Entrepreneur C started his business right before the pandemic when the food delivery services increased in popularity. While the restaurants were delivering the food using cars and scooters that run on petrol, he saw the opportunity to rent cheap electric scooters with low maintenance costs to food delivery drivers.

Entrepreneur D had a passion for flowers since she was a kid, and she always wanted to own a flower shop. She studied flowers and had a collection in her garden when she was young. She did not think about green entrepreneurship, she took all the ecological decisions naturally.

Entrepreneur E worked in the domain of transportation for more than 20 years and he believed that he gained enough knowledge to take this step of being an entrepreneur and assuming the risks of building a company and hiring workers. He does not consider himself as being an example of a green entrepreneur yet but is implementing green practices in his company every time he has the opportunity.

Entrepreneur F does not like the idea of working in corporations and he believes that there are still a lot of problems in the world with no solutions yet. He is still a student of IT and he is interested in programming.

As written in the Theoretical Framework, Shane (2005) believes that it is important to know the industry. This applies to Entrepreneurs A, B, D, and E. Entrepreneurs B, D, E, and F also have the necessary skills to create the service they provide. I assume they are all intelligent since they found a gap in the market, managed to generate profit, and continue to sell their services, except for Entrepreneur F, which is still a start-up. Besides the abovementioned factors, the tolerance for ambiguity is relevant, which fits Entrepreneur F since he produces an innovative product, and risk-taking, which fits Entrepreneur A and B because both of them took loans and goal setting, which fits all interviewed entrepreneurs.

As mentioned in the Theoretical Framework, passion is a key aspect of becoming an entrepreneur and I can conclude that Entrepreneurs B and D fit this definition.

The 6th question is related to their origin, to check if they are all from the same country and belong to the same national culture.

As mentioned in the sample part, Entrepreneurs A, B, and C are from Pitesti, D is from Alexandria, and Entrepreneurs E and F

are from Bucharest, all Romanian cities close to the capital city, Bucharest.

4.2 Hofstede's Dimensions

The 7th question is about power distance, and as mentioned in the chapter 1.1 Research Gap, Romania scored a high score on this dimension. Thereby, I asked the entrepreneurs how are they influencing/motivating their teammates/employees to be greener.

Entrepreneur A influences his employee subliminally by the power of example. He only throws garbage in separate collection bags, he uses electric vehicles to recharge the batteries and uses reusable cups and water bottles. He tries by all his means to not use plastic and to be an example to his employees that follow him accordingly.

Entrepreneur B motivates his employees by driving them in his tesla. He names this motivation method "the power of electricity". He believes that if he shows his employees the benefits, they will understand easier.

Entrepreneur C does not have any employees.

Entrepreneur D rewards the best employees that manage to sell the most. It is important to sell more flowers because this means less maintenance and less waste.

Entrepreneur E is only buying paper plates and cups, wood forks, and knives, so they have no other choices for plastic ones. He is also pushing them to use green practices such as recycling and using the right garbage bin for their trash.

Entrepreneur F tries to use force and is constantly paying attention to his employees to respect the selective collection of garbage. He is the leader of international members.

As they responded, all entrepreneurs, except C because he does not have any employees, are compelling their employees to use green practices and this is a clear sign that it is a high power distance among interviewed entrepreneurs, 5 out of 6 that gives 83 points.

The 8th question was asked to check if they prefer individual or teamwork and if they consider the success of the company as their success or the team success. This tests whether people are integrated into groups. From their answers, all of them prefer to work in a team that can help them be more productive, Entrepreneurs B and E were convinced that only small jobs require individual work. They also consider that it is important to spend time alone to think about business decisions and there are specific actions that should be done only individually. When they have been asked to choose between these two, they said that it depends, and it should be somewhere in the middle.

They also consider that the success of the company is related to the mutual effort put into teamwork.

Entrepreneur B said: "I do love to meet people and work together with them, I like to discuss how we can evolve, but I also enjoy my time spent alone thinking and planning."

Entrepreneur C does not have any employees but answered this question from his experience. He stated: "If it were to choose between individual or teamwork, it mainly depends on the project and people that set the dynamics. I cannot say that I enjoy more working alone than in a team."

Entrepreneur E mentioned: "I always worked in a team and I consider the success of the company as being the success of the whole team, but there are moments and jobs that only require my

decision and if there are more people involved, it can make worse."

Taking into consideration the score of 49 out of 100 points for individualism, the results of this question indicate that there should be more than 50 points out of 100, meaning that entrepreneurs prioritize solidarity over individual goals. All of the interviewees stated that the success of their company is the success of their whole team, so I would say this can be a high score on collectivism by dividing 5 out of 6 which gives 83 points, or 6 out of 6 which gives 1, 100 points.

The 9th question is a representation of the dichotomy between the High masculine and Low Masculine (Feminine). The table presented in the interview can be found in Appendix 1 and the table of results is represented below:

Answers of the entrepreneurs

Entrepreneur	High Masculine	Low Masculine	Percentage
A	2	9	22.22
B	3	8	37.5
C	2	9	22.22
D	2	9	22.22
E	0	11	0
F	1	10	9.09

Table 1, Results of High and Low Masculine among participants.

The interviewees are all more on the feminine part, low masculine, and from the answers received, I concluded that the people that are older and worked more (entrepreneurs A, B, and E), chose the preference for fewer working hours.

Entrepreneur B was the only interviewee that considered more important the larger gender gap and scored 72.73% Low Masculine and Entrepreneur E scored 100% Low Masculine. The mean score that concluded High Masculine is 18.88% which can be seen as 18.88 points out of 100. This is a big difference compared to the score of 39 stated in the Research Gap part.

The 10th question is measuring the degree to which people prefer structured over unstructured situations and their tolerance for uncertainty.

Out of the six respondents, only Entrepreneur B is extremely rigid, intending to be always in control which gives a percentage of 16.67%, 16.67 points out of 100 of uncertainty avoidance compared to 61 points out of 100 as Mitroi (2012) concluded. The results I got after the analysis of the results from the interview, are given in the following table:

Final results

	Hofstede's Dimensions points out of 100	Interview Results points out of 100/high-low
Individualism	49	0-20
Power Distance	70-80	83
Masculinity	39	18.88
Uncertainty Avoidance	61	83

Table 2, Final results;

From the aforementioned table, I can conclude that Romanian Green Entrepreneurs score high on Collectivism where cultures believe the group is the most important unit, high on Power Distance which explains the fact that people accept power inequality without question, high in Femineity which is relationship-oriented, and low in Uncertainty Avoidance that is attributed to cultures who accept unstructured situations and unusual circumstances.

4.3 Green Practices

Question 11 is related to their competition, and are asked how they compare themselves to the other entrepreneurs in terms of green practices.

Entrepreneur A's competition uses electricity on an equal amount as he does but does not know the internal practices of the other companies.

Entrepreneur B believes that he is the "greenest" in his sector in Romania. Other solar panel companies do not use electric cars and produce a lot of waste.

Entrepreneur C also says that he is at the top of the green vehicles for rent providers since the other companies deliver food with their petrol scooters or cars. The only delivery option that is greener than his is to make deliveries by bike.

Entrepreneur D says that there are not many flower shops that use her practices and the majority of flower shops sell only fresh flowers, covered in plastic.

Entrepreneur E said that he is not aware of the competitor's practices.

Entrepreneur F believes that his competition does not try to be greener since the majority of drones are already electric and the only improvement would be to use recycled plastic for the case of the drones.

The 12th question is asking the respondents how can they motivate other entrepreneurs to become greener.

Entrepreneur A: would try to spend time with each one of them to talk about the benefits that a green entrepreneur gives to the world. He said: "I am a talkative person, I usually spend a lot of time talking with my clients explaining how to use the service properly, where to park the scooters and electric scooters, I also try to educate them and explain the traffic rules if necessary, but regarding entrepreneurs, I would say that they have to introduce small green practices, step by step to get used to them and they will slowly start to feel proud of them." As stated also by Venhoeven (2020), sustainable actions will elicit positive emotions.

Entrepreneur B said that he would advise the other entrepreneurs to take a test, to go to the centre of the city and eat a picnic, and then to go on a mountain where is clean air and take the same picnic. He believes that they can see the difference by themselves.

Entrepreneur C does not have an option of how to change other people's minds, he believes that the government should provide bonuses to the companies that are taking green measures.

Entrepreneur D said, "it is not a big effort if you decide on some practices and set up a routine such as collecting the garbage or selective trash". As is argued by Dooley (2017) routine rigidity can inhibit environmentally-focused innovations and especially those innovations that challenge deeply established processes and cultural norms.

Entrepreneur E said that entrepreneurs should find solutions to buy hybrid or electric cars, they have to think about their future, and even if they feel that they are not changing much, on a large scale, it matters.

Entrepreneur F wants to convince the other entrepreneurs that it

is for their benefit to become greener and it can increase the well-being of the other people in the long term.

The 13th question asks the respondents whether they are motivated or constrained by the government to maintain the service green.

Entrepreneur A is motivated to be in this kind of business and the government has nothing to do with this.

Entrepreneur B says that this kind of business model and domain fits his personality and it motivates him because it is for the benefit of the planet.

Entrepreneur C is feeling motivated by the hope that in the future, this kind of business will be more appreciated and will have higher profits. He also hopes that Green Companies will be taxed less by the governments.

Entrepreneur D does not see this as an obligation from the government, she tries to be good with nature and she feels motivated to do so.

Entrepreneur E feels that he is also motivated and also constrained by the government to maintain and create his services greener. He feels constrained by the government for the fact that he cannot buy plastic cutlery anymore because they are prohibited it since last year.

Entrepreneur F is motivated. He is not feeling constrained by the government, he thinks that government does not help smaller companies to become greener since plastic parts are more expensive than recycled parts.

The 14th question was about if the respondents think that the national culture/country they live in influences the green attitude of the entrepreneurs.

Entrepreneur A thinks that the environment of where you grow up is very important and it can define the green attitude because it is also related to the level of education. It is inevitable, that everyone is influenced by other people. Romania is a place where the level of education scores very low.

Entrepreneur B does not agree with the fact that the Romanian government influences positively the green attitude of the entrepreneurs, he believes that the government can help this process by introducing programs in middle school that teach kids how to plant and maintain a tree, also teach them what waste of materials means. He agrees that the culture influences the green attitude of the entrepreneurs, and in a good way, it motivates them to work more to change the mentality of people and other entrepreneurs.

Entrepreneur C believes that Romania negatively influences the citizens. The government does not motivate entrepreneurs to be greener. In other words, yes, national culture influences the green attitude of entrepreneurs.

Entrepreneur D does not think that the culture/country is related to the green attitude, people, in general, do not respect the ecological standards.

Entrepreneur E does not believe that the national culture has been influenced in a good way to create more green entrepreneurs. He is certain that the attitude of the people around you also influences your behaviour.

Entrepreneur F said that in Romania it is bad in terms of motivation coming from the government, and people are not following a good example. The culture influences the green attitude of the entrepreneurs.

In a conclusion, Entrepreneurs A, B, C, E, and F believe that the culture influences the green attitude of the entrepreneurs.

Entrepreneur D did not give a clear answer, but I can interpret what she meant, as that people think and behave in ways that conform with others, following the herd effect, which means that implicit entrepreneurs are influenced by the behaviour of the other people.

Besides the fact that the entrepreneurs are disappointed and believe that the government does not help its citizens to educate them in terms of green practices, they also believe that it can influence the green attitude since the population does not behave well due to the lack of education.

The 15th question is asking the interviewees if they believe that Romania is greener than other countries in Europe, not only in terms of vegetation but also in terms of mentality related to ecological practices.

Entrepreneur A does not believe that Romania is greener than others, but is on the right way to becoming greener.

Entrepreneur B believes that Romania is greener than many other countries only in terms of the size of the forests it has. He said: "Even Prince Charles bought land in Romania because of its nature". Also, "The entrepreneurs are green, citizens are not". He believes that entrepreneurs are more educated in these domains related to green entrepreneurship, pollution, and such. There are not too many entrepreneurs, and those that do this "job", know the green practices.

Entrepreneur C believes that Romania is in the last position in a rank with the greenest countries taking into consideration the number of forests and knowledge regarding green practices.

Entrepreneur D cannot give a clear answer, she believes that there is much more to do in Romania to become a green country.

Entrepreneur E firmly said no, Romania is not greener than other countries.

Entrepreneur F thinks that Romania is not greener than others, but is trying to be, by offering allowances to the people that buy their first electric car, there can be found many electric chargers at the supermarkets compared to other countries.

In a conclusion, the entrepreneurs do not believe that Romania is greener than any other European county.

For the 16th question, I asked the respondents what stops them to be greener entrepreneurs and what are the barriers.

Entrepreneur A believes that the barriers are the old laws imposed and the hard-to-change mentality of the people. It is hard to make decisions when the government is so corrupt.

Entrepreneur B believes that he can be a greener entrepreneur only if he consumes fewer resources. He wishes to plant so many solar panels with his business that he will cover his "past sins" when he used to pollute more than now.

Entrepreneur C believes that the barriers are less revenue. If you are trying to be a green entrepreneur and the government does not help you, your profits are diminishing. An entrepreneur will be motivated to be greener when people around him will appreciate his work more.

Entrepreneur D believes that it is worthless to sort the garbage if the authorities and the garbage man do not pick up the garbage in a selective way.

Entrepreneur E states that the barriers are the government that does not help the green entrepreneurs with allowances.

Entrepreneur F believes that recycled parts are not always the best. He states that he needs more money to afford to buy recycled or ecological parts.

For the 17th question, the last of the interview, I asked the respondents if is there anything I haven't mentioned but would like to add or discuss?

Entrepreneur B believes that financial education is very important. It is also important to see the ecological benefits, not only the monetary ones.

Entrepreneur C wants the government to educate the people about the benefits of a green country. Romanians do not appreciate green services because it is not always cost-efficient. The clients are choosing a cheaper service, does not matter if it is green or not, they choose a similar service just because it is cheaper.

4.4 Noticeable results

I found confirmation in my interviews of the claims of Dahl (2010) that describes the practice of making unwarranted or overblown claims of sustainability or environmental friendliness in an attempt to gain market share. I believe Entrepreneur B made overblown claims regarding sustainability since he is contracting other companies that are not green to install the solar panels. He believes that he might be greener than his competition because he does not have an office and uses electric cars, but the way he provides services through not eco-friendly services makes his service indirectly not ecological. This can be an example of greenwashing.

Another interesting fact found during the interviews was that all entrepreneurs believe that Romania is not a greener country than other countries. As Entrepreneur C says, Romania is in the last position in a rank with the greenest countries.

The culture and mentality of the citizens are also important. Entrepreneurs A, C, and E believe that the outdated laws and the government that does not help the green entrepreneurs are an important barrier in the path to success of the Romanian green entrepreneurs. They also argued that there is a big need for education regarding the benefits of being greener. At the moment, the Romanian citizens do not appreciate green services because they are not always cost-effective.

5. DISCUSSION

The conclusions that resulted from the answers of the respondents are surprising, as I see that for the Masculinity and Individualism dimensions, the entrepreneurs scored such low scores. As a Romanian myself I find it surprising as I believed that Romanians are more masculine and more independent, as Mitroi (2012) stated, the Romanian culture nowadays is moving towards individualism because Romanians are oriented to the Western culture model.

Green procurement practice is used by the entrepreneur that is in the logistics industry. He has offices and buys recycled goods that have minimal or no negative impacts in the environment, as the European Union (EU, 2021) explains. The definition encapsulates the efforts of the entrepreneurs to support the consideration of human health and environmental concerns in planning and procuring products.

As mentioned in the literature review, researchers have hypothesized that entrepreneurship is facilitated by cultures that are high in individualism, low in uncertainty avoidance, low in power distance, and high in masculinity, meaning that the greater the cultural distance from this ideal type, the lower the average individual and aggregate level of entrepreneurship (Hayton et al., 2002, p.4). As concluded in my conducted research, the green interviewed entrepreneurs scored high in collectivism, low in uncertainty avoidance, high in power distance, and low in masculinity. It is a surprising result since the ideal type of entrepreneur is different in terms of masculinity and power distance. Ecology is about caring more about the other people and the environment and these two dimensions, low masculinity and high power distance match with the idea of being a culture where people tend to value the quality of life and believe in the strength of society's social hierarchy where people with power can take the decisions. As Cai (2022) states, the stronger the entrepreneur's cognition, the more likely the person will have the green entrepreneurial intention and exhibit various green entrepreneurial behaviours. Entrepreneurs with high green awareness are better than ordinary entrepreneurs in terms of environmental awareness and I believe this is why there are such differences between what I and Hayton et al concluded. Also, Cai (2022) believes that Green entrepreneurs pay more attention to whether entrepreneurial behaviour and decision-making hurt the environment and I agree.

I can see that the interviewed entrepreneurs have a strong connection with the Romanian values and culture and they want to improve the actual situation in terms of green knowledge. They are also disappointed because of the low level of education and they are aware of the fact, as Streimikiene et al (2019) state that culture and its various components started to play a more important role recently when assessing sustainable development. They somehow feel helpless due to the fact that the government does not educate the population in order to meet the SDGs.

I believe that many Romanian entrepreneurs want to integrate green practices into their companies, but the lack of education in this domain is affecting the process. Even though they know about the green practices or have integrated a few into their business, they may do greenwashing without noticing.

It was an interesting topic that truly intrigued me to research. I found that the entrepreneurs were open and willing to share their experiences with me.

6.1 Academic Relevance

Green Entrepreneurship is gaining more and more ground by being adopted by many entrepreneurs to create competitive advantage. I believe this is and will be an important topic for entrepreneurs and investors that are concerned about the environment. This research about studying the Romanian green entrepreneurs will significantly contribute to the Romanian scientific literature because is a lack of studies in this domain. The interviews presented can be viewed as a practical understanding of the conditions, barriers, and culture of green entrepreneurs.

This research investigates the effects of national culture on green entrepreneurship and has findings on whether culture influences the green attitude of the Romanian green entrepreneurs.

I contributed to this study by studying the Romanian Green Entrepreneurs, by measuring the scores in Hofstede's dimensions, what are the actual barriers that do not allow them to be greener and I investigated if the national culture has any influence on the green attitude of the entrepreneurs.

5.2 Practical Relevance

This paper provides new insights regarding the attitudes of Romanian entrepreneurs and how they take action to support the green entrepreneurship movement. Their national culture

differences are investigated and highlighted. The green competitiveness in this digital era is high, and this study provides insights into how Romanian green entrepreneurs behave and take action to motivate their employees and be better than their competition. The creation of new green technology, services, practices, and products is a new challenge and this paper aims to give new ideas to entrepreneurs and motivate them to derive new green business models.

It is argued by the interviewed entrepreneurs that political practices are important and their help is urgently needed not only to educate the population but also to support small businesses that want to contribute positively to the green environment. Due to the lack of education, there may exist many entrepreneurs that want to be greener, but do not know how, and this paper gives a starting point for them as inspiration. The interviews with the green entrepreneurs can give ideas and insights when it comes to ecological practices, green procurement, and green business models.

Even though there is a small sample, I believe that it is significant to create an impression for other entrepreneurs that want to integrate green practices into their companies. The interviewed entrepreneurs are part of different domains; therefore, this research could act as a lens into green entrepreneurship due to the multiple sizes and domains in which green entrepreneurship is practiced being analysed. This can give a good perspective of the green industry since each one of them has different backgrounds but the same green beliefs.

5.3 Future research
This study was conducted to find the effects of national culture on Green Entrepreneurship, and to my knowledge, this is one of the few studies on Romanian Green Entrepreneurs. This research can be a starting point for future researchers that plan to study Romanian culture and the government incentives in depth. As mentioned by the respondents, the Government does not motivate the small businesses in terms of incentives to adopt greener practices. I conclude that the Romanian citizens see these businesses as more expensive and not cost-effective.

An interesting topic would be to investigate the effects of the practices imposed by the European Union on the Romanian government, and how did it implement the measures to help the entrepreneurs to be greener. Another topic worth to be researched would be how teachers from middle school to high school educate students to take action in terms of green measures and how are the Sustainable Development Goals presented.

This research is meant to be the first piece of the puzzle that creates the get-go of a series that investigate the effects of National Culture on Green Entrepreneurship in the Eastern part of Europe.

5.4 Limitations of the Research
According to Price, J., & Murnan, J. (2004), limitations of the study are those characteristics of design or methodology that impacted or influenced the interception of the findings from your research. Study limitations are the constraints placed on the ability to generalize from the results, to further describe applications to practice, and/or related to the utility of findings that are the result of how you initially chose to design the study or the method used to establish internal and external validity of the result of unanticipated challenges that emerged during the study. Such examples related to my research are the sample size for the quantitative method, which could give a more

representative result of the Romanian green entrepreneurs. Another limitation of the research was that one of the entrepreneurs did not have any employees, but he gave the answers to the questions from his experience.

6. CONCLUSION
The research question and sub-questions of this paper are:

- *What are the effects of National Culture on Green Entrepreneurship?*

With the sub-questions:

- *Does national culture influence the green attitude of the entrepreneurs?*
- *What are the barriers to entrepreneurs that do not allow them to be green?*

I conclude that the effects of National Culture on Green Entrepreneurship are high when it comes to their social behaviour. The low level of stress when it comes to uncertainty and ambiguity presents the fact that there are no plans when it comes to the future of the Romanian green entrepreneurs. As the entrepreneurs mentioned, Romania lacks education in terms of green actions and the government does not educate children in high schools. The interviewed entrepreneurs stated that Romania lacks when it comes to quality education, and they have the will to do and improve the services but they encounter barriers such as bad laws, no help from the government, corruption, the mentality of people, high prices for recycled products and the garbage collectors do not do a selective collection. I believe that it is unmotivating to have such barriers which has the potential to discourage future and current entrepreneurs from focusing on green entrepreneurship.

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Appendix 1

Interview questions

Defining the key terms:

Entrepreneur: a person who sets up a business or business, taking on financial risks in the hope of profit.

Green entrepreneurship refers to a special subset of entrepreneurship that aims at creating and implementing solutions to environmental problems and promoting social change so that the environment is not harmed

1. To what extent do you identify yourself in these definitions?

2. Are you aware of the environmental standard that reduces the environmental impact?

3. Can you explain in what way you feel you fulfill what we discussed in the previous question? Why?

4. I read that your company is involved in this…. is this still recent enough? Are you part of this or did you deviate from that domain?

5. What motivated you to become an entrepreneur in this sector?

6. Where are you originally from?

7. Power distance - How are you influencing/motivating your teammates/employees to be greener?

8. Do you prefer to work individually on a task or in a group? Do you see the success of the company as your success or your company's success?

9. How do you consider the following:

	High Masculine	Low Masculine (Feminine)
Social norms	Ego oriented	Relationship oriented
	Money and things are important	Quality of life and people are important
	Live in order to work	Work in order to live
Politics and economics	Economic growth high priority	Environment protection high priority
	Conflict solved through force	Conflict solved through negotiation
Work	Larger gender wage gap	Smaller gender wage gap
	Fewer women in management	More women in management
	Preference for higher pay	Preference for fewer working hours
Family and school	Traditional family structure	Flexible family structure

	Girls cry boys don't cry; Boys fight, girls don't fight	Both boys and girls cry; Neither fight
	Failing is a disaster	Failing is a minor accident

Table 1, Hofstede (2001), Culture's Consequences, 2nd ed. p 297,
Andrews University (2020)

10. Are you a spontaneous person or do you try to make your life as predictable and controllable as possible?

11. Would you say that your competition uses green practices?

12. How can you motivate other entrepreneurs to become greener?

13. Would you rather say that you are motivated or constrained by the government to maintain your services green?

National Culture is an interconnected web of mental models that are shared by national groups and transcends the individual. It is highly influential in moderating the cognition and behavior of groups and individuals.

14. Do you think that the national culture/country you live in influences the green attitude of the entrepreneurs?

15. Would you say that your country is greener than others?

16. What makes you a green entrepreneur and what stops you from being greener? What are the barriers?

17. Is there anything I haven't mentioned but would like to add or discuss?