



¿Trabajadores o Inversores? Investigar los aspectos de reciprocidad entre los miembros de las Empresas Sociales Griegas

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Recibido: 20 de agosto de 2018 / Aceptado: 27 de marzo de 2019

Resumen. En Europa, 160 millones de personas son miembros de empresas de economía social, así como de mutuas. Los miembros que trabajan en empresas sociales generalmente están vinculados con una relación de empleados con su organización; por otro lado, participar en una empresa social podría ser su única oportunidad de encontrar un trabajo, especialmente para las economías que enfrentan una recesión a largo plazo, como la economía griega. Las empresas sociales y los empresarios invierten en reciprocidad que representa que las acciones positivas inspirarán acciones positivas recíprocas. El objetivo principal de este estudio es examinar el efecto de la reciprocidad en la decisión de los miembros de invertir en empresas sociales o trabajar para ellos, adquiriendo en ambos casos las acciones necesarias. Por este motivo, se realizó una encuesta entre los miembros griegos de las empresas sociales enumeradas en el directorio de empresas sociales griegas, para investigar sus aspectos sobre la reciprocidad y si estos aspectos afectan su decisión de trabajar en una empresa social o apoyarlas financieramente. El proceso de la encuesta arrojó 142 cuestionarios completos que se utilizaron para cumplir el objetivo de la encuesta. El análisis de regresión logística identificó un subgrupo (5 sobre 27 ítems) de las preguntas usadas para medir la reciprocidad que pueden usarse para clasificar a los participantes en accionistas: miembros (inversores) y accionistas – trabajadores en empresas sociales. Vale la pena mencionar que el sexo u otras características demográficas de los encuestados no afectan esta clasificación, mientras que solo hay aspectos de reciprocidad positiva que tienen un efecto positivo y negativo sobre la posibilidad de trabajar en empresas sociales.

Palabras clave: Reciprocidad; Empresas Sociales; Grecia; Análisis de regresión logística.

Claves Econlit: J54; L31.

[en] Workers or Investors? Investigating the Reciprocity Aspects among Greek Social Enterprises Members

Abstract. In Europe 160 million people are members of social economy enterprises and mutual societies. Members that work at social enterprises usually are bound with an employee relationship with their organization; on the other hand participating in a social enterprise could be their only chance to find a job, especially for economies that face a long-term recession such as the Greek economy. Social enterprises and entrepreneurs invest in reciprocity which represents that positive actions will inspire reciprocal positive actions. The main objective of this study is to examine the effect of reciprocity on members' decision either to invest in social enterprises or to work for them acquiring in both cases the necessary shares. For this reason, a survey was conducted among Greek

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members of social enterprises listed in the Greek Social enterprises directory, to investigate their aspects about reciprocity and if these aspects affect their decision to work in a social enterprise or support financially them. The survey process returned 142 fully completed questionnaires. The analysis identified a sub group (5 over 27 items) of the questions used to measure reciprocity that can be used to classify participants into shareholders - members (investors) and shareholders - workers in social enterprises. It is worth mentioning that sex or other demographic characteristics of the respondents do not affect this classification while there are only aspects of positive reciprocity that have either positive or negative effect on the possibility to work in social enterprises. Social entrepreneurs and the Greek state could use these findings in order to direct and manage their expansion efforts.

Keywords: Reciprocity; Social Enterprises; Greece; Logistic regression Analysis.

Summary. 1. Introduction. 2. Theoretical framework. 3. Design and Methodology. 4. Results and discussion. 5. Discussion and Conclusion. 6. References.

How to cite: Kontogeorgos, A. y Chatzitheodoridis, F. (2019) Workers or Investors? Investigating the Reciprocity Aspects among Greek Social Enterprises Members. *REVESCO. Revista de Estudios Cooperativos, Tercer Cuatrimestre*, N° 132, pp. 9-28. DOI: 10.5209/REVE.64303.

1. Introduction

Greece has a long history and tradition of cooperatives mostly related with the agricultural sector (Karyotis and Kioupiolis, 2014). However, the wider Social Economy sector with the exception of the Cooperative banks, (Karafolas, 2016) was extremely small and insignificant in numbers until 2011, when a new legislation supported the establishment of social enterprises under the legal form of social cooperative enterprises (Koin.S.Ep.). After the incorporation of this legislation, the number of the businesses in the Sector of Social Economy raised to more than 1,000, releasing thousands new job positions (Nasioulas, 2012).

The development of the sector took place during the Greek financial crisis, which has caused huge damage to the Greek economy. Among the main factors that led to the emergence of political movements linked with the social economy sector and the promotion of social enterprises were the high unemployment rate, the lack of job security both in the private and the public sector and the reduced public-sector spending. This challenging socioeconomic context created the momentum and indicated the need for new models and approaches to tackle economic and social problems. At the same time, the decline of more traditional entrepreneurial models and mentalities created space for social enterprises to emerge (British Council, 2017).

Social economy can help to tackle some of the country's most significant challenges while promoting and demonstrating alternative business models that incorporate social benefit alongside their economic activity. For example, rural cooperatives can foster employment, economic growth and the resilience of businesses (Sdrali et al., 2015). Furthermore, social enterprises in Greece seek to reduce poverty and unemployment (Chatzitheodoridis et al. 2016, British Council, 2017). While all forms of economic activity are affected by the general socioeconomic conditions, particularly for the Greek economy, the development of social enterprises is promoted during economic crisis.

Social enterprises are based on motivations, behaviours, and principles (such as solidarity, reciprocity and direct participation in management, quest for justice and equality, accountability for achieving social impact) that appear particularly well suited to face the challenges related to the responsible management of collective assets. Reciprocity is a key factor in cooperation and in the creation of social capital. Linking trust and cooperation, reciprocity is an important factor in creating social capital, which is one of the main goals and a result for the Social Economy (Kim & Lin, 2017). Economic performance of social enterprises could be triggered by reciprocity (Fowler & Christakis, 2010, Price & Vugt, 2014). In theory, members of collective activities present a higher degree of reciprocity compared to private enterprises that do not exhibit reciprocal behaviours.

The purpose of this study is to examine linkages between reciprocity and membership in social enterprises and the reciprocity's role among their members. Therefore, we aimed to examine reciprocity, a theoretical motive to join social economy, and more specifically the reciprocity aspects that motivate members to invest or work in social enterprises. Since reciprocity is based on trust and rules that define acceptable behaviour in the social context, it varies from person to person. A basic distinction in reciprocity has first to do with the intention of returning an act or not, as well as with the characteristics of the act that defines positive and negative reciprocity.

The paper is divided into five major sections. Following the introductory section, the theoretical framework of reciprocity and social economy is discussed. Next the research methodology is presented, followed by analysis and presentation of the results. The final section concludes with implications for researchers and practitioners.

2. Theoretical framework

According to the European Commission webpage by the end of 2017, there were 2 million social economy enterprises in Europe, representing 10% of all businesses in the EU. More than 11 million people – about 6% of the EU's employees – work for social enterprises. In addition, more than 160 million people in Europe are members of social economy enterprises (European commission, 2013). Social economy organisations adopt a coordination mechanism that is based on cooperation and reciprocity, which is radically different from what happens in the market where the mechanism is the exchange based on self-interest or even in the state where the coordination mechanism is the rule of law and bureaucratic procedures.

Social enterprises affect local and regional development at the global level, both through job creation and restoration of solidarity in their communities, (Chatzitheodoridis et al., 2014, Kim & Lim, 2017). Social enterprises could be innovative institutional tools that may have a role in supporting growth and welfare. They can contribute to reforming and democratizing the traditional European welfare systems, which - since the 1980s - have revealed their inability to distribute welfare services inclusively and cope with the growing phenomena of poverty and inequalities (Borzaga and Galera, 2014).

During the recent Greek economic crisis, the unemployment rate reached an extremely high level. Back to 2008 unemployment rate in Greece was 8% similar to EU average unemployment rate, reached almost 28% during 2013, and fell down to 20%, during 2018 however this rate is now almost 3 times above the EU average (OECD 2018). Additionally, the percentage of people at risk of poverty or social exclusion was 35.6 per cent in 2016, being almost the same since 2012. Keeping this in mind, while prolonged and multifaceted crisis working chances are very low, social enterprises act as very good opportunities for many people, especially young, to enter in the work market.

2.1. Social Economy and Social Enterprises

Social economy has been an official term in the European Union since 1989 and consisting of different forms of business and organizational structure such as cooperatives, mutuals, foundations, charities or mutual aid agencies (Westlund, 2003, Sdrali et al., 2015). According to the European commission, a social enterprise is an operator in the social economy, the main objective of which is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and involves employees, consumers and stakeholders affected by its commercial activities.

Social enterprises prioritize social impact over the creation of wealth and in this way, they can cope in general with market failures. Traditionally, societies have looked to government intervention to correct these market failures, since private businesses were rarely called upon (or expected) to respond to breakdowns in efficient market operations by modifying their behaviours in a free-market system (Phills & Denend, 2010). For example, in the case of agricultural production is characterized by high fragmentation of ownership and uncertainty on the output market, the association of small producers in agricultural co-operatives can become the most effective way to tackle the failures of agricultural markets (Tortia, et al., 2013).

Nevertheless, social enterprises can survive and spread in many sectoral and regional contexts in the absence of pronounced market failures, as the case of agricultural and producer co-operatives. This shows that market imperfections may be only one of the possible causes for the spread of these organizational forms. According to some authors, higher costs for social enterprises do not necessarily imply inefficiency, as they may be functional to increased value of production and to increased non-monetary welfare (Borzaga et al., and 2014).

The economy is generally divided into the market, the state and the community. In each of these areas there are speculative and non-profit-making activities, whereas economic relations between the sectors are also observed. It should be noted however that the social economy is at the heart of the interactions between these three areas of the economy making it unique as it does not originate from any of the three sectors (Adam 2014).

According to Sdrali et al. (2015), social economy includes all the enterprises developed by collective initiatives and they are governed by the following

principles: a) They prioritize the needs of members, the wider community and not the profit. b) It has an autonomous management to decide their occasional operations. c) It is characterised by democratic decision-making processes based on the principle of "one member-one vote", regardless of the membership of each member in the chapter. d) When distributing profits, employees and members are ahead of capital.

The Greek legislation for "Social and Solidarity Economy" defines social enterprises as those economic activities that are based on an alternative form of organization of relations of production, distribution, consumption and reinvestment, according to the principles of democracy, equality, solidarity, cooperation as well as respect for man and the environment (legislation 4430 / 2016: printed in the Official Gazzete of the Greek State with number 205 / 31-10-2016).

In Greece, the social economy emerged with the establishment of the first agricultural cooperative law in 1915 and till the beginning of the 21st century, the main representatives of the social economy in the country were the agricultural and urban cooperatives (Kontogeorgos et al. 2018). The total number of employees employed by the social economy sector at that time was 1.8% of all workers in Greece (Ketsetzopoulou, 2010). In several countries, cooperatives cover up to 60% of enterprises operating in traditional economic sectors (Sdrali et al., 2015). Social economy coexisted with the non-profit sector, volunteering and social entrepreneurship. Upon 2011, worker cooperatives and social cooperatives (CICOPA, 2013) were added. Fajardo García& Frantzeskaki (2017) present the main characteristics of the Greek social enterprises, their different types and the differences between them.

There is a general belief that the social economy and social enterprises in Greece will grow during the next years, because of their ability to address unemployment, their link to communities and social movements, and the broader inefficiency of traditional business models to create economic value without producing negative externalities. At the same time the Greek policy objective was to reduce unemployment, in order to combat poverty and social exclusion by promoting social enterprises to poor unemployed as a way for independence and success in the labour market (Vlasaki, 2016).

On the other hand, according to a research carried out in 2016 by Dr Adam, *"individuals in Greece set up social enterprises organisations not to explicitly serve a social goal for the wider public or population groups, but to create employment opportunities and carry out economic activities in a participatory and collective manner"* (British Council, 2017). In addition, financial support under diver forms (funding, financial and fiscal measures) of the Greek state and the EU acted as an incentive parameter for the creation of social enterprises in Greece (Karafolas, 2015).

Nevertheless, Greece needs to identify social economy, otherwise, it will continue to wear out, leading it to fall into the realm of irregularity and corruption (Tsobanoglou, 2012). For this reason, evaluation of the growth potential of such organizations and recognition of the motives and the characteristics of the social entrepreneurs is needed.

2.2. Reciprocity

Reciprocity is a social norm that involves in-kind exchanges between people responding to another's action with another equivalent action. This norm requires that a subject should be repaid by a behavioural response including kindness and unkindness actions. It is usually positive (e.g. returning a favour), but it can also be negative (e.g. punishing a negative action) (Fehr & Gächter, 2000). People will respond favourably to those who have helped them in the past by returning benefits for benefits and retaliate against those who have been detrimental with either indifference or hostility to harms (Whatley et al., 1999; Perugini et al., 2003). The norm of reciprocity is a general basic tendency that can be found in most human societies from the ancient years and civilizations (Gouldner, 1960). Perhaps, this point of view constitutes the most well-known and classical reference (Perugini et al., 2003).

Reciprocity is an interesting concept from the perspective of behaviour economics and it could be studied by means of experimental games (see Avgeris and al. 2018). Numerous experiments and experimental evidence prove that reciprocity is a determining factor in people's behaviour, a powerful determinant in people's everyday life. Various experiments and questionnaire studies took place by psychologists and economists, as well as, plethora of references and an amazing literature in other sciences such as sociology and anthropology which emphasizes in the omnipresence of reciprocal behaviour (Falk and Fischbacher, 2006).

Positive reciprocity exists when doing something beneficial for someone after being beneficially treated. Additionally, behaviour of positive reciprocity is also the case when a person commits an action that will benefit another, and this action is returned to this person, from the person who received this favour (Caliendo et al., 2012; Suranovic, 2001a). For instance, if one takes care of someone else's dog, then the other man will repay this favour with another corresponding action such as a gift with similar value. So, the reciprocated favour or gift should have equal or approximately equal value otherwise an uncomfortable social situation is very likely to happen (Chen, et al., 2009). In general, individuals expect that actions directed to repayment of other acts or favours should have the same or almost the same value (Suranovic, 2001a).

Negative reciprocity exists when a person who receives a negative action, reciprocates with a same, equal action with negative consequences upon the corresponding agent. If the respondent reaction is not as equal as the original one in negative value and has negative effects in higher level, then it is possible to judge as unfair for the second subject. In this context, negative reciprocity fairness includes replies and actions with equal negative effects for both parties of interaction something like a "quid pro quo" type of response (Suranovic, 2001b),

According to Restakis (2006) social economy organizations are hybrid enterprises that perform a blend of commercial activities (the sale of goods and services), non-commercial but monetary activities (public funding, donations) and non-monetary activities (volunteer work of members and others) to achieve their goals. The key to this view is the linking of reciprocity and redistribution to multiple forms of economic activity. This view of the social economy recognizes

the central role of reciprocal (non-commercial and nonmonetary) transactions as economic activities.

Poledrini (2015) suggested that a different type of reciprocity, the unconditional reciprocity, should be introduced to examine social enterprises. He argues, that the relationship of reciprocity between individuals is motivated by receiving something in return. This “something” is not given just by the relation itself, but by obtaining some other benefit through the relationship. Unconditional reciprocity is characterized by the fact that those who choose to perform an action on behalf of another person do so regardless of whether and how the other person responds. In practical terms, those pursuing this type of reciprocity recognize a reward for themselves in their own behaviour, regardless of the response they receive.

However, reciprocity is a fundamental norm for cooperation and cooperatives, for example in agricultural cooperatives, farmers desire reciprocity in order to build trust and develop this way organizational commitment (Pereira, 2018; Barraud-Didier, et al., 2012). Additionally, reciprocity could help worker cooperatives to establish efficient mutual supervising and achieve higher productivity than conventional firms (McCain, 2007).

To sum up, reciprocity is a key factor determining the cooperation among humans and affects each human economic activity and interaction. For these reason, members’ reciprocity aspects should be taken into consideration when examining cooperative efforts and social enterprises and their role in economy and society.

3. Design and Methodology

The main objective of this study is to examine if reciprocity affects the individuals’ involvement with social enterprises and more specifically to examine the members’ decision either to invest in social enterprises by acquiring a share or to work for a social enterprise acquiring at the same time the necessary share(s). This research question is of particular interest since an employment chance in Greece of the economic crisis is many times very low, thus social enterprises act as a very good opportunity for many people, especially young, to enter in the work market. Therefore, this paper attempts to examine if the growth of social enterprises in Greece come from the need of many young people to find a job.

Theoretically, people participating in social actions and enterprises are motivated by solidarity and reciprocity aiming to the general social interest. If the latent motive behind their decision to enter in a social enterprise is to find a job, the growth of social enterprises is only temporal and when economic circumstances return to “normal”, the growth of such attempts will be reduced. Thus, linking reciprocity aspects with members’ decision to work or not, could shed some light in this assumption and support the growth of the social economy sector.

The selection of social economy organizations that should be included in the targeted population was particularly important, in order to define the social enterprises. The definition of social enterprises and organisations is always an important issue at the design of this kind of studies. Data in this study were gathered solely by organisations with the legal form and/or status according to laws

4019/2011 and 4430/2016, which are listed in the official registry of the Greek Ministry of Labour, Social Security and Social Solidarity (www.ypakp.gr). These include the following groups:

- Social cooperative enterprises (Koin.S.Ep.), which are not-for-profit entities with stated collective and social benefit.
- Limited liability social cooperatives (Koi.S.P.E.) that similarly to social cooperative enterprises are social enterprises with cooperative form and focus on the social and economic integration of people with psychosocial differences.
- Worker cooperatives with at least three members, which are also not-for-profit.
- Civil non-profit organisations (AMKE) included in the new registry (following law 4430/2016) from January to April 2017.

The empirical study was conducted through email questionnaires among members of social enterprises all around in Greece, listed in the official registry of the Greek Ministry of Labour. The questionnaire of this survey has been previously used by Perugini et al., (2003) in their survey on the personal norm of reciprocity (see appendix). Only a few modifications were performed for adaptation into the Greek language. The questionnaire is divided into 4 parts. Part one includes questions regarding the demographic characteristics of the sample i.e. age, gender and characteristics about participants' membership in social Enterprises. The following three parts include 27 questions investigating a) the participants' beliefs on reciprocity (questions q1 to q9), b) positive (q10 to q18) and c) negative reciprocity (q19 to q27). The answer scale for these items was a seven-step Likert type, from 1 (not true for me) to 7 (very true for me).

Almost one thousand email questionnaires (980) were send during the spring - summer of 2017, 142 of them were returned fully completed and valid for the survey, that is about 14,5% return rate. This return rate is considered quite satisfactory for such type of questionnaire surveys and represents the different types of social economy organization in Greece. Data analysis was made with the statistical software IBMSPSSStatisticsv.23.0.

The binary logistic regression analysis was used to classify members of social enterprises as workers (members – shareholders that are fully employed in the social enterprise) or as investors (shareholders of the social enterprises who are not offering their personal work). Binary logistic regression is most useful in cases where we want to model the event probability for a categorical response variable with two outcomes. Since the probability of an event (work or invest) must lie between 0 and 1, it is impractical to model probabilities with linear regression techniques, because the linear regression model allows the dependent variable to take values greater than 1 or less than 0. The logistic regression model is a type of generalized linear model that extends the linear regression model by linking the range of real numbers to the range 0–1. In this study, the work or invest decision is based on a set of reciprocity aspects and the demographic characteristics of the participants. However, these reciprocity characteristics could have a multiple or multidimensional effect on a member's decision. Thus, a given characteristic may

be associated with many incentives related to the decision to invest or work in social enterprise.

Using the logistic regression model, the probability of working (besides acquiring shares -investment) can be described as: $\Pi_i = \frac{1}{1+e^{-z_i}}$ where: Π_i is the probability that the i th respondent will decide to work for a social enterprise and z_i is the value of the unobserved continuous variable for this i th case. The model assumes that Z is linearly related to the predictors (the member's reciprocity aspects and characteristics). Thus, $z_i = b_0 + b_1x_{i1} + b_2x_{i2} + \dots + b_px_{ip}$ where x_{ij} is the j th predictor for the i th case, b_j is the j th coefficient and p is the number of predictors. Finally, the regression coefficients are estimated through an iterative maximum likelihood method.

4. Results and discussion

The survey sample is equally distributed between men (49.3%) and women (50.7%). The ages of the sample are categorized according to the following scale: 18-24, 25-30, 31-40 and more than 40. The results showed that the age of the sample is over 30 by more than 80%, while 50.7% is above 40 years old.

Most of the participants are members of Koin.S.Ep. (69%) followed by members of Koi.S.P.E. (11.3%) and AMKE (11.3%) with the remaining 8.5% participating in workers cooperatives. The sample is fairly divided in members – shareholders (49.3%) and members workers in the social enterprise (50.7%). For the purposes of this study we decided to label these groups as investors and workers.

Table 1 presents a series of characteristics both for the respondents and their social enterprise that describe the sample of the respondents in this survey.

Table. 1. Participants and Social Enterprises Characteristics.

Demographics		
Sex	Count	Percentage %
Male	70	49,3
Female	72	50,7
Age		
18-24	10	7,0
25-30	14	9,9
31-40	46	32,4
> 40	72	50,7
Workers / Shareholders		
Member and worker	72	50,7
Member Shareholders	70	49,3
Social Enterprises Categories		
Civil non-profit organizations (AMKE)	16	11,3
Limited liability social cooperatives (Koi.S.P.E.)	16	11,3

Social cooperative enterprises (Koin.S.Ep.),	98	69,0
Worker cooperatives	12	8,5
Number of Members in the Social Enterprise		
2	54	38,0
6-10	46	32,4
>10	42	29,6
Years of operation for the social enterprise		
1	30	21,1
3	42	29,6
4	22	15,5
> 5	20	14,1
Number of Workers in the Social enterprise		
0-2	74	52,1
3-5	28	19,7
6-8	26	18,3
>9	12	8,5

Source: Survey results.

According to Perugini et al., (2003) reciprocity can be a subjectively internalized mechanism that can be reliably measured in the individual differences it produces. In this survey their scale to measure reciprocity has been applied (Personal Norm of Reciprocity – PRN scale). There are several behaviours with a reciprocal flavour that cannot be easily understood and predicted within a frame emphasizing repeated interactions or general unconditional personality dispositions. Reciprocity can be understood also as a conditional contextualized personality construct that can explain, in conjunction with a careful analysis of the situational contingencies, otherwise seemingly irrational or costly behaviours. The same authors report several studies to provide robust evidence of the validity of the PNR scales. In this survey, Cronbach- α was calculated at 0.846 (for the 27 items) suggesting that the scale is reliable to measure reciprocity. The next tables 2, 3 & 4 present the respondents' answers (mean values and standard deviation-SD), for each item of the PRN scale.

Table. 2. General Beliefs in Reciprocity

Beliefs in reciprocity	Mean Value	SD
q1: To help somebody is the best policy to be certain that s/he will help you in the future.	2.479	1.7654
q2: I do not behave badly with others so as to avoid them behaving badly with me.	3.831	2.2089
q3: I fear the reactions of a person I have previously treated badly	3.690	1.8030
q4: If I work hard. I expect it will be repaid	4.690	1.7060
q5: When I pay someone compliments. I expect that s/he in turn will reciprocate	2.352	1.6682

q6: I avoid being impolite because I do not want others being impolite with me	4.577	1.8730
q7: If I help tourists. I expect that they will thank me nicely.	3.268	1.9201
q8: It is obvious that if I treat someone badly s/he will look for revenge	4.704	1.7856
q9: If I don't leave a good tip in a restaurant. I expect that in future I will not get good service	2.366	1.6088

Note: Friedman test ($\chi^2 = 350.29$, $df = 8$, $sig. = 0$)

Table. 3. Positive reciprocity

Positive reciprocity items	Mean Value	SD
q10: I am ready to undergo personal costs to help somebody who helped me before	5.493	1.4279
q11: If someone does a favour for me, I am ready to return it	5.577	1.3118
q12: If someone is helpful with me at work, I am pleased to help him/her.	5.958	1.2541
q13: I'm ready to do a boring job to return someone's previous help.	5.577	1.3855
q14: When someone does me a favour, I feel committed to repay him/her.	5.394	1.5016
q15: If someone asks me politely for information, I'm really happy to help him/her.	6.437	0.8870
q16: If someone lends me money as a favour, I feel I should give him/her back something more than what is strictly due.	4.493	1.8518
q17: If somebody suggests to me the winning numbers at the Lottery, I would certainly give him/her part of my winnings.	5.859	1.4122
q18: I go out of my way to help somebody who has been kind to me before.	5.620	1.3824

Note: Friedman test ($\chi^2 = 213,117$, $df = 8$, $sig. = 0,00$)

Table. 4. Negative reciprocity.

Negative reciprocity items	Mean Value	SD
q19: If I suffer a serious wrong, I will take my revenge as soon as possible, no matter what the costs.	2.127	1.4384
q20: I am willing to invest time and effort to reciprocate an unfair action.	2.366	1.6863
q21: I am kind and nice if others behave well with me, otherwise it's tit-for-tat.	2.141	1.3187
q22: If somebody puts me in a difficult position, I will do the same to him/her.	2.268	1.4776
q23: If somebody offends me, I will offend him/her back.	3.493	1.7655

q24: If someone is unfair to me, I prefer to give him/her what s/he deserves instead of accepting his/her apologies.	3.070	1.6616
q25: I would not do a favour for somebody who behaved badly with me, even if it meant foregoing some personal gains.	3.169	1.6242
q26: If somebody is impolite to me, I become impolite.	2.718	1.5817
q27: The way I treat others depends much on how they treat me.	3.282	1.9218

Note: Friedman test ($\chi^2 = 162,23$, $df = 8$, $sig. = 0,00$)

Table 2 presents the general beliefs of the respondent' about reciprocity. Only the highest and the lowest mean values of each category are mentioned. Thus, for the general beliefs the respondents' answer with the highest mean value is the one that explores the bad behaviour and revenge (q8) followed by the question about fair repayment for hard working (q4). The items with the lowest scores were the question about compliments (q5) and the question about tipping in restaurants (q9). These results suggest that for the respondents these behaviours are not connected with reciprocal behaviour.

Next, Table 3 illustrates the answers in the questionnaire part about positive reciprocity. Again, only the questions with the highest and the lowest mean values are commented. The answers with the highest scores are the question about asking politely for information (q15) and the question about helpful co-workers (q12). On the other hand, the item with the lowest mean value was the question about lending money and retuning them back more than what is strictly due (q16). Although this feature denotes a strictly positive reciprocal behaviour, the respondents rank this question with a quite lower score than the other questions about positive reciprocity.

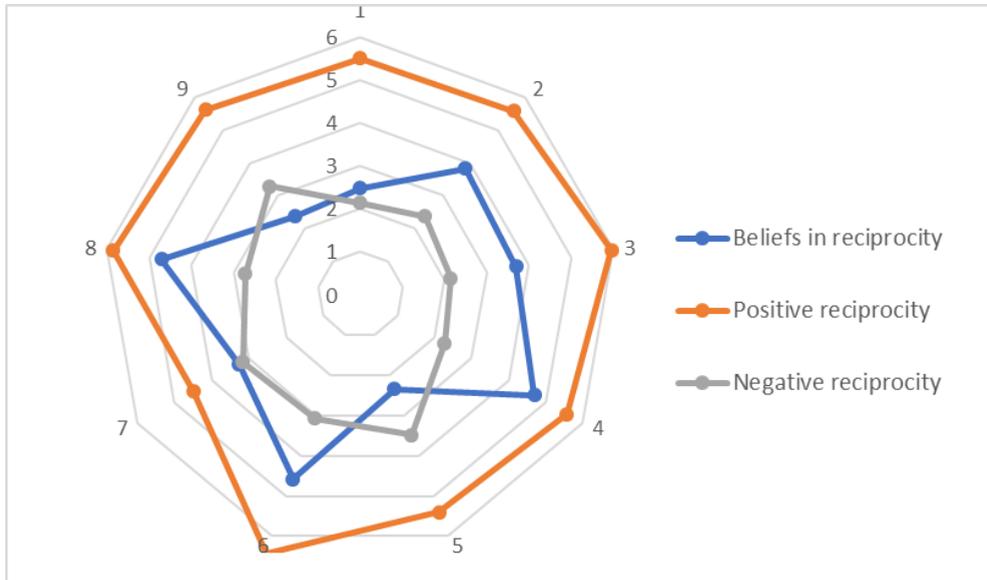
Table 4 presents the negative reciprocity items. The answer with the highest mean value is about the reaction in an offending behaviour (q23) followed by the question (q27) about equal behavioural treat. While the answers with the lowest mean values in the category of negative reciprocity is the question (q19) about taking revenge when suffering something wrong and the question (q21) concerning a tit for tat behaviour under misbehaved situations.

A first result is that the mean values for the items showing positive reciprocity are higher than the mean values of the general beliefs about reciprocity and even higher than the mean values for the items about negative reciprocity. This difference is shown in Figure 1.

An important issue for the purposes of this survey is the participants' involvement with the social enterprise. Two possible outcomes were drawn; (a) shareholders of the social enterprise named investors and (b) shareholders working at the same time to the social enterprise, named workers. The answer to this question provides significant information towards the motives of the members to participate in a social enterprise. All members are shareholders and they are usually obliged to participate in the initial capital required to start the social enterprise. A shareholder member in a social enterprise, having paid a part of the initial capital has the right to participate in general meetings and the privilege to be elected in the management board. As a shareholder member, their relationship with the social enterprise is restricted only through the general meetings, while daily transaction

with the social enterprise is optional. On the other hand, there are members – shareholders, who are employed in the social enterprise. In this case, the shareholder has a different relationship with the social enterprise and is somehow bounded in a daily relationship with the activities of the social enterprise.

Figure. 1. The respondent's answers (mean values) about reciprocity.



Source: Authors own work.

On the basis, of the above explanation, a logistic regression analysis was applied to investigate the specific behaviours related to reciprocity (general, positive and negative) through the RPN scale that could be used to determine the decision to work for a social enterprise. Logistic regression analysis was used to classify members of social enterprises as investors (shareholders of the social enterprises who are not offering their personal work) coded with 0 or as workers (members – shareholders that are fully employed in the social enterprise) coded with 1.

Table. 5. Logistic regression analysis for the reciprocity items that affect the type of involvement in a social cooperative

Reciprocity Items	B	S.E.	Wald	Sig.	Exp(B)
q7 (general reciprocity)	0.290	0.113	60.649	0.010	10.337
q10 (positive reciprocity)	-0.786	0.216	130.283	0.000	0.456
q13 (positive reciprocity)	0.512	0.212	50.845	0.016	10.669
q15 (positive reciprocity)	0.835	0.309	70.284	0.007	20.304
q16 (positive reciprocity)	-0.678	0.142	220.870	0.000	0.507
Constant	-1.777	1.563	1.293	0.255	0.169

Dependent variable: Participants' involvement with the social enterprise (Investors or workers)

Variables selection Method Forward Stepwise (Likelihood Ratio)

R²= 0.592 (Cox & Snell), 0.789 (Nagelkerke), -2 Log likelihood: 69.543

Hosmer and Lemeshow Test: $\chi^2 = 12.958$, df 8, sig 0.113

The classification table (Table 6) and the different types of R² suggest that the estimated model adequately fits the data. Thus, the model correctly predicts more than 4 out of the 5 cases. In total, the model can correctly predicts 87.3% of all cases. At this point, it should be mentioned that the cut value used in the classification table is 0.6 based on the examination of a ROC curve (Receiver Operating Characteristic curve) That is the plot of the true positive rate against the false positive rate for the different possible cut points of a diagnostic test, in this case between the observed and the predicted values for the examined types of involvement in social enterprises.

Table. 6. Classification Table for logistic regression results

Observed (cases)	Predicted (cases)		Percentage Correct
	Investors	Workers	
Investors	66	4	94.3
Workers	14	58	80.6
Total			87.3

The cut value is 0.6

Logistic regression analysis, using a forward stepwise (Likelihood Ratio) variables selection method³, identified a sub group (5 items over 27) of the examined items to classify participants into members (investors) and workers in social enterprises. It is worth mentioning that sex or other demographic characteristics of the respondents do not affect this classification. More specifically, the question 7 presented a general belief about reciprocity included in the model with a positive effect to the decision to work for a social enterprise.

³ All variables about reciprocity (27 in total) and the demographic variables age and sex were included in the model. However, forward selection models include only the important variables in the final model.

Thus, people who seek reciprocal behaviour (help a tourist and waiting for a kind response) can decide to work in a social enterprise. Moreover, the aspects of positive reciprocity that affect positively the possibility to work in social enterprises are question 13 *“I’m ready to do a boring job to return someone’s previous help”* and the question 15 *“If someone asks me politely for information, I’m really happy to help him/her”*. On the other hand, the question 10 *“I am ready to undergo personal costs to help somebody who helped me before”* and the question 16 *“If someone lends me money as a favour, I feel I should give him/her back something more than what is strictly due.”* of the positive reciprocity items, have a negative effect on the possibility to possibility to work in a social enterprise.

It is worth mentioning that no item showing negative reciprocity was selected for the model. Probably, this is an additional indication for the lack of revengeful behaviours among the respondents, as previously mentioned. Nonetheless, the selected model to predict workers in a social enterprise included with positive effect only costless behaviours of reciprocity, such as doing boring jobs or returning help as reward to previous actions. On the contrary, reciprocal behaviours associated with money such as paying money or having personal cost to return a previous action /behaviour has a negative effect in our sample to choose to work for a social enterprise.

However, it should be noted that the results of this study are indicative and further research is needed to extract them to the general population of all the members of social enterprises. Social economy and social enterprises is a sector that needs more research on the effects on economy and society.

5. Discussion and Conclusion

It is axiomatic that reciprocity is a corner stone for social enterprises and entrepreneurship and at the same time reciprocity can be used to promote social economy and enterprises. Targeting to shed some more light on the above axioms, this study investigated reciprocity among Greek members of social enterprises. The results of the research showed that the participants in the survey do not present at a general level a behaviour characterized as reciprocal.

More specifically, for the category of questions regarding the general view of reciprocity in the relations of people, the participants argued that, “they do not base their behavioural choices on the behaviour of others”. They also do not modify their behaviour based on future rewards or punishments. However, they expect that they are likely to receive unfair behaviour if they behave accordingly and they think that they should be rewarded fairly for their work. For the positive reciprocity category of questions, the participants argued that they were prepared to accept some personal costs to help someone who helped them in the past. In addition, they seem to have a slightly positive mood and an obligation to thank someone by rewarding a help they have received. They are in general positive about helping when politely asked. For the negative reciprocity category of questions, the respondent, generally, assigned the lower scores. Participants appear to be unwilling to sacrifice money or time to punish someone who has been wronged. They do not think that they should behave badly to those who behave badly and do

not have the logic of "tit for tat" and in total, they do not present a revengeful behaviour.

Finally, reciprocity can be used to classify members based on willingness to offer their work in social enterprises. At least for Greece, the economic crisis of the last decade has increased unemployment making young people and not only, to seek all possible work opportunities. Since, social enterprises offer such work opportunities, it is considered very interesting to examine reciprocity among social enterprises members. The sample of social enterprises participated in this survey can be classified into the workers group and the investors group based on their answers about reciprocity. More specifically, out of the twenty-seven questions involved in the model, five of these are statistically significant to predict of the dependent variable, i.e. to predict whether a member is also a worker of the social enterprises. It is quite interesting that no item of the negative reciprocity part was included into the model. In addition, three variables seem to have a positive effect on the decision to work for a social enterprise and two variables have a negative sign, leading us to assume that when a member is more sensitive to reciprocity, he is likely not to work in a social enterprise. The above conclusion confirms the tendency in Greece, to participate in social enterprises only to find out a job. Nevertheless, it is noted that questions that have no negative influence on the dependent variables have a greater overall influence than the negative ones. These findings could help social entrepreneurs to seek new members willing to participate either as investors or as workers in social economy sector and even more could help the Greek state to promote social economy.

A structural weakness of the present study is that the questionnaire examines a person's hypothetical reaction to a situation which is not always sufficient to investigate reciprocity in a group of individuals (Guzman et al., 2013), and moreover, to make reliable conclusions about whether reciprocity is a driving force for the development of social enterprises.

Nevertheless, research into the role of reciprocity in social enterprises remains open and it is necessary to explore reciprocity in social enterprises using more approaches. In this direction, further research in the role of reciprocity in social enterprises is required to explore reciprocity in social economy. Alternative approaches that could be applied are: a) the use of experimental economic games in groups of individuals participating and working in social enterprises, b) a different questionnaire to examine reciprocity, c) a case study approach of specific social enterprises (either by questionnaires or experimental). Such an investigation will help to judge whether reciprocity is an important behavioural characteristic for people involved in the Social Economy and if reciprocity could improve the growth of social enterprises.

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APPENDIX A:**Questionnaire: Personal Norm of Personality*****Beliefs in reciprocity**

- Q1 To help somebody is the best policy to be certain that s/he will help you in the future
- Q2 I do not behave badly with others so as to avoid them behaving badly with me
- Q3 I fear the reactions of a person I have previously treated badly
- Q4 If I work hard, I expect it will be repaid
- Q5 When I pay someone compliments, I expect that s/he in turn will reciprocate
- Q6 I avoid being impolite because I do not want others being impolite with me
- Q7 If I help tourists, I expect that they will thank me nicely
- Q8 It is obvious that if I treat someone badly s/he will look for revenge
- Q9 If I don't leave a good tip in a restaurant, I expect that in future I will not get good service

Positive reciprocity

- Q10 I am ready to undergo personal costs to help somebody who helped me before
- Q11 If someone does a favour for me, I am ready to return it
- Q12 If someone is helpful with me at work, I am pleased to help him/her
- Q13 I'm ready to do a boring job to return someone's previous help
- Q14 When someone does me a favour, I feel committed to repay him/her
- Q15 If someone asks me politely for information, I'm really happy to help him/her
- Q16 If someone lends me money as a favour, I feel I should give him/her back something more than what is strictly due
- Q17 If somebody suggests to me the name of the winning horse at the race, I would certainly give him/her part of my winnings*
- Q18 I go out of my way to help somebody who has been kind to me before

Negative reciprocity

- Q19 If I suffer a serious wrong, I will take my revenge as soon as possible, no matter what the costs
- Q20 I am willing to invest time and effort to reciprocate an unfair action
- Q21 I am kind and nice if others behave well with me, otherwise it's tit-for-tat
- Q22 If somebody puts me in a difficult position, I will do the same to him/her
- Q23 If somebody offends me, I will offend him/her back
- Q24 If someone is unfair to me, I prefer to give him/her what s/he deserves instead of accepting his/her apologies
- Q25 I would not do a favour for somebody who behaved badly with me, even if it meant foregoing some personal gains
- Q26 If somebody is impolite to me, I become impolite
- Q27 The way I treat others depends much on how they treat me

* Perugini, M., Gallucci, M., Presaghi, F. & Ercolani, A. (2003), The Personal Norm of Reciprocity. *European Journal of Personality*, Vol. 17, pp. 251-283.